Chairwoman Eiselt called the meeting to order and asked everyone in the room to introduce themselves. She then turned it over to Assistant City Manager Ann Wall. Ms. Wall stated that we switched the agenda order and will start with 21st Century Policing Recommendations item and then move to Citizens Review Board.

I. **21st Century Policing Recommendations Pillars V & VI**

Chief Kerr Putney walked the Committee through the “21st Century Policing Recommendations Pillars V & VI” presentation (copy attached). He reviewed the thirteen different
recommendations of Pillar V – Training & Education; including crisis intervention training, improving social interaction, and training around disease of addictions. Chief Putney also discussed the eight recommendations around Pillar VI – Officer Wellness & Safety. Recommendations consist of promoting multi-faceted officer safety and wellness initiatives, implementation of supported shift lengths, officers provided with tactical first aid kits and anti-ballistic vests, and explore “smart cars” for officers.

Q&A
Phipps: Is this officer training new or has it been going on before the Police Task Force started?

Putney: A lot of this training has been ongoing and we are trying to standardize a set of minimum standards nationally.

Eiselt: Who are we using to do the social interaction training? Have you identified any national organizations that do this kind of training?

Putney: We are engaging with local partners that are experts in the mental health area and nationally are using NAMI.

Eiselt: In regard to shift lengths, you have mentioned before that you use that for retention. Is that something you have adopted or changed recently?

Putney: We adopted that five years ago. We did research on the different shifts and 4/10’s is the most significant benefit for the officers on second and third shifts. The 5/8’s shift is used for first shift officers.

Eiselt: How do you ensure rookies are not always at the night shift?

Putney: As they train, they rotate and then are released to their primary shift and once they have gained seniority they have an opportunity to move to a premium shift.

Eiselt: We know that 2/3 of the population in the jails have mental illness or drug addiction, what can we do to work with the County to assist with the jail population?

Wall: We will follow-up with the County on that question.

Austin: We know national events that happen affect us locally, but do we feel like we are moving the dial for trust in this community? How do we measure that?

Putney: This is a good template and great for best practices but we have to engage with people on a deeper level. I don’t know that we can quantify the impact of these. I’m very intentional about diversifying our organization but it’s hard to do that when the profession is being vilified.

Chairwoman Eiselt thanked the Chief for his presentation and reminded everyone that the Task Force recommendations are on the City and CMPD’s websites.
II. **Citizens Review Board**

Assistant City Manager Ann Wall, City Clerk Stephanie Kelly and City Attorney Bob Hagemann discussed the Citizens Review Board and reviewed improvements that could be made to the ordinance. Ms. Wall and Ms. Kelly reviewed the “Citizens Review Board Improvements” presentation (copy attached). They reminded the Committee of their conversation back in February with Council and again in April at the Committee meeting. Ms. Kelly discussed the community input process and their efforts to get feedback from citizens. The recommendations for the Committee’s consideration are to add language to ensure the Board is representative of the community and add language to prohibit current and former employees as well as spouses, children or parents of current and former CMPD officers from serving on the Board. They also recommend improvements to the appointment process, improvements to the recruitment of new members and improvement to the training of members. Lastly, they recommended implementation of staggered terms.

**Q&A**

Eiselt: Regarding the additional language that we will be representative of the community in diversity, including, ethnic, racial, gender, and so on, does that mean we can set guidelines that it has to be and here is how we measure it? With other Boards we do have criteria to make sure that we have good representation of perspectives and views.

Hagemann: The way it’s written right now is aspirational. It’s not slotted spots because there are legal issues to set aside certain slots based on characteristics. For Boards with slots, it’s professional slotting and not suspect classification, like race for instance. The law treats them very differently.

Eiselt: How are we going to monitor this to ensure we have the right make-up that reflects our community?

Wall: It will be self-monitoring, but with the proposal to stagger the terms it will help the Council keep an eye on the diversity of the Board.

Phipps: Does the application process have a box that they can designate certain criteria?

Wall: That’s not part of the application process.

