Foreword

Since being appointed Chief of Police, I have had the honor of leading the culture shift of the Charlotte-Mecklenburg Police Department (CMPD) towards a 21st Century Policing philosophy. The department continually builds trust and legitimacy with our citizens by focusing on crime fighting, community engagement, and professional development. CMPD also has made it a priority to train and educate our officers and hold the members of our department to high standards of accountability through policy and oversight as approved by our Internal and External Advisory Committees.

Kerr Putney
Chief of Police

The President’s Task Force on 21st Century Policing

On December 18, 2014, President Barack Obama signed an Executive Order establishing the President’s Task Force on 21st Century Policing. The Task Force Members sought expertise from stakeholders and input from the public through Listening Sessions, teleconferences and written comments as they worked to identify best practices and make recommendations to the President.

In making their recommendations, the Task Force recognized that “trust between law enforcement agencies and the people they protect and serve is essential in a democracy. It is key to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services.”

The Task Force submitted an initial report to the President on March 2, 2015 and released the final report on May 18, 2015. The 59 recommendations proposed by the Task Force were organized around six Task Force pillars as outlined below.
Building Trust & Legitimacy: Promoting trust and ensuring legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.

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

Technology & Social Media: Balancing the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring.

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

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

Officer Wellness & Safety: Endorsing practices that support officer wellness and safety through the re-evaluation of officer shift hours and data collection/analysis to help prevent officer injuries.
**Pillar One: Building Trust and Legitimacy**

1.1 Law Enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs’ departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

Procedurally just behavior is based on four central principles:

1. Treating people with dignity and respect
2. Giving individuals “voice” during encounters
3. Being neutral and transparent in decision-making
4. Conveying trustworthy motives

**CMPD Response:**

- At the core of CMPD’s Mission Statement is the pledge to “enhance the quality of life throughout our community, always treating people with fairness and respect.” The principles of procedural justice are embedded in CMPD culture.

- CMPD expanded the Courtesy Policy (Rule of Conduct #25) to include a provision that officers “will not taunt, verbally bait, or initiate needless or unnecessary physical contact with a subject” to ensure officers are treating citizens with fairness and respect. Officers who violate this policy are subject to disciplinary action.

1.2. Law Enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

**CMPD Response:**

- CMPD recognizes that past and present injustices and discrimination are barriers to community trust, and has taken measures to build community trust by creating a Community Engagement Services Division. This division was established in July 2015 and falls under the Community Services Bureau. The division incorporates community outreach, youth engagement, crime prevention, and crisis intervention among its functions.
1.3. Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

CMPD Response:

- All CMPD Directives are available for the public to view online at www.cmpd.org under CMPD e-Policing Resources.

- CMPD is participating in the White House Police Data Initiative to make officer-involved shootings and traffic stop data available to the public. This information is available online at www.cmpd.org and on the City of Charlotte’s Open Data Portal.

- CMPD provides immediate media briefings to the public on major criminal incidents within the community, officer-involved shootings, and officer misconduct resulting in criminal charges. The information is disseminated openly and neutrally, respecting areas where the law requires confidentiality.

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

- In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD’s processes, services, and operations to strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input into how our police department functions.
1.4. Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

CMPD Response:

- At Chief Putney’s direction, an Internal Advisory Committee (Transition Team) formed in July 2015 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.

- CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area.

- CMPD seeks to involve employees in the development of policies and procedures. As such, CMPD established the Policy Management Group (PMG), comprised of sworn and civilian personnel from across the Department, to review policies and directives.

- In 2016, the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) awarded CMPD its consecutive Gold Standard Assessment (GSA). This assessment provides a stringent review of an agency’s practices to ensure compliance with established policies and procedures. The GSA focuses on processes and outcomes through interviews and observations of agency practices, as opposed to traditional intensive and comprehensive file review. The GSA provides another layer of agency accountability.

1.5. Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

CMPD Response:

CMPD has taken a proactive approach to engage the community through events aimed at the youth and other age groups. These events include the following:

- **Community Corners**

  These events are informal gatherings of community members and police officers at commu-
Community parks and athletic fields. Officers and residents engage in talks about issues important to the community, while enjoying foods prepared by food-truck vendors and businesses in the community. It is also a time for games and fellowship.

- **Coffee with a Cop**

  Coffee with a Cop takes place in many neighborhoods providing an opportunity for residents and officers, informally over coffee, to 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.

- **COPS & Barbers**

  Recognized by President Obama as a “model for fostering relationships between cops and young black men,” COPS & Barbers serves to facilitate discussions between the police and community.

- **COPS & Kids**

  Building on the success of COPS & Barbers, COPS & Kids moved the dialogue into the school system to engage with middle and high school students to develop more meaningful partnerships with the youth and educate them about their rights and responsibilities as citizens. It is also designed to demonstrate positive interactions with police, address common misconceptions, and dispel common stereotypes.

- **KOPS & Kids Learn Spanish**

  KOPS & Kids Learn Spanish builds stronger relationships and better communication between Latino youth and their families and participating division officers. Officers attend language classes taught by the youth for 12 weeks. Area congregations host the program, which averages 25-30 youth and 15 officers.
• **REACH Academy (Respect Engage Accountability Character Honesty)**

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

• **REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens)**

REACH OUT is a collaborative effort by CMPD, the Mecklenburg County Sheriff’s Office and the Division of Adult Correction and Juvenile Justice to provide the necessary services and resources to effectively change the lives of youthful offenders.

• **Adopt-a-Cop**

A resident of the Charlotte-Mecklenburg community felt compelled to take action after media reports of mistrust between the community and the police. He organized a peaceful rally at Charlotte’s Romare Bearden Park to start conversations on bringing the community and the police together. The success of the rally led him to collaborate with the CMPD’s Central Division and community members to match primarily African-American families with a police officer for a night of games and activities.

• **Turn Charlotte Blue**

In 2016, members of the Charlotte-Mecklenburg community initiated a project to show appreciation for CMPD officers. A team of volunteers dedicate their time to parade the city with blue ribbons during National Police Week.

• **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.

- **Youth Envision Academy**

The Charlotte-Mecklenburg Police Department Youth Envision Academy was launched June 2017 after Chief Kerr Putney saw the need to extend meaningful opportunities to underserved Charlotte area youth. With financial support of Bank of America and the Hugh McColl Foundation, this opportunity was made possible.

The Youth Envision Academy is a learning opportunity that exposes area high school youth to 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. It also provides leadership development and an introduction to the culture and climate of Charlotte, NC. Youth have an opportunity to “Envision” the economy, the environment, the health and well-being, the rich history and the spirit of our city. A total of 36 young members of our community and 5 CMPD mentors were selected for the 2017 eight-week immersion as they “Envision” their futures and the future of Charlotte.

1.6. Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

CMPD Response:

- 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.
1.7. Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

CMPD Response:

- Historically, CMPD has collaborated with an outside firm to conduct yearly surveys that measured Mecklenburg County residents’ satisfaction level with CMPD in various areas. CMPD would then share the results with employees to enhance the service delivered to the community.

In 2017, CMPD is taking a new approach to gauging community satisfaction. While the City of Charlotte will continue to include questions in their survey that speak to community-wide safety satisfaction, CMPD will begin doing surveys aimed at gauging satisfaction among those in the community who may be dissatisfied with public safety services. This will allow CMPD to better enhance its services as we hear specifically from those whose voices are more likely to be lost among the masses.

1.8. Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

CMPD Response:

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.

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<th>1.9. Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.</th>
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**CMPD Response:**

- CMPD provides a 5% pay incentive for employees who speak a foreign language in an effort to reduce language barriers and encourage community building. The department currently has 84 employees receiving language-incentive pay.

- CMPD’s Community Engagement Services has a unit dedicated to U-Visa verification services for undocumented immigrants who are victims of certain crimes.

- In April 2016, CMPD officers met with Latino youth to talk about positive interactions with the police. From the conversations, the youth began teaching the officers Spanish. Officers are now meeting on a regular basis with youth in the Independence Division as part of the KOPS & Kids Learn Spanish Initiative.

- In 2016, CMPD led a delegation of regional law enforcement officers in an immersion program to Mexico. This Law Enforcement Latino initiative was part of the Go Global NC program. Approximately 24 members of local law enforcement, including eight from CMPD, traveled to Mexico to increase awareness and understanding of Latino/Mexican culture, and to share information about our communities. Once officers returned, they used their new insights to initiate programs and disseminate information in their Latino communities. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.
• **Latino Radio Show**

Since 1999, CMPD and NORSAN MEDIA have partnered to provide community oriented programs and public service announcements to the Spanish-speaking community. The three weekly programs provide information on law enforcement at the local, state, federal and international levels, as well as topics on resources and services from other city, county and state agencies. These radio programs are instrumental in fostering trust and understanding between the Latino community and CMPD.

**Pillar Two: Policy and Oversight**

2.1. Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

CMPD Response:

• 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.

2.2. Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

CMPD Response:

• Both State and Federal law require that all force be reasonable, as outlined in *Graham v Connor*. This serves as the basis for CMPD’s Use of Force policy. The policy also stipulates that officers employ de-escalation techniques when feasible in encounters with members of the public.

• In 1997, Charlotte’s City Council established the Citizens Review Board (CRB) to help restore public confidence in the police after a string of officer-involved shootings. The CRB serves in an advisory capacity to the Chief of Police, the City Manager, and the City
Council. The CRB hears citizen’s appeals regarding the Chief’s decisions on discipline for certain allegations of misconduct.

- CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area.

- CMPD believes the public should have access to internal policies that do not compromise tactical operations or the safety of officers and the public. All CMPD Directives are available for the public to view online at www.cmpd.org under CMPD e-Policing Resources. All CMPD policies are reviewed by the Policy Management Group.

2.3. Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

CMPD Response:

- CMPD currently conducts critical incident debriefings separate from criminal and administrative investigations. Members of the Community Wellness team participate in the critical incident debriefs to provide employee wellness resources.

- CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area.

2.4. Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

CMPD Response:

- **Implicit Bias Education**

  All CMPD police recruits receive *Implicit Bias* education while attending the police academy. In August 2016, In-Service officers and supervisors began attending department-sponsored Cultural Proficiency education taught by a private contractor.
• **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).

• CMPD has collaborated with the University of Chicago to enhance the Early Intervention System (EIS). EIS seeks to identify patterns of behavior that could lead to employee misconduct or other performance issues.

• In 2007, the North Carolina General Assembly enacted N.C. Gen. Stat. §15A-284.50 *et. seq.* the “Eyewitness Identification Reform Act” to improve and standardize procedures for eyewitness identification of suspects in line ups. These procedures ensure that the identification process is not influenced by any officer involved in the investigation of a crime and that nothing is said or done to influence the identification. The Act was amended in 2015, effective August 1, 2016 to regulate show-up procedures. These requirements have been incorporated in CMPD Directive 500-009.

2.5. **All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.**

CMPD Response:

• CMPD supports this recommendation. The department’s demographic information is available for public view on CMPD’s Open Data webpage.

2.6. **Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.**
CMPD Response:

- North Carolina General Statute (NCGS) 143B-902 stipulates that the NC Department of Public Safety collect, correlate, and maintain traffic and pedestrian stop information by law enforcement officers. Pursuant to the law, CMPD collects, maintains, and analyzes demographic data on all traffic and pedestrian stops and arrests.

- CMPD is voluntarily participating in the White House Police Data Initiative (PDI). The CMPD Open Data webpage includes data on Officer-Involved Shootings, Traffic Stops, and other information. The data is posted at www.cmpd.org and on the City of Charlotte’s Open Data Portal.

- The University of North Carolina at Charlotte (UNCC) is currently conducting a study of CMPD traffic stop data to provide an in-depth analysis on types and reasons for stops, searches, and arrests. CMPD is working collaboratively with UNCC on this study.

- CMPD currently employs an Internal Affairs (IA) Analyst to review and analyze data related to Uses of Force, Officer-Involved Shootings, and other areas determined by the IA Commander.

2.7. Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

CMPD Response:

- CMPD has invited the Police Foundation, a non-profit, non-partisan, and non-membership-driven organization, to facilitate community dialogue, review our policies and procedures, and response to civil disorder incidents.

- In 2015, CMPD returned all donated military surplus equipment that was part of the 1033 Program created by the National Defense Authorization Act.

- CMPD’s Civil Emergency Unit incorporates FEMA’s Center for Domestic Preparedness training principles that focus on protecting First Amendments rights, employing crowd management de-escalation techniques, and ensuring due process of those detained or arrested.

2.8. Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight.
CMPD Response:

- **Citizens Review Board (CRB)**

  The CRB is an independent board comprised of 11 members of the public who are appointed by the City Manager, Mayor, and City Council. The CRB hears cases involving CMPD employees related to Arbitrary Profiling, Arrest Search & Seizure, Discharge of a Firearm with Injury, Unbecoming Conduct, and Use of Force.

- **Civil Service Board (CSB)**

  The CSB is an independent board comprised of nine members of the public (six members appointed by the City Council and three members appointed by the Mayor) responsible for approving officers for hire, promotion, and termination. The CSB also holds hearings for sworn personnel against whom administrative charges have been brought by the Chief of Police.

2.9. **Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.**

CMPD Response:

- CMPD prohibits any practices related to predetermining the number of tickets, citations, arrests, etc. and does not use quota systems in determining citizen stops and contacts.
2.10. Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

CMPD Response:

- Both State and Federal law require that officers have probable cause to search an individual and his or her personal effects unless the officer obtains consent from the individual (however, officers may conduct a pat-down search for weapons based on reasonable suspicion). CMPD officers are governed by the law and must have clear and articulable reasons to conduct a search.

Pursuant to CMPD Directive 400-006, officers are required to record themselves asking for consent to search and the citizen’s response to that request on their Body Worn Camera (BWC). If an officer is not equipped with a BWC, the officer is required to have written documentation of his or her actions.

Additionally, pursuant to CMPD Directive 500-004A VI, all requests for consent searches must be documented on the Stop Data Form.

2.11. Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

CMPD Response:

- CMPD Uniform and Personal Appearance Directive 400-001 requires an officer to wear a nameplate bearing his or her name on the uniform shirt so that members of the public can identify the officer.

CMPD Rules of Conduct require officers to furnish their names and code numbers to any person requesting this information when the officer is on duty or presenting him/herself as a police officer, except when the withholding of such information is necessary to the performance of police duties or is authorized by proper authority.

- Whenever an officer requests a search of a person, the search information is required to be captured in the Stop Data system.
2.12. Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President’s Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

CMPD Response:

- CMPD supports this recommendation. CMPD requires that all searches be conducted in accordance with the law and without partiality.
- CMPD does not engage in any practices that rely on the possession of condoms as the sole evidence of vice.

2.13. Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

CMPD Response:

- In June 2015, the Charlotte City Council passed the Civil Liberties Resolution. This ordinance protects citizens from racial profiling and provides the Citizens Review Board the opportunity to hear complaints related to arbitrary profiling.
- In December 2015, CMPD added a Rule of Conduct directive concerning arbitrary profiling. The directive states officers will not conduct any law enforcement activity that is motivated by an arbitrary stereotype or profile. All law enforcement activities involving the detention of a member of the public must be based on a lawful and articulable action. The addition of this rule of conduct allows for more accurate tracking of arbitrary profiling allegations and complaint dispositions.
2.14. The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

CMPD Response:

- CMPD supports this recommendation.

2.15. The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

CMPD Response:

- CMPD supports this recommendation.

### Pillar Three: Technology & Social Media

3.1. The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

CMPD Response:

- CMPD supports this recommendation. Currently, CMPD use social media as one of several outlets to disseminate information expediently to members of the community. CMPD’s Twitter account has over 33,635 followers, and CMPD’s Facebook page has 52,648 Likes.
- CMPD supports standards across agencies and jurisdictions related to maintaining civil and human rights protections.
- CMPD is currently exploring new in-car camera options for patrol vehicles.
3.2. The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

CMPD Response:

- In April 2014, CMPD introduced the Property & Laboratory Information Management System (PLIMS) to streamline the evidence collection process. This new technology uses barcode scanning to prevent evidence tampering or manipulation.

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

  In addition to BWC worn by officers assigned to patrol duties, the CMPD issued BWCs to officers for off-duty employment, tactical officers (SWAT and VCAT) and expanded the issuance to all sworn employees below the rank of Deputy Chief in June 2017. To maintain the confidentiality of minors, School Resource Officers will not wear a BWC, and to maintain the integrity of operations and to avoid jeopardizing the safety of officers, covert (undercover) officers will not wear a BWC.

- CMPD’s Digital Evidence Management System allows officers to quickly and securely upload digital evidence. The system reduces human error or loss of valuable evidence.

3.3. The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

CMPD Response:

- CMPD supports this recommendation. CMPD policies follow best practice models that govern the use of technology and maintain individual rights and privacy at all times.

3.4. Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

CMPD Response:

- CMPD complies with all public records laws pursuant to North Carolina’s Public Information Laws, NCGS 132-1.4 and NCGS 160A-168.
3.5. Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

CMPD Response:

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

  In addition to BWC worn by officers assigned to patrol duties, the CMPD issued BWCs to officers for off-duty employment, tactical officers (SWAT and VCAT) and expanded the issuance to all sworn employees below the rank of Deputy Chief in June 2017. To maintain the confidentiality of minors, School Resource Officers will not wear a BWC, and to maintain the integrity of operations and to avoid jeopardizing the safety of officers, covert (undercover) officers will not wear a BWC.

- CMPD is exploring new in-car camera options for patrol vehicles.

3.6. The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.

CMPD Response:

- CMPD’s Use of Less Lethal Force Directive 600-019 addresses “less than lethal” options officers may use to gain control of an individual.

- CMPD conducts mandatory de-escalation training for all police officers. We are continuing to enhance the training with greater emphasis on scenario-based components.
• CMPD expanded the Courtesy Policy (Rule of Conduct #25) to include a provision that officers “will not taunt, verbally bait, or initiate needless or unnecessary physical contact with a subject” to help de-escalate situations and employ less than lethal options.

3.7. The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

CMPD Response:

• CMPD supports this recommendation. CMPD receives regular updates on FirstNet’s progress in establishing a nationwide, interoperable public safety broadband network dedicated to first responders.

Pillar Four: Community Policing & Crime Reduction

4.1. Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

CMPD Response:

• Imbedded in CMPD’s Mission Statement is the pledge to “build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community….”

• Community safety is a shared responsibility that requires a partnership with neighborhood residents, community stakeholders, and the police. The CMPD Community Engagement Services Bureaus’ purpose is to seek mutual understanding and communication between the police and the communities CMPD serves. Its primary goal is to build trust and relationships, and to facilitate meaningful dialogue that addresses community issues and problems.

4.2. Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

CMPD Response:

• Central to CMPD’s policing practices is the concept of community policing. All department policies and procedures incorporate principles consistent with community policing.
The Chief’s Award for Excellence in Policing is awarded annually to CMPD employees who have distinguished themselves by exceptional performance in the area of community policing.

4.3. Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

CMPD Response:

- CMPD uses the Incident Command System (ICS) to manage major incidents within the jurisdiction. ICS employs a multidisciplinary, community team approach in responding to critical incidents.

- CMPD collaborates with Mecklenburg County Health Department and Trauma and Justice Partnerships to deliver Crisis Intervention Team (CIT) training. CMPD has trained a total of approximately 500 officers and 90 Communications personnel on the CIT model.

- CMPD personnel receive 8 hours of Mental Health/First Aid training on an annual basis. Incorporated in this training are effective strategies on interacting with members of the public who may experience a wide range of mental health crises.

4.4. Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.
CMPD Response:

- CMPD officers undergo regular training on dealing with special populations as part of state-mandated and department training.

- CMPD personnel receive 8 hours of Mental Health/First Aid training on an annual basis. Incorporated in this training are effective strategies on interacting with members of the public who may experience a wide range of mental health crises.

4.5. Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

CMPD Response:

- Imbedded in CMPD’s Mission Statement is the pledge to “build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community….”

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

### 4.6. Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

**CMPD Response:**

- **Youth Diversion Program**

  CMPD’s Youth Diversion Program addresses the community’s need to keep low-level youth offenders (6-17 years of age) out of the juvenile justice system by providing an alternative to arrest, while holding the participant accountable for his or her offense. The program also provides supportive programming designed to redirect the youth’s delinquent behavior.

- **REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens)**

  The goal of REACH OUT is to facilitate a collaborative effort by CMPD, the Mecklenburg County Sheriff’s Office and the Division of Adult Correction and Juvenile Justice to provide the necessary services and resources to effectively and positively change the lives of selected youthful offenders.

- **Right Moves for Youth: Healing Horses, Healing Hands**

  This program brings CMPD personnel, Charlotte-Mecklenburg Schools staff, at-risk girls in the community, and local animal habitat groups together to care for abused horses. It offers girls a unique opportunity to learn empathy and compassion as they build trust with the animals.
• **High School Public Safety Academy**

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

• **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.

• **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.
• **School Resource Officers (SROs)**

CMPD SROs conduct open forums with students to dialogue on topics related to decision making, positive interactions with the police, legal rights, and peer pressure.

• **Summer of Opportunity**

Summer of Opportunity 2017 was a partnership between the YMCA and the CMPD to provide youth positive outlets for their time and energy, build trust between teens and the CMPD, prevent crime, promote health and reduce academic summer regression. In partnership with the CMPD, the YMCA’s goal was to foster relationships and eliminate barriers to a better life.

4.7. **Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.**

CMPD Response:

• **The Chief’s Youth Advisory Board (CYAB)**

The Chief’s Youth Advisory Board provides selected Charlotte-Mecklenburg students the opportunity to communicate issues concerning youth and police relations directly to the Chief of Police. The CYAB serves as a voice for youth, promoting trust between CMPD and the youth in the community.

• **Rise Program**

CMPD SROs collaborated with a group of African-American male high school students at South Mecklenburg High School on a quest to eradicate negative stereotypes. This self-initiated group is committed to rising above the stereotypes placed on African-American
males in society, and actively engages the community through special projects to help those in need.

- **Terrybrook Project**

The Terrybrook neighborhood was plagued with abandoned homes, graffiti, drugs, and criminal activity committed primarily by juveniles. With the support of City services, community members and 14 motivated youth beautified the area. Because of their hard work, residents felt more invested in their community, presenting an opportunity to establish police-community relationships. This led to opportunities for officers to mentor the youth, exposing them to positive experiences both in and outside of their neighborhood. As CMPD continues to model what it means to be a mentor, the hope is that these 14 young people will one day work with CMPD to mentor the next generation. To learn more about Terrybrook Project, please visit theterrybrookproject.org.

**Pillar Five: Training & Education**

5.1. **The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.**

CMPD Response:

- CMPD collaborates with federal and local government partners to deliver and receive specialized training. Some partners include FBI, DEA, FEMA, ATF, NCDOJ, NC Training and Standards Commission, and North Carolina SBI.

5.2. **Law enforcement agencies should engage community members in the training process.**

CMPD Response:

- **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.

- **Citizens Academy**

  The Citizen’s Academy provides Charlotte-Mecklenburg residents an opportunity to learn more about the department and its services to the community. Residents learn firsthand about police operations through a series of lectures, simulated activities, practical sessions, and tours.

- **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.

- **Community Engagement for Recruits**

  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.

- **Transparency Workshops**

  In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD’s processes, services, and operations, strengthen relationships, increase the community’s understanding of police work, and equip citizens with the knowledge to provide productive and meaningful input on how the department functions.
5.3. Law enforcement agencies should provide leadership training to all personnel throughout their careers.

CMPD Response:

- **Supervisor Career Path**

  CMPD’s Training Academy offers a Supervisor Career Path to sworn and civilian personnel who aspire to become first-line supervisors. The four-course offering provides participants an overview of first-line supervision through formal instruction and practical exercises designed to teach the skills needed to manage employees effectively.

- **Command College**

  CMPD’s six-week Command College offers a comprehensive course of study in Cultural Proficiency, Leadership Development, Community Impact, Governmental Functions, Media Strategies, Problem Solving, Defensive Tactics, Communication, Health/Fitness, and Service Excellence. The emphasis is on preparing these leaders for complex contemporary challenges through innovative techniques, superior education/research and a network of partnerships.

- **Leadership Charlotte**

  On an annual basis, CMPD selects members of the command staff to attend Leadership Charlotte. Founded in 1978, Leadership Charlotte is focused on building community leaders through inclusive leadership development.

- **Leadership Development Initiative**

  CMPD provides opportunities for employees to participate in the Community Building Initiative’s Leadership Development Initiative (LDI). LDI connects and guides diverse groups of leaders in increasing their awareness of and ability to influence for inclusion and equity. This program goes beyond personal development by focusing on civic responsibility and organizational leadership.

- **Leaders Under 40**

  CMPD provides opportunities for employees to participate in the Community Building Initiative’s Leaders Under 40 (LU40) program. LU40 convenes and supports emerging community leaders to build connections across differences, to learn about their own leadership styles and real-time issues, and to connect with established leaders in Charlotte-Mecklenburg.
5.4. The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

CMPD Response:

- CMPD supports existing leadership training programs, such as the FBI National Academy and Senior Management Institute for Police. Members of CMPD command staff are selected annually to attend these programs.

5.5. The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

CMPD Response:

- CMPD supports this recommendation.

5.6. POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

CMPD Response:

- CMPD collaborates with Mecklenburg County Health Department and Trauma and Justice Partnerships in delivering CIT training. CIT training is provided to in-service officers, and has been added to the training program for all recruit classes. CMPD has trained approximately 500 officers and 90 Communications personnel on the CIT model.

5.7. POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

CMPD Response:

- CMPD recruit training follows the curriculum outlined by the NC Department of Justice Basic Law Enforcement Training (BLET). BLET includes both social interaction and tactical skills training.

5.8. POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.
CMPD Response:

- CMPD requires that both recruit and in-service officers attend 8 hours of Mental Health First Aid training, which incorporates curriculum on the disease of addiction.

### 5.9. POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

- **Cultural Proficiency Education**

  Recognizing the importance of diversity training, CMPD began department-sponsored mandatory training for officers in 1994. This education continues today, as all employees are required to participate in Cultural Proficiency Education (CPE). CPE is about exploring and affirming the ways in which CMPD can work well with, respond effectively to, and be supportive of others in cross-cultural settings, treating them with dignity, at all times regardless of the situation or circumstance.

- **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 program is to develop a foundation for participants to become culturally competent practitioners and leaders.

- **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. Racial Equity Workshop was developed through the cooperative effort of the Race Equity Institute (REI) and Race Matters for Juvenile Justice (RMJJ).

### 5.10. POSTs should require both basic recruit and in-service training on policing in a democratic society.

CMPD Response:
• As part of recruit training and ongoing professional training, CMPD officers are required to know all policies and procedures associated with constitutional and criminal law. Officers attend legal update and refresher training on an annual basis.

5.11. The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

CMPD Response:

• The City of Charlotte provides educational reimbursement for CMPD employees seeking undergraduate and advanced degrees from accredited institutions.

• CMPD provides sworn employees a 5% educational pay incentive for an Associate’s degree and a 10% pay incentive for a Bachelor’s degree.

5.12 The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

CMPD Response:

• CMPD uses Firearms Training Simulator (FATS) training to provide realistic scenario-based training. Similarly, citizens have the opportunity to experience the same dynamics of split-second decision-making as an officer through opportunities to use a mobile FATS machine that the CMPD brings to community events.

• CMPD officers are required to complete training on an annual basis as mandated by the North Carolina Department of Justice. This training is delivered online through the NC Justice Academy. It incorporates scenario-based, interactive training that allows officers the flexibility to conduct it from home or work.
5.13. The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

CMPD Response:

- In March 2016, CMPD reviewed the Police Training Officer (PTO) Program to ensure its consistency among the 13 patrol divisions to provide the best training possible for new officers. Two Patrol captains serve as PTO Administrators to manage the program.

Pillar Six: Officer Wellness & Safety

6.1. The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

CMPD Response:

- CMPD supports the continuing research into the efficacy of mental health checks for officers, along with fitness, resilience, and nutrition research.
- CMPD is currently working with UNC Charlotte professors to develop and validate a measure of emotion management for use in the selection of new police officers.
- CMPD’s clinical partners at Mecklenburg County recognized the critical need to address officers’ professional trauma exposure and to promote wellness and resilience. As a result, a position was created for a Clinical Director for CMPD that reports to the Program Administrator of Trauma & Justice Partnerships. This position oversees officer health and wellness, and provides recommendations that promote employee resilience in response to traumatic events.

6.2. Law enforcement agencies should promote safety and wellness at every level of the organization.

CMPD Response:

- In 2015, CMPD officers of all ranks received Emotional Survival training as part of NC Department of Justice mandated training.
- CMPD has collaborated with the University of Chicago to enhance the Early Intervention System (EIS). EIS seeks to identify patterns of behavior that could lead to misconduct or other performance issues. The new EIS moves from a threshold-based system to a data-driven model, which considers a variety of factors in determining the probability of an adverse action.
• The City of Charlotte provides a variety of services to employees through the Employee Assistance Program (EAP).

• CMPD’s clinical partners at Mecklenburg County recognized the critical need to address officers’ professional trauma exposure and to promote wellness and resilience. As a result, a position was created for a Clinical Director for CMPD that reports to the Program Administrator of Trauma & Justice Partnerships. This position oversees officer health and wellness and provides recommendations that promote employee resilience in response to traumatic events.

• CMPD employs a Community Wellness Analyst to increase mental health awareness, wellness, and resilience among CMPD members. The Community Wellness Analyst also facilitates collaborative mental health efforts and initiatives with community partners.

6.3. The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

CMPD Response:

• CMPD currently employs eight and ten-hour shift models. CMPD restricts the number of hours an officer can work on and off-duty assignments in a 24-hour period to 16 hours, except in limited circumstances.

6.4. Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

CMPD Response:

• CMPD officers are equipped with Personal Protective Equipment (PPE).

• CMPD outfits each patrol vehicle with a Level 3A tactical vest and helmet to provide officers an added layer of protection against lethal threats. These vests are separate and apart from the soft body armor (bullet-proof) each officer is provided.

• All CMPD vehicles are equipped with fire extinguishers.

6.5. The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

CMPD Response:
• CMPD supports this recommendation. CMPD collects data related to officer injuries and conducts internal investigations to determine whether the injury was preventable. Additionally, CMPD collects data related to assaults on officers.

<table>
<thead>
<tr>
<th>6.6. Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.</th>
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| CMPD Response:  
  • CMPD Departmental Vehicles Directive 600-001 requires that employees operating a CMPD vehicle wear the factory installed occupant safety restraining device.  
  • CMPD Uniform & Personal Appearance Directive 400-001 stipulates that ballistic vests are required to be worn by all uniformed officers and supervisors assigned to the Patrol Services Group. Vests must also be worn by all sworn personnel when engaged in pre-planned high-risk activities, and while officers are working in uniform in any secondary employment capacity. |

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<th>6.7. Congress should develop and enact peer review error management legislation.</th>
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| CMPD Response:  
  • CMPD supports this recommendation. |

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<th>6.8. The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.</th>
</tr>
</thead>
</table>
| CMPD Response:  
  • CMPD Ford Explorer, Chevrolet Caprice, and Chevrolet Equinox models are equipped with backup cameras. |