Achieve Success: Be the Difference

July 2015 - October 2017
Achieving Success - Each One of Us Must “Be the Difference”

Introduction

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

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

The purpose of this report is to highlight the many active and ongoing youth focused programs ranging from Youth Diversion to Envision Academy. In addition, community focused programs ranging from the Chaos to Conversation: How to Get People to Stop Yelling and Start Talking to the Community Empowerment Initiative. Also highlighted are internally focused programs ranging from Command College to the Early Intervention Program.
Crime Fighting, Community Engagement, and Professional Development
Immediately upon assuming the position of Chief of Police, Chief Putney conveyed his three overarching goals to the CMPD staff and the community – Crime Fighting, Community Engagement, and Professional Development.

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

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

COPS & Barbers
Recognized by President Barack Obama as a “model for fostering relationships between cops and young black men,” COPS & Barbers was the idea of local barber Shaun Corbett to facilitate dialogue between the police and community. The CMPD and NC Local Barbershop Association host “town hall” events to create an open and honest dialogue about police and race relations. Discussions include educating African-American citizens of their rights, the appropriate manner in which to interact with police, and challenges police face when confronted by a potentially dangerous situation. Local congregations, recreation centers, and schools throughout the community serve as host sites for these events.
**Internal Advisory Committee**
The Internal Advisory Committee’s mission is to disseminate information to employees and seek their input in the areas most important to building employee morale, while promoting trust and transparency between the CMPD and the community.

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

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

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

**2016 Gold Standard CALEA Accreditation**
CMPD was awarded 2016 Gold Standard CALEA Accreditation. The Gold Standard works to measure the impact of accreditation, as opposed to simply confirming compliance through a file-by-file review.
REACH OUT
REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens) is a collaborative effort of the CMPD, Mecklenburg County Sheriff’s Office, and Division of Adult Correction and Juvenile Justice to provide the necessary services and resources to effectively and positively change the lives of selected youthful offenders.

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

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

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

Summer of Opportunity 2017
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.
**REACH Academy**
REACH Academy (Respect Engage Accountability Character Honesty) builds positive relationships between youth who harbor a mistrust of police officers and CMPD officers. REACH Academy promotes personal and social responsibility and accountability through leadership opportunities provided during a weeklong summer program for up to 25 males and 25 females per session. The CMPD has collaborated with several community organizations to provide educational field trips, career readiness, and vocational development classes for participants. Upon graduation, youth may participate in a CMPD mentoring program.

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

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

**Cultural Competence Education Program**
The Cultural Competence Education Program is an intensive eleven-session program designed around nine cultural competence modules that provide a holistic and impactful training experience for participants. Participants have included selected Captains, Lieutenants, Sergeants and civilian staff. The purpose of this education program, taught by Dr. Melvin Herring and Dr. Shuntay McCoy, is to develop a foundation for participants to become culturally competent practitioners and leaders.
Cultural Proficiency Education
Implementation of the Cultural Proficiency Education, designed by Ms. Jennifer Davis, prepares and equips participants to lead from where they are to achieve maximum cultural proficiency within the organization and community. All CMPD sworn and civilian staff participate in Cultural Proficiency Education.

Executive Speakers Series
The CMPD’s Executive Speakers Series is designed to stimulate the type of thought and critical thinking necessary for public safety executives, public safety sworn and civilian staff, and decision makers. A sample of those who spoke included Professor Geoff Alpert on the subject “When to Interview an Officer after an Officer Involved Shooting,” and Professor James Forman who spoke about his newly published book, “Locking Up Our Own: Crime and Punishment in Black America.”

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

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

In addition to BWC worn by officers assigned to patrol duties, the CMPD issued BWCs to officers for off-duty employment, tactical officers (SWAT and VCAT) and expanded the issuance to all sworn employees below the rank of Deputy Chief in June 2017. To maintain the confidentiality of minors, School Resource Officers will not wear a BWC, and to maintain the integrity of operations and to avoid jeopardizing the safety of officers, covert (undercover) officers will not wear a BWC.
Be S.M.A.R.T Cellphone Larceny Program
The CMPD was honored to attend the 25th Annual International Problem-Oriented Policing Conference to present the Be SMART Program to other police departments. The Be S.M.A.R.T Cellphone Larceny Program combined an educational campaign through posters and literature with training for establishments that have often been targeted for larcenies. In an effort to educate these potential victims, the CMPD distributed literature and posters to patrons of Uptown establishments, business managers, and citizens. In conjunction with outreach and education, the CMPD also launched a ‘bait phone’ program to catch offenders and to reward good Samaritans.