Phipps: How do you add language to ensure that it occurs, but yet it’s not in the application?

Wall: The phrase is aspirational and is not tied to a quota. The interview process would help us to ascertain all the qualities that would make someone a good candidate for the Board.

Phipps: How do you ensure that it will be inclusive if it’s aspirational?

Hagemann: Right now we have certain information that is in the form, do you recall what is in the form?
Kelly: The form asks for your district, ethnicity, political party, date of birth, voter status, and for a list of other Boards serving on.

Hagemann: We can go back and look at having people be able to fill it out on a voluntary basis based on diversity characteristics being proposed, but we would not be able to make that a requirement.

Eiselt: I think having voluntary information on that form can help us ensure that we are getting diverse applicants for the Board.

Wall: Mr. Dawkins reminded me that some of this information we will know from a citizen if they completed the Citizen’ Police Academy.

Smith: What is the time requirement for a Board member right now?

Kelly: It’s around 1.5-3 hours per month, but that is not every month. They meet on an as needed basis when there is a hearing. However, if they have an evidentiary hearing, that can last at least a day.

Smith: For the 8 hour training mentioned, I’m concerned we might be limiting the pool of people.

Wall: Point taken and we had an interesting discussion about that with the review board, but we know that it is a careful balancing act and we can provide training on the weekend or evenings or during months they don’t have a hearing to hold. We will have to be somewhat flexible and nimble, but it’s an important Board with an important vision and mission and they need to have the time.

Eiselt: Regarding the current Board and their eligibility of reappointment with the new staggered terms, we need to message to them that if they aren’t reappointed they can reapply after the one-year term, or we will reconsider their application after a certain point.

Austin: Are we saying to those ten Board members now that we are going to reset and they are not eligible?

Wall: We have not told them they are not eligible. We have shared with them that all members’ terms are up in July 2018 and we have told them we have strong direction from Council that we should have staggered terms. We don’t know whether or not they will request to be reappointed.

Smith: I’m comfortable voting to send this to a dinner briefing but am not comfortable voting on the language at this time because I would like more time to read the ordinance.

Phipps: Item B on this ordinance (copy attached) speaks to former city employees and CMPD, but does this apply to county employees?

Wall: No, just city.
Phipps: What about former or elected officials?

Wall: It does not speak to elected officials.

Phipps: Why would we exclude county employees if this is county-wide?

Wall: When we surveyed all the cities it was common to see a prohibition of the employees of the organization and police department. There is a shared concern that city employees and or spouses and family may have a potential bias compared to the county.

Eiselt: The county is over the jails.

Wall: Yes, but cases brought to the Citizens Review Board are involving CMPD officers, which are employees of the City of Charlotte.

Eiselt: Okay, but we can still get that out on the table at the dinner briefing.

Phipps: We might want to help out victims of police violence and could be a category that someone would want to add.

Austin: I just need time to digest this before we go to full Council. I’d like to read it and think about what Mr. Hagemann has said in terms of diversity.

Wall: We have another meeting scheduled on May 18 and that gives you time to digest and you can send any concerns you may have to us. I’m hearing feedback around Item A in the ordinance, related to diversity, and how we can ensure the Board is diverse and how to add to the application. I’m also hearing feedback on Item B, about county employees, as well as victims of crime.

Eiselt: So let’s come back at the May 18 ready for a vote from the Committee and then schedule a dinner briefing in June.

III. Event Management

Ms. Wall reminded the Committee that at the last meeting they talked about permitting related to special events. Staff has done some initial work related to permitting large events and would like to ask the Committee to fully explore and research what this permitting of special events looks like. Ms. Wall reviewed the “Large Event Permits” presentation (copy attached). She discussed the regulatory structure of the different permits, reviewed areas to monitor while they are studying this item, as well as some different initial regulatory areas for consideration like outdoor sales of food, etc. and different temporary sign rules for large events. Ms. Wall advised the Committee that staff will study this over the next several months and bring back some recommended options in the fall of 2017.

Chairwoman Eiselt thanked Ms. Wall for the update and adjourned the meeting at 1:25 p.m.
Community Safety Committee  
Thursday, May 4; 12:00 – 1:30 p.m. 
Room 280

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

Staff Resource:  
Ann Wall, Assistant City Manager

AGENDA

I. **Citizen Review Board Revisions**
   Staff Resources: Ann Wall, Assistant City Manager  
   Stephanie Kelly, City Clerk

   Staff will review feedback received on suggested changes to the Citizens Review Board.  
   **Action: Consider revisions to the ordinance**

II. **21st Century Policing Task Force**
    Staff Resource: Chief Kerr Putney, CMPD

    The Committee will receive an update on CMPD’s progress in implementing recommendations under Pillars 5 & 6 regarding training and education and officer wellness and safety.  
    **Action: None, for information only**

III. **Event Management**
     Staff Resources: Ann Wall, Assistant City Manager

     Staff will review existing City event management, identify best practices and outline process for further study.  
     **Action: None, for information only**

Next Meeting:  Thursday, May 18; Noon, Room 280 (if needed)
Citizens Review Board Improvements
5/4/17

Outline for today

1. Background
2. Crosswalk of Demands
3. Community Input
4. Reminder of Current Charlotte Criteria
5. Revised Recommendations for Improvements
   • Recommendation - appointment criteria
   • Recommendation – appointment process
   • Recruitment of members
   • Training of members
6. Implementation of Staggered Terms
7. Timeline
In February, staff shared with Council the following needed improvements to the Citizens Review Board:

- Review appointment process and requirements to ensure a diverse board
- Provide initial and annual training to board members
- Prepare easy to understand information on CRB process and translate into other languages
- Direct complainants to resources to assist with filing complaint and participate in hearings
- Publish data on officer complaints and disposition

At the April Community Safety meeting, staff presented improvements to the Citizens Review Board for Council discussion on the following:

- Appointment criteria
- Appointment process
- Recruitment of members
- Training of members
- Data
- Brochure and resources
- Implementation of staggered terms
Background

At the April meeting, Council directed staff to do the following:

- Crosswalk proposed improvements with lists of demands from community groups made in the wake of the civil unrest
- Get input from community stakeholders on improvements
- Develop an implementation plan
- We are here today to go over these items, and recommend improvements

Crosswalk of demands

Several demands touch on components of our review of information/data sharing, composition and recruitment for the CRB

<table>
<thead>
<tr>
<th>Demand</th>
<th>Action</th>
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<tbody>
<tr>
<td>Ensure transparency and openness with information</td>
<td>Published data on officer complaints and disposition on the website</td>
</tr>
<tr>
<td>City to be more effective at sharing information with the public</td>
<td>Created brochure on how to file a complaint in multiple languages for distribution and accessible on web</td>
</tr>
<tr>
<td>Build opportunities to partner with community members and build leadership skills among emergent leaders and municipal servants</td>
<td>Focusing on CRB recruitment opportunities based on initial feedback</td>
</tr>
</tbody>
</table>
Community input

- We reached out to CRC partner organizations and met with current CRB members and asked them to provide input on the following questions:
  - What are the most important characteristics and qualities of candidates who will serve on the Citizens Review Board?
  - What elements of diversity are important to see represented in the Citizens Review Board?
  - What other suggestions do you have for improvements to recruitment and composition of the CRB?
  - What forums and organizations do you suggest we reach out to in order to share information and seek applicants for the Citizens Academy and the Citizens Review Board?
- We received 16 responses
- Many individuals were willing to have dialogue around future improvements

Community input – characteristics and qualities of candidates who will serve on CRB

- Unbiased
- Ethical/Fair
- Open-minded
- Great listener
- Reasoning skills and ability to learn legal facts
- Cultural awareness
- Integrity
- Ability to self analyze (to understand the way you are shaped by your experiences that impacts your decision-making)
- Involvement in the community and in good standing in the community
- Cares about their fellow man/woman
- Accountable and understands the importance of accountability
Community input - elements of diversity that are important to have represented in the CRB

- Race
- Age
- Gender
- Ethnicity
- Geography
- Various disciplines (e.g. criminology, mental health, mediation, law)
- Socio-economic status
- LGBTQ
- Religious affiliations
- People with historically limited access to justice
- Disabilities

A few additional suggestions

- Include people who have some sort of background in areas such as mediation, counseling, and the legal field
- Board members should meet with appointing authority
- Have some training provided by groups, other than the CMPD

*** We also received suggestions of over 30 individuals, groups, forums and organizations to reach out to in order to recruit members for the Citizens Academy and the CRB
Reminder - current Charlotte criteria

- Members must be:
  - Representative of community
  - Domiciled and registered to vote in Mecklenburg County
  - Have completed CMPD’s Citizens Academy
- Prohibits:
  - Individuals convicted of felonies or A1 misdemeanor from serving

** Members serve staggered 3-year terms of office

Improvements – recommended appointment criteria

- Add language to ordinance that includes that the Board will be representative of the community in diversity, including, **ethnic, racial, gender, geographic, socio-economic, sexual orientation, gender identity, and disability**
- Add language to the ordinance that includes a prohibition on the following individuals from serving on the board:
  - **current and former employees**
  - **spouses, children, or parents of current and former CMPD officers**

Items in black are new recommendations brought to you at the April Community Safety Meeting

Items in blue are new recommendations based on additional community input
Improvements – recommended appointment process

- Conduct interviews of CRB candidates with panel to assess the competencies and core characteristics necessary to serve on CRB:
  - Panel members to include: CRC, CRB, and City Manager’s Office
  - Panel to assess candidates for the following desired qualities and characteristics: unbiased, ethical, open-minded, strong listening and reasoning skills, integrity, accountable and understands accountability, cultural awareness, cares about their fellow man/woman
  - Panel to keep in mind beneficial skillsets, such as mediation and counseling
  - Panel to provide assessment to relevant appointing authority

Improvements – recruitment of members

Recruitment Opportunities

- Work with city partners to advertise Board openings and reach out to suggested groups and individuals
- Recruit directly at Citizen Academy sessions in the fall
- Recruit at Neighborhood Board Retreats and Leadership Exchanges
- Use social media to advertise Board vacancies to reach a broader audience
### Improvements – training of members

- Add language to ordinance to **require 8 hours of training, which may include a 4-hour ride-along each year** an individual serves on the CRB.
- Staff will explore opportunities for online learning and other ways to reduce barriers to serving on Board.

### Implementation of staggered terms

- Board is intended to be staggered.
- Currently 11/11 members' terms are up August, 2018 (10 members are eligible for reappointment).
- In order to have staggered terms, Council will need to take action at the time of appointments/reappointment.
- Reappointments will be for 1, 2, or 3 years, randomly chosen.
- Staff to begin advertising and recruiting possible appointees now for 2018 appointments/reappointments.
Improvement Timeline

**Criteria**
- Committee to recommend changes to ordinance to full Council: May 2017
- Include as an item at a future Dinner Briefing: May/June 2017

**Recruitment**
- Staff to begin implementing outreach items by contacting partner organizations, recruiting at Citizens Academy and using social media to reach a broader audience: Immediately
- Staff to put together a comprehensive outreach plan for CRB and other Board vacancies: Fall 2017

**Future Appointments**
- Staff to outline process for reappointments for 1, 2, and 3 year terms: Spring 2017
- Upon approval, Clerk to develop interview materials, process, and schedule to be ready for new appointments: Spring 2018

Questions?
Trends from other communities

Various jurisdictions had the following criteria for their CRBs:

- Boards should reflect the diversity of the City, ethnically, racially, and geographically
- Employees and former employees are prohibited from serving on board, or limited in number
- In-depth training was required, including ride-alongs to ensure board members understand the officer experience
- Characteristics necessary to serve included: mature, impartial, ethical, fair, have integrity, and be an effective communicator
- Terms are staggered
- Board members must be residents of community
- Individuals convicted of felonies were prohibited from serving

Improvements - CRB brochure and resources

- Visit the City Clerk’s CRB page and website here: http://charlottenc.gov/CityClerk/Pages/CitizensReviewBoard.aspx
- Brochure is now available in Spanish and Vietnamese
Improvements – data

• Data from the annual Internal Affairs Unit, which includes all cases and outcomes of misconduct allegations is now available in annual reports on CMPD’s Internal Affairs webpage.

*http://charlottenc.gov/CMPD/Organization/Pages/OfcOftheChief/Internal-Affairs.aspx

Improvements - data

• Data on CRB Cases from 1997-Present is now available on the CRB homepage

*http://charlottenc.gov/CityClerk/Pages/CitizensReviewBoard.aspx
## Forums and organizations from which to recruit members for Citizens Academy and CRB

- Mecklenburg Ministries
- Urban League
- Recruit at the Neighborhood Exchanges and other City events where neighborhoods are present
- urbantmedia.com
- Men of Destiny (Gary Crump) 704 4211185
- Local law enforcements
- Community leaders
- Law schools
- Citizen’s Police Academy graduates
- Church Community/Houses of faith
- Charlotte Mecklenburg Library System
- Social media (Facebook, Twitter, Snapchat, and Reddit)
- Time Out Youth Center for Transitional Communities
- League of Intelligence
- Neighborhood board retreats and leadership exchanges
- The Tribe Center for the Deaf
- Autism groups
- Mens Shelter of Charlotte
- Southeast Asian Coalition
- NAACP Charlotte (704) 372-7193
- International House (mmavity@ihcl.org)
- Latin American Coalition (704) 531-3848
- National Alliance of Black School Educators (704-817-9341)
- Disability Rights and Resources (juliasain@disability-rights.org)
- Africana Studies Department (UNC) - Department Chair Akin Ogundiran 704-687-5162, ogundiran@uncc.edu
- Community organizations, Civic, Fraternal,
- Public Access Producers
- Neighborhood Organizations
- Service Organizations
- Hispanic American Democrats, African-American Democrats, LGBT Democrats - all can be contacted through the website: www.meckdem.org
- League of Intelligence

## Citizens Academy workshops and dates

### Core Workshops (These are also Community Education Workshops)

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Date</th>
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<tbody>
<tr>
<td>CMPD History, Mission and Organization</td>
<td>September 5, 2017</td>
</tr>
<tr>
<td>Police Officer Selection and Training</td>
<td>September 12, 2017</td>
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<td>Constitutional Law, Laws of Arrest, Search and Seizure</td>
<td>September 19, 2017</td>
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<td>Internal Affairs and Officer Use of Force</td>
<td>September 26, 2017</td>
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<td>Crime Prevention and Use of Crime Analysis</td>
<td>October 3, 2017</td>
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<td>Traffic Enforcement</td>
<td>October 10, 2017</td>
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<tr>
<td>Criminal Investigations and Gangs</td>
<td>December 5, 2017</td>
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<tr>
<td>Community Policing and Panel</td>
<td>December 12, 2017</td>
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### Citizens Academy Only Practical Activities

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<tr>
<th>Activity</th>
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<tr>
<td>Traffic Stops</td>
<td>October 17, 2017</td>
</tr>
<tr>
<td>Activity Day (date is tentative and subject to change)</td>
<td>October 21, 2017</td>
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<tr>
<td>Police Driving</td>
<td>October 24, 2017</td>
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<td>Firearms</td>
<td>October 31, 2017</td>
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<tr>
<td>Police Records, Crime Reporting, 911 Communications</td>
<td>November 7, 2017</td>
</tr>
<tr>
<td>Crime Scene Search, Property Control, Crime Lab</td>
<td>November 14, 2017</td>
</tr>
<tr>
<td>Defensive Tactics</td>
<td>November 28, 2017</td>
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### Citizens Academy Elective Activities

- Community Meeting - Activity
- Patrol Ride-Along - Activity

**Annual Graduation:** June 19, 2018
### Trends from other communities

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<tr>
<td>ST LOUIS - MO + GOV</td>
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<tr>
<td>CITY OF ALBUQUERQUE, NEW MEXICO</td>
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ORDINANCE NUMBER:__________  AMENDING CHAPTER 16

AN ORDINANCE AMENDING CHAPTER 16 OF THE CHARLOTTE CITY CODE
ENTITLED “POLICE”

BE IT ORDAINED by the City Council of the City of Charlotte, North Carolina, that:

Section 1. Section 16-56 of the Charlotte City Code is amended as follows:

Sec. 16-56. - Creation; composition; terms; compensation; appointments; vacancies; quorum; removal.

(a) There is hereby established a citizens review board to be composed of 11 members: five members to be appointed by the city council, three members to be appointed by the mayor and three to be appointed by the city manager. The appointing authorities shall ensure that the members of the board are representative of the community with regard to ethnic, racial, socio-economic, gender, sexual orientation, gender identity, disability, and geographic diversity.

(a1) Candidates for the board may be interviewed by a panel comprised of a representative from the Community Relations Committee, the citizens review board, and the City Manager’s Office to assess core characteristics necessary to serve on the board. Such panels shall provide their assessments to the relevant appointing authority.

(b) Members must be continually domiciled within the county and must be registered to vote within the county. Current and former City employees, and the spouse, parents, and children of a current or former CMPD officer, shall not be eligible to serve on the board.

(c) Board members shall attend and successfully complete the Charlotte-Mecklenburg Police Department's Citizens' Academy and receive training on relevant legal, policy and cultural awareness issues as required by the city manager. This training must be completed prior to any board appointee serving as a member of the board. In addition, each members of the board shall participate in at least eight hours of training each calendar year, which training may include a four hour “ride-along” with a CMPD officer.

(d) Individuals with a felony conviction or a Class A1 misdemeanor conviction shall not be eligible to serve on the board. In addition, individuals with a Class 1 or Class 2 misdemeanor conviction within three years of their nomination for appointment shall be ineligible to serve. Further, conviction of or a plea of nolo contendere to a felony, a Class A1 misdemeanor, a Class 1 misdemeanor, or a Class 2 misdemeanor during the term of office shall automatically terminate membership on the board, irrespective of any appeals. Board members charged with a felony, a Class A1 misdemeanor, a Class 1 misdemeanor, or a Class 2 misdemeanor during a term of office shall be automatically suspended until
disposition of the charge, and a quorum shall be established from the remaining membership.

(e) Prior to serving, each board member must sign a confidentiality agreement that is satisfactory to the city and which shall require that members maintain as confidential any information classified as confidential by state law or otherwise classified as confidential by the city.

(f) The members shall serve staggered terms of office for three years, with no member serving more than two consecutive terms.

(g) The board shall elect a chairperson and vice-chairperson from the membership.

(h) When a vacancy occurs, the original appointing authority shall appoint a person to serve for the unexpired term of the vacant position.

(i) Six members shall constitute a quorum in order to hold business meetings and hearings. Members are required to attend all business meetings and hearings in accordance with the attendance policies promulgated by the city council. Vacancies resulting from a member's failure to attend the required number of meetings shall be filled as provided in this section.

(j) All members shall serve without compensation.

(k) Members of the board shall be subject to removal from office by a two-thirds vote of the city council.

Section 2. This ordinance is effective upon adoption.

Approved as to form

________________________
City Attorney
Pillar V: Training & Education

Task Force Recommendation 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.

Task Force Recommendation 5.2
Law enforcement agencies should engage community members in the training process.

Task Force Recommendation 5.3
Law enforcement agencies should provide leadership training to all personnel throughout their careers.
| Task Force Recommendation 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.

| Task Force Recommendation 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.

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

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

| Task Force Recommendation 5.8 |
POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.
Pillar V: Training & Education

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

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

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

Task Force Recommendation 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.

Task Force Recommendation 5.13
The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.
Pillar VI: Officer Wellness & Safety

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

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

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

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

**Task Force Recommendation 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.”

**Task Force Recommendation 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.
Pillar VI: Officer Wellness & Safety

**Task Force Recommendation 6.7**
Congress should develop and enact peer review error management legislation.

**Task Force Recommendation 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.

Questions?
The President’s Task Force on 21st Century Policing

Building Trust & Legitimacy
- Promoting trust and ensuring legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles

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

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

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

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

Officer Wellness & Safety
- Endorsing practices that support officer wellness and safety through the re-evaluation of officer shift hours and data collection/analysis to help prevent officer injuries
### Pillar V: Training & Education

<table>
<thead>
<tr>
<th>Task Force Recommendation</th>
<th>Response</th>
<th>Pending Action</th>
</tr>
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<td><strong>5.1</strong> 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.</td>
<td>CMPD partners with federal and local government partners to deliver and receive specialized training. Some of our partners include: FBI, DEA, FEMA, ATF, NCDOJ, NC Training and Standards Commission, and North Carolina SBI</td>
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| **5.2** Law enforcement agencies should engage community members in the training process. | External Advisory Committee (EAC)  
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.  
Citizens Academy  
CMPD provides Charlotte-Mecklenburg residents an opportunity to learn more about the department and our services to the community through attendance in our Citizens Academy. Classes allow residents to learn firsthand about police operations through a series of lectures, simulated activities, practical sessions and tours.  
Community Safety Forums  
Public trust is paramount to building strong communities and reducing crime. CMPD believes the community and its stakeholders should have the greatest voice in issues concerning their neighborhoods. In Fall 2015, CMPD moved from a Compstat model of crime fighting and reporting to the Community Response (ComRep) model which goes beyond just looking at the crime numbers to focusing on victimization. CMPD utilizes Community Safety Forums to disseminate crime information and encourage community members to participate in determining what’s most important to them concerning crime and quality of life issues. | |
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<tr>
<th>Community Day</th>
<th>Supervisor Career Path</th>
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<td>Recruit training includes a Community Day which is designed to bring community members in to discuss their perspectives of policing in Charlotte-Mecklenburg. The most recent speakers have been family members of those affected by actions on the CMPD and those who work exclusively with males between the ages of 10 and 24.</td>
<td>CMPD's Training Academy provides training for those desiring to become a first-line supervisor. The training consists of four one-day sessions.</td>
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<td>Community Day classes will continue to be inclusive of individual community members and various activist groups to include those of a controversial nature and provide a platform for candid conversation, education, and awareness.</td>
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<th>5.3 Law enforcement agencies should provide leadership training to all personnel throughout their careers.</th>
<th>Command College</th>
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<tr>
<td>CMPD is in the process of building leadership training for command staff personnel. Those wishing to lead the organization at the command level will be required to attend these courses.</td>
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<th>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.</th>
<th>Leadership Charlotte</th>
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<tr>
<td>On an annual basis, CMPD selects members of our command staff to attend Leadership Charlotte. Founded in 1978, Leadership Charlotte is focused on building community leaders through inclusive leadership development.</td>
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| 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 | CMPD supports this recommendation. |
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.

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

CMPD partners with Mecklenburg County Health Department and Trauma and Justice Partnerships in delivering Crisis Intervention Team (CIT) training. As of February 2017, CMPD had 381 CIT certified officers assigned to Patrol who respond to crisis situations. CMPD has trained a total of approximately 500 officers and 90 Communications personnel on CIT. CIT training is provided to in-service officers and has been added to the training program for all recruit classes.

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

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 requires that both recruit and in-service officers attend 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

In August 2016, CMPD sworn officers and supervisors began attending Cultural Proficiency Education (CPE) which is department-sponsored education. Each employee will receive 12-15 hours of CPE.

CMPD recruits began receiving CPE while in the academy in 2015. Additionally, they are taught the meaning of the CMPD mission statement and the purpose of the officer oath.

In September 2016, CMPD command staff began attending a year-long series of classes on CPE.

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

As part of recruit training and on-going 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.

| The City of Charlotte provides educational reimbursement for CMPD employees seeking college and advanced degrees from accredited institutions. |
| CMPