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WEEK IN REVIEW:

Mon (Oct 31)	Tues (Nov 1)	Wed (Nov 2)	Thurs (Nov 3)	Fri (Nov 4)
12:00 Special Called Council Meeting, Room 267		12:00 PM Housing & Neighborhood Development Committee, Room 280	6:00 PM District 3 Town Hall Meeting, Goodwill Industries 5310 Wilkinson Blvd.	

CALENDAR DETAILS:

Monday, October 31

12:00 PM Special Called Council Meeting, Room 267

Wednesday, November 2

12:00 PM Housing & Neighborhood Development Committee, Room 280
AGENDA: FY18 Focus Area Plan; Targeted neighborhood rehabilitation program;
Urban Land Institute Terwilliger Center for Housing

Thursday, November 3

6:00 PM District 3 Town Hall Meeting, Goodwill Industries Opportunity Campus
5310 Wilkinson Boulevard

October, November, and December calendars are attached.



Oct-Nov-Dec2016.pdf
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INFORMATION:

October 29 – Solid Waste Services Launches Food Too Good to Waste Challenge

Staff Resource: Victoria O. Johnson, Solid Waste Services, 704-336-3410

vjohnson@charlottenc.gov

The City of Charlotte, as a part of their [Environmental Focus Area Plan](#), has a goal of being a zero-waste City by 2050. To reach this goal the City must work with each sector of the community, including residents, to reduce the amount of waste they produce. Solid Waste Services is leading an effort to support the City's goal through the [Healthy Communities program](#). Healthy Communities makes waste reduction personal by educating residents on the environmental, economic, and social problems caused by mismanaging waste.

Since its launch, Solid Waste Services' [Healthy Communities program](#) has completed three successful events including a community vegan dinner, waste disposal tour, and a Goodie Ideation hack-a-thon. The program has also completed nearly 15 education and outreach events through schools and other community partnerships, reaching approximately 10,000 children and residents. The next big event will be the Food Too Good to Waste Challenge.

The inaugural Food Too Good to Waste Challenge will kick off on October 31. Residents in Hidden Valley and parts of the West Boulevard corridor will be paired with local radio personalities who will work with them to help reduce food waste. The neighborhoods will be competing against each other to see who can eliminate the most food waste from their garbage

over the course of six weeks. Every household will receive a food scale and a food waste trash can in order to separate, weigh, and record their food waste weekly.

As incentives, the winning neighborhood will receive \$4,500 for an environmental project and the winning household will receive a composting kit for their home, along with a cooking class with a local vegan chef. The funds for the project will be distributed through a partnership with Keep Charlotte Beautiful and Neighborhood and Business Services. The challenge will end December 13, 2016.

Residents and radio personalities will attend a kick-off session at Solid Waste Services' building (1105 Otts Street) on October 29 from noon – 2 p.m. to learn more about the challenge and receive their trash cans and scales. City staff and Council are welcome to attend.

Water Supply Drought Stage 1 Expected November 1

Staff Resource: Barry Gullet, Charlotte Water, 704-336-4962, bgullet@charlottenc.gov

Charlotte Water anticipates the Catawba-Wataree Drought Management Advisory Group ([CW-DMAG](#)) to announce an escalation to Water Supply Drought Stage 1 on November 1. Drought Stage 1 calls for voluntary reductions in water consumption by all Charlotte Water customers primarily through reductions in lawn irrigation and other discretionary water uses.

Under the CW-DMAG's Low Inflow Protocol (LIP), data is collected and used to determine if conditions warrant drought status escalation. The LIP is the drought management plan major water users in the Catawba River Basin employ to share responsibility and set priorities in order to conserve the limited water supply during drought conditions. In order to determine the water supply drought stage, the CW-DMAG compares:

- Lake storage indices – the amount of water in the lakes as a ratio of what amount of water is expected to be in the lakes
- US Drought Monitor levels – published by state and federal agencies, and
- Streamflow ratios – the amount of water flowing into the river and lakes as a ratio of what is usual.

Customers across the region will be asked to conserve water wherever possible and explicitly by reducing lawn watering, discontinuing use of decorative fountains, and refraining from residential car washing. Charlotte Water customers will be asked to only irrigate residential lawns on Tuesdays and Saturdays, if irrigation is necessary.

The DMAG and Charlotte Water have been monitoring conditions since Stage 0 (Drought Watch) was declared August 1, 2016. The Charlotte region has experienced prolonged warm and dry conditions in 2016. Forecasters predict above average warmth and below average precipitation through the winter season. The next DMAG drought update will occur December 1. Should conditions worsen in the coming months, Stage 2 calls for mandatory conservation.

More information about the drought and water conservation can be found at

<http://charlottewater.org> by clicking on Drought Central.

Internal Audit Report – P-Card Compliance FY15

Staff Resource: Greg McDowell, Internal Audit, 704-336-8085, gmcowell@charlottenc.gov

The purpose of this audit was to determine compliance with the City’s Procurement Card (P-Card) Policy. Audit software facilitated a large scale review of P-Card transactions processed to identify questionable charges. Of the 24,383 transactions processed in FY15, auditors tested 832 (totaling \$488,573); representing 3% of the transactions processed and 7% of the amount spent using P-Cards.

Conclusion – Controls over P-card usage are adequate to maintain the overall integrity of the City’s program. The inherent risks of the P-card require a high level of oversight by departments and the Program Administrator.

The P-card policy has been revised effective May 2016, and Management & Financial Services, Finance Office – Procurement Management has committed additional resources to oversee the program.

A copy of the final report is attached below.



P-card Compliance
Audit FY15.pdf

ATTACHMENTS:

October 20 Community Safety Committee Summary



20161020 CSC
Summary Package.pdf

October

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
						1 8:00am Neighborhood Leadership Awards, Convention Center
2	3	4	5	6	7	8
		Charlotte Chamber Retreat Asheville, NC				
9	10	11	12	13	14	15
	12:00pm Environment Committee Mtg., Room 280 2:00pm Transportation & Planning Committee Mtg., Room 280 5:00pm Citizens' Forum/Council Business Mtg., Room 267			12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14 2:00pm Special Session, CH- 14		
16	17	18	19	20	21	22
	12:00pm Council Agenda Briefing (optional), Room 886 1:00pm Intergovernmental Relations Committee Mtg., Room 280 4:00pm Special Session, CH- 14 5:00pm Zoning Meeting, Room CH-14			12:00pm Community Safety Committee Mtg., Room 280 2:00pm Budget Committee Mtg., Room CH-14		
23	24	25	26	27	28	29
NCLM Annual Conference Raleigh, NC				12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14		
30	31					
	12:00pm Special Called Mtg., Room 267					

2016

November

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>	
		1	2 12:00pm Housing & Neighborhood Development Committee Mtg., Room 280	3 6:00pm – 8:30 pm District 3 Town Hall Meeting, Goodwill Industries Opportunity Campus - 5301 Wilkinson Blvd.	4	5	
6	7 12:00pm Environment Committee Mtg., Room 280 2:00pm City Manager's Update Mtg., Room CH-14 4:00pm Continuation of Zoning Mtg., Room 267 5:00pm Council Workshop/Citizens' Forum, Room 267	8	9 12:00pm Community Safety Committee Mtg., Room 280	10 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14	11 Veteran's Day Holiday		12
13	14 2:00pm Transportation & Planning Committee Mtg., Room 280 5:00pm Council Business Mtg., Room 267	15	16	17	18	19	
			NLC City Summit Pittsburgh, PA				
20	21 12:00pm Council Agenda Briefing (optional), Room 886 1:00pm Intergovernmental Relations Committee Mtg., Room 280 12:00pm ED & Global Competitiveness Committee Mtg., Room 270/271 5:00pm Zoning Meeting, Room CH-14	22	23 5:30pm MTC Meeting, Room 267	24 Thanksgiving Day	25 Thanksgiving Holiday	26	
27	28 12:00pm Governance & Accountability Committee Mtg., Room 280 5:00pm Citizens' Forum/Council Business Mtg., Room 267	29	30				
					2016		

December

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
				1	2	3
4 2:00 – 4:00pm CM Fallon’s Town Hall Mtg., University City Library – 301 East WT Harris Blvd.	5 12:00pm Environment Committee Mtg., Room 280 5:00pm Council Workshop/Citizens’ Forum, Room 267	6	7 12:00pm Housing & Neighborhood Development Committee Mtg., Room 280	8 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14	9	10
11	12 2:00pm Transportation & Planning Committee Mtg., Room 280 5:00pm Council Business Mtg., Room 267	13	14	15 12:00pm Community Safety Committee Mtg., Room 280	16	17
18	19 12:00pm Council Agenda Briefing (optional), Room 886 1:00pm Intergovernmental Relations Committee Mtg., Room 280 5:00pm Zoning Meeting, Room CH-14	20	21	22 12:00pm ED & Global Competitiveness Committee Mtg., Room CH-14	23	24
25	26 Christmas Holiday	27 Christmas Holiday	28 5:30pm MTC Meeting, Room 267	29	30	31

2016



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INTERNAL AUDIT

Audit Report
City-wide P-Card Compliance FY15
October 27, 2016

City Auditor's Office
Gregory L. McDowell, CPA, CIA

**Report of Internal Audit
City-wide P-Card Compliance FY15
October 27, 2016**

Purpose and Scope

The purpose of this audit was to determine compliance with the City's Procurement Card Policy. Audit software facilitated a large scale review of P-Card transactions processed to identify questionable charges. Of the 24,383 transactions processed in FY15, auditors tested 832 (totaling \$488,573); representing 3% of the transactions processed and 7% of the amount spent using P-Cards. The policy applicable for the period audited was dated July 14, 2014.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

This report is intended for the use of the City Manager's Office, City Council and all City Departments.

Conclusion

Controls over P-card usage are adequate to maintain the overall integrity of the City's program. The inherent risks of the P-card require a high level of oversight by departments and the Program Administrator.

Summary Results

M&FS, Finance Office – Procurement Management has committed additional resources to oversee the program.

The P-Card program expenditures for FY15 totaled almost \$7 million. These expenditures were the result of 24,383 transactions made by over 500 cardholders. The P-Card program is used for less than 1% of the City's non-personnel expenses, and provides an efficient payment alternative. The risk of misuse can be mitigated through careful and consistent attention to policy. The following summarizes the results of our review and recommendations. More detailed information can be found beginning on page 3:

1. The Procurement Card Policy was revised to improve program controls.

Procurement Management (a division within the Management & Financial Services Department) revised the policy effective May 1, 2016. The policy clarified the responsibilities of employees involved with the program. The revised policy details how infractions and subsequent disciplinary actions for noncompliance will be addressed. Also,

the addition of a second Procurement Card Administrator is intended to provide better oversight of the program and improve compliance with the new policy.

2. The majority of transactions tested were processed in compliance with established policies; however, better adherence to controls is required to ensure the continued integrity of the P-Card program.

The P-Card method of payment is designed to enhance efficiency of operations and payment convenience to vendors, but also carries a risk of misuse which can only be determined after funds have been expended. The City's Procurement Card Policy and Procedures Manual details the roles and responsibilities which comprise many of the internal controls for the P-Card process and are intended to reduce the risks associated with the P-Card program. Auditors tested 832 transactions and noted 29 violations. These violations were comprised of gift cards and personal purchases, split transactions, lack of itemized receipts and inadequate documentation. In some instances, violations were detected during the monthly reconciliation process and those departments handled the issues in accordance with policy. Each department agreed with the audit recommendations.

Background

The City's P-Card program was established in 2001. The P-Card policy was significantly revised in FY12. Additional revisions were adopted in July 2014 and May 2016.

Procurement Management administers the City's P-Card program and coordinates issuance of P-Cards by Bank of America. The cards are restricted from use at certain types of vendors, as defined by Merchant Category Codes (MCC), and have single transaction limits as well as monthly expenditure limits that vary for each cardholder.

P-Card transaction data is uploaded weekly to the City's enterprise resource planning system (MUNIS) for cardholders to verify and allocate appropriately.

- Annual expenditures grew from about \$4 million in FY14 to nearly \$7 million in FY15. Although not part of the audit period, we noted that FY16 P-Card expenditures exceeded \$7.4 million. See comparison chart below.
- The average P-Card transaction amount has ranged \$200-\$300 over the past few years.
- In FY15, more than half (53%) of the City's total P-Card expenditures were made by three departments combined – Charlotte Water (25%), Aviation (17%), and Charlotte Mecklenburg Police Department (11%).

	FY14	FY15	FY16
Cardholders*	545	524	576
Transactions	18,851	24,383	26,695
Expenditures	\$3,955,261	\$6,959,425	\$7,454,388

*At June 30

Audit Findings and Recommendations

1. The Procurement Card Policy was revised to improve program controls.

Procurement Management revised the P-Card policy (effective May 1, 2016) to strengthen internal controls. Improvements to the policy follow:

- Program Managers are the final approvers of P-Card transactions. Section 3.4.7 of the revised Citywide Procurement Card policy states:

“P-Card Program Managers are City employees responsible for supporting the Citywide P-Card Administrator in ensuring the appropriate use of P-Cards and adherence to applicable policies by individuals assigned to functional roles. P-Card Program Managers are prohibited from being issued an Individual or Department P-Card.”

The addition of another Procurement Card Administrator and the ability to assign roles in MUNIS should ensure this portion of the policy is effective.

- The policy added designee roles for P-Card cardholders, accountants, budget managers and program managers. With the addition of these roles, the MUNIS workflow approval process is strengthened.
- Gift cards were listed as being blocked by MCC, although it is not possible to implement such a control. Section 5.4 now specifically lists gift cards as prohibited transactions.
- Disciplinary action has been reinstated for failure to report a lost or stolen card. It is now listed as a major infraction in section 9 for cardholders, program managers and their designees.
- Section 9 of the policy outlines infractions and disciplinary actions for all program roles and designees, including Procurement Card Administrators. This section reinforces accountability and compliance.

Actions Taken: M&FS, Finance Office-Procurement Management (“Procurement”) added a second Procurement Card Administrator effective April 18, 2016. This second resource will assist with the necessary administration and oversight of all programmatic responsibilities as well as the increased requirements designed to improve internal controls and efficiencies. In addition, the department updated the P-Card training module within the City’s SuccessFactors to reflect policy and procedural changes. The completion of this module is mandatory.

2. **The majority of transactions tested were processed in compliance with established policies; however, better adherence to controls is required to ensure the continued integrity of the P-Card program.**

The City's Procurement Card Policy and Procedures Manual details the roles and responsibilities for the P-Card process, which are intended to reduce the risks associated with the P-Card program. The 832 transactions tested yielded 29 violations. The following details the areas that require closer attention from departments.

Policy Reference – Personal Purchases
Section 2.6 - P-Card purchase must be for the use and benefit of the City and no personal purchases are allowed, regardless of intent to reimburse the City.
<p>Comments: Four departments: (Aviation, City Manager's Office, Charlotte Water and Innovation & Technology) each had a cardholder who made personal purchases ranging from \$3 to \$13 with their assigned P-Card.</p> <p>Charlotte Water discovered the violation during the monthly reconciliation process. The cardholder received a written warning for the level 3 infraction. The Aviation cardholder informed the program manager of the error and was given a verbal warning.</p> <p>The violations for the City Manager's Office and Innovation & Technology were noted during Internal Audit's review and had not been discovered during the monthly reconciliation process. The violations were brought to the attention of the departments.</p> <p>Recommendation: Program managers should review transactions in enough detail to identify personal charges and appropriate disciplinary action should be taken, whether noted during departmental review or during subsequent audits (by the P-Card Administrator, or the City's Internal Audit Division).</p> <p>Actions Taken: All four cardholders reimbursed the City for the purchases.</p> <p>Response: Aviation – The department agrees with the recommendation.</p> <p>Response: City Manager Office – The department agrees with the recommendation and although no disciplinary action was taken, verbal corrective action was given.</p> <p>Response: Innovation & Technology – The department agrees with the recommendation and now has a process to identify and address infractions during the monthly reconciliation process. The cardholder has received a written P-Card policy violation.</p>

Policy Reference – Split Transactions

Section 2.13 - Splitting transactions to avoid the single transaction limit is not permitted. Subsection 8 (Level 3) - Program Manager shall review the circumstance and issue written warning to the cardholder. The Program Manager, in consultation with the Citywide P-Card Administrator, may temporarily suspend or deactivate the P-Card as part of the disciplinary action.

Comments: There were seven instances where transactions among six departments were split to circumvent the single transaction limit. The limits are established to ensure that cardholders only make purchases up to threshold approved by their supervisors. By splitting the transactions, cardholders exceed their authorized limits.

Aviation (one) and CMPD (for one of two) noted the violations during their reviews of monthly transactions and disciplinary action was taken in accordance with the policy.

Recommendation: Cardholders should not split transactions to circumvent the limits established for them. Program managers should remind cardholders of the process in place to seek temporary increases of the single transaction limits for circumstances deemed acceptable. Appropriate disciplinary action should be taken, whether noted during departmental review or during subsequent audits (by the P-Card Administrator, or the City's Internal Audit Division).

Response: Solid Waste Services (SWS) – No formal violation was issued. We reviewed the policy with the cardholder and increased their single transaction limit due to their recent role change.

Response: Charlotte Fire – The department agrees with the recommendation and although no disciplinary action was taken, the policy violation was reviewed with the cardholder.

Response: Transportation (CDOT) – The department continues to educate P-Card holders on City policies and procedures.

Response: CMPD – The department agrees with the recommendation and disciplinary action has been taken.

Response: Engineering (E&PM) – The vendor requested the purchase be separated into two transactions. The department has advised the cardholder not to split transactions in the future.

Policy Reference – Gift Cards

Section 5.4 - Gift card purchases are prohibited.

Comments: Auditors noted two cardholders who made five gift card purchases. The gift cards were purchased as rewards for department recognition events. Gift card purchases are prohibited because they can be easily converted to personal use.

CMPD noted this violation (one instance) during the monthly reconciliation process and issued the appropriate warning to cardholder.

Innovation & Technology noted this violation (four instances) during the monthly reconciliation process but did not discipline the cardholder according to City policy.

Recommendation: Cardholders should adhere to the P-Card policy, which prohibits the purchase of gift cards. Appropriate disciplinary action should be taken, whether noted during departmental review or during subsequent audits (by the P-Card Administrator, or the City's Internal Audit Division).

Response: Innovation & Technology – The Department Director, Program Manager and P-Card Accountant discussed the gift card purchases with the cardholder. The cardholder was to issue reimbursement to the City but failed to do so before retirement. A process has been implemented to identify and address this type of infraction during the monthly reconciliation.

Policy Reference – Documentation

Section 3.4.1 - Cardholders should obtain and keep original itemized receipts of all P-Card transactions. In addition, cardholders should scan and upload appropriate supporting documentation regarding the transaction into the System's document repository as required.

Comments: Auditors noted 13 instances among five departments where no itemized receipts or documentation was loaded into the System's document repository (TCM).

CDOT, City Manager, E&PM, and Innovation & Technology provided copies of the receipts or lost receipt forms.

Recommendation: Program managers should ensure all receipts and documentation are loaded into TCM before approving cardholder's transactions. Appropriate disciplinary action should be taken in accordance with the policy for all violations.

Response: City Manager Office – The department agrees with the recommendation and although no disciplinary action was taken, verbal corrective action was given.

Response: CDOT – The department is coaching and counseling P-Card holders about providing original itemized receipts for all transactions.

Response: CMPD – No itemized receipt was attached in TCM because the vendor only provides receipts with the total amount of purchase; therefore, no disciplinary action was taken.

Response: E&PM – The itemized receipt was attached to another transaction due to the issues with TCM.

Response: Innovation & Technology – The department agrees with the recommendation and now has a process to identify and address this type of infractions during the monthly reconciliation process. The cardholders have received a written P-Card policy violation.



Charlotte City Council
**COMMUNITY SAFETY
COMMITTEE**

Meeting Summary for October 20, 2016

COMMITTEE AGENDA TOPICS

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

COMMITTEE INFORMATION

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

ATTACHMENTS

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

DISCUSSION HIGHLIGHTS

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

Community Safety Committee

Meeting Summary for October 20, 2016

Page 2 of 3

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. 21st Century Policing

Chairwoman Eiselt said this discussion on 21st 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 21st Century Policing.

Chief Putney began reviewing the “21st Century Policing” presentation (copy attached). He discussed the background of the President’s Task Force on 21st 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?

Community Safety Committee

Meeting Summary for October 20, 2016

Page 3 of 3

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

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. 21st 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 21st 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

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
Objective: Minimize loss of life, property damage, and injury		
Strategy: 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	
Strategy: 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)	
Strategy: 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	
Strategy: Improve crime reduction rates	≥5% increase in number of illegal guns seized	
	≥75% clearance rate for homicide cases	
Strategy: Improve investigation clearance rate for arson	Percent of arson cases cleared	
Strategy: 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	
Objective: Improve perception of safety and level of trust in Community Safety*		
Strategy: 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	
Strategy: Develop responses to each President's Task Force recommendation on 21st Century Policing	Implement a culture shift towards a 21st Century Policing	
Strategy: 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%	
Strategy: 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	
Strategy: 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 rd grade classrooms that receive fire education programs	

Objective: Develop a representative and highly trained 21st Century Public Safety Workforce		
Strategy: 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	
Strategy: 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	
Strategy: 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	
Objective: Enhance Emergency Preparedness		
Strategy: Conduct annual disaster preparedness public education activities	Number of Annual Disaster and Incident Action Plans developed	
Strategy: 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	
Objective: Foster economic success for everyone in the community		
Strategy: 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



21st Century Policing Recommendations

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

Chief Kerr Putney

October 20, 2016



21st 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>1994</p>	<ul style="list-style-type: none"> ▪ Began working with Chief Nowicki after several shootings in Charlotte involving white officers and black citizens
<p>1995</p>	<ul style="list-style-type: none"> ▪ The department created an in-service training module: <i>Effective Communication</i>
<p>1996-1998</p>	<ul style="list-style-type: none"> ▪ CMPD offered two additional in-service modules: <i>Introduction to Cross-Cultural Communications and Breaking the Barriers</i>
<p>1999</p>	<ul style="list-style-type: none"> ▪ 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 ▪ At the end of each session, participants were asked to make a personal commitment to help change the culture and internal environment.
<p>2000</p>	<ul style="list-style-type: none"> ▪ Changed the name of the class to soften reluctance ▪ Introduced three different offerings: <ul style="list-style-type: none"> -<i>Understanding the Asian Culture</i> -<i>Understanding the Hispanic Culture</i> -<i>It's Not Personal! It's Personality</i>
<p>2001</p>	<ul style="list-style-type: none"> ▪ Diversity Education Proposal CMPD/CMS ▪ 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 ▪ <u>2Spanish Language Training</u>
<p>2003</p>	<ul style="list-style-type: none"> ▪ 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 ▪ Presented information at every Citizens Academy session on what CMPD was doing and had been doing in the area of sensitivity and diversity education ▪ Conducted focus groups for sergeants to determine training gaps and needs/desires ▪ Leadership Development for Sergeants – based on John C. Maxwell's book <i>Developing the Leader Within You</i> ▪ Worked with specific departments as requested/asked on teambuilding and leadership challenges

Evolution of CMPD's Cultural Proficiency Education

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

Evolution of CMPD's Cultural Proficiency Education

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

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 (www.cmpd.org).	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>13. 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>16. Ensure that all CMPD officers have received all training in compliance with the Charlotte Civil Liberties Resolution and the President’s Council on 21st Century Policing within one calendar year.</p>	<p>CMPD currently conducts mandatory legal training annually for all police officers which remains consistent and compliant with the Resolution.</p>	<p>CMPD 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 21st Century Policing. (Continual Process)</p>
Two	<p>17. 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>22. 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>