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

Federal, State, and Foundation Grants
The CMPD has secured $8,167,692 in Federal, State, and Foundation grants. Grant funding has been received from U.S. Department of Justice agencies including the National Institute of Justice, Bureau of Justice Assistance, and the Community Oriented Policing Services Office. In addition, grant funding has been received from the North Carolina Governor’s Crime Commission and grants from several non-profit foundations including the PetSmart Foundation, Pizza Hut Foundation, and the Knight Foundation.

Staffing Strategic Plan
A Staffing Strategic Plan was prepared to guide CMPD Executive staff as they make decisions related to the annual sworn and civilian staffing requirements. The purpose of the Staffing Strategic Plan was to demonstrate the increasing and uncontrollable pressures placed on the CMPD’s personnel resources that require the CMPD to continuously assess sworn and civilian staffing levels. In addition, public safety must be viewed as a form of local infrastructure that must continue to be expanded to respond to the continued growth and development of Charlotte-Mecklenburg. Continued growth causes an increased demand for public services.
Business/Neighborhood Corridors
The CMPD identified Business/Neighborhood Corridors with the most long-standing issues with reliable trends of increased violence, crime, and quality of life issues. They included the Beatties Ford Corridor, Tuckaseegee Corridor, North Tryon Corridor, Albemarle Road Corridor, and the I-85/Sugar Creek Corridor. In August 2016, the Providence Road Corridor was identified as the sixth corridor. To improve the quality of life along these six business/neighborhood corridors the CMPD entered into community engagement partnerships with many City departments.

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

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

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

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

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

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

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

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

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

Community Corners
Community Corners events were organized as informal gatherings of community members and police officers at community parks and athletic fields. Officers and residents engaged in talks about issues important to the community, while enjoying foods prepared by food-truck vendors and businesses in the community. It was also a time of games and fellowship.
Workforce Diversity
CMPD values the importance of diversity and understands the need to recruit employees who are reflective of the community. CMPD is intentional about recruiting at Historically Black Colleges and Universities in the southeast and solicits the participation of CMPD employees who are alumni of these institutions. There is active recruitment from women’s organizations, the military, and numerous other groups and associations. CMPD also recruits within the Charlotte-Mecklenburg community to diversify the applicant pool further. CMPD strives to create a Workforce Diversity that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities. To that end, CMPD actively seeks qualified minority applicants to fill both sworn and civilian positions throughout the department.

Clergy Conversation with the Chief
Putney hosted in 2017 the inaugural Clergy Conversation with the Chief. This first of an ongoing series will be discussions to foster an open, honest, and meaningful dialogue on race relations and community engagement between the police and members of our faith based community. These discussions will afford the opportunity to formalize and strengthen the relationship between the CMPD and clergy of all faiths from across the Charlotte-Mecklenburg community.

CMPD Strategic Plan
To organize the CMPD’s strategic direction and priorities, a CMPD Strategic Plan was developed. The CMPD Strategic Plan encompasses four major components including managing resources, organizational capacity, operational excellence, and providing services to the public. When taken as a whole, the CMPD’s Strategic Plan embodies Chief Putney’s three pillars – Crime Fighting, Community Engagement, and Professional Development. To achieve success each member of the CMPD must “Be the Difference.”
MySuccess
MySuccess is the CMPD’s new personnel development management process that establishes a link between individual staff performance and the vision, mission and goals contained in the CMPD’s Strategic Plan. MySuccess is a software driven process that automates the previous system to connect the CMPD’s Strategic Plan to the CMPD’s performance review and learning development process. MySuccess will allow all CMPD staff to track their performance progress and document achievements and comments.

Career Path Program
A full array of courses was reinstated for the CMPD’s Career Path Program to develop highly qualified leaders. Having a curriculum for each sequential rank allows the intentional development and necessary mentoring to be more focused and consistent.

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

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

Walking Beats
Walking Beats have been created in congested entertainment areas.

Weekly Media Briefing
To highlight the CMPD’s good work and programs a Weekly Media Briefing was started.
125 New Officer Allocations

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

Social Media

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

- https://twitter.com/CMPD
- https://medium.com/beyond-the-badge
- https://www.youtube.com/channel/UC34StIB02pm-72TavYQSyeg

Speaking Engagements

Chief Putney has been active in public Speaking Engagements. Chief Putney has participated in more than 120 speaking engagements including appearances hosted by National Public Radio, Charlotte WFAE Public Radio, the Black Political Caucus, Councilmember Town Halls, Red Ventures, Hood-Hargett Breakfast Club, and the Charlotte Rotary Club.
Crime Fighting Initiatives
Several pro-active Crime Fighting initiatives yielded positive results including:

a. **Operation Avalanche** brought additional police resources into specific communities that experienced increased levels of violent crime. Using detailed crime analytics officers impacted specific areas and offenders to prevent and deter offenses. As crime trends changed, Operation Avalanche also adapted to maintain its effectiveness.

b. **Summer Overtime Initiative** involved the CMPD using Federal Justice Assistance Grant funds to pay officers to work overtime in entertainment areas across the Charlotte-Mecklenburg during summer months. Officers worked on foot patrols and on bicycles in crowded areas enabling them to move more freely, get to know the areas being patrolled, and the people who live and work in these entertainment areas.

c. **Priority Offender Focus** consists of identifying the Charlotte-Mecklenburg most violent repeat offenders and most prolific property offenders to ensure that any case against them is given priority and in collaboration with the Federal or State prosecutors moved through the criminal justice system in a way that will hopefully keep them out of Charlotte-Mecklenburg for as long as possible.

d. **UBN (United Blood Nation) Gang Round Up** saw the CMPD taking a significant role in North Carolina’s largest violent gang membership roundup. Approximately one-half of all the arrests were made in Charlotte. CMPD detectives lead a substantial portion of the investigation.

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

Law Enforcement Latino Initiative
CMPD led a delegation of regional law enforcement officers in an immersion program to Mexico. This Law Enforcement Latino Initiative was part of the Go Global NC program. Approximately 24 members of local law enforcement, including eight from CMPD, traveled to Mexico to increase awareness and understanding of Latino/Mexican culture and to share information about our communities. Officers returned and initiated programs and disseminated information in their Latino communities utilizing their new insights. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.
Vehicle Gun Safes
CMPD launched a gun safety program intended to reduce the number of reported gun thefts. Thieves have stolen more than 360 guns from vehicles through August 2017. CMPD is providing Vehicle Gun Safes free to 100 community members. To obtain a vehicle gun safe, citizens were asked to bring their identification to CMPD Headquarters at 601 East Trade Street. CMPD will give one per person, while they last. CMPD gave one case per person while supplies lasted. Hyatt Gun Shop is offering vehicle gun safes at cost of $23 as part of the CMPD program.

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

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

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

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

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

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

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

Charlotte-Mecklenburg Police Foundation
Chartered in 2004 by local business and civic leaders, the Charlotte-Mecklenburg Police Foundation (Foundation) is an independent, not-for-profit organization that provides critical resources and vital support to the Charlotte-Mecklenburg Police Department (CMPD). From essential equipment and state-of-the-art technology to specialized and innovative programs, Foundation support is intended to supplement existing resources available to the CMPD. Specifically, the Foundation leverages private donations to demonstrate the efficacy of rapidly evolving technology in policing, execute high-priority initiatives that improve Department effectiveness or officer safety, and pilot special programs that foster constructive relationships between officers and the communities they serve. The Foundation has provided $747,594 since July 2015 to fund the following:

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

b. CMPD Body Worn Cameras ($200,000) [in addition to $250,000 for Body Worn Cameras provided in 2014]: CMPD expanded the deployment of Body Worn Cameras to all sworn employees below the rank of Deputy Chief. Currently, cameras are only issued to officers in patrol, K9, DWI Task Force, and the Airport. The funding will provide 600 new cameras, mounts, docks, licensing, maintenance, and installation services for the sworn staff that do not already have cameras. It will also provide 1,200 additional cameras for officers already issued cameras so they will have the ability to use a camera for off-duty employment, special events and extraordinary events. This expansion will provide significant opportunities for transparency from operations that have not had cameras available for such as SWAT and Violent Crime Apprehension Team (VCAT).
c. **Vehicle Mitigation Barriers ($146,190):** Given the recent history in both the United States and internationally, there is concern about the potential for a vehicle to be driven through a large crowd at an event in Charlotte. The funding will purchase 16 anti-vehicle barriers, two trailers and related equipment. The barriers will be used at special events as part of the CMPD’s security plan.

d. **Go Global NC’s Latino Initiative Program ($50,000):** the Program provided the opportunity for 23 police chiefs and sheriffs from area law enforcement agencies to participate in an initiative in partnership with Go Global NC’s Latino Initiative Program. The police chiefs and sheriffs traveled to Mexico to participate in an award-winning program that seeks to improve integration of new Latino residents into our North Carolina communities. Combined with study of issues in North Carolina and an immersion week in Mexico, each participating department developed an action plan that outlined strategies for addressing local concerns and improving services for the benefit of all residents.

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

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

g. **Community Engagement ($25,000):** The CMPD continues to engage our community to build trust, transparency and to gain greater understanding of the needs of our communities. CMPD’s goal in 2017 was to partner with individuals and organizations who have demonstrated a willingness to collaborate with CMPD to create open and honest dialogue. CMPD will increase the frequency of Community Corners events and expand our recruitment and outreach efforts in the community. In addition, CMPD will continue Community Safety Forums throughout the jurisdiction.
concentrating on educating the community on CMPD youth initiatives and outreach efforts.

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

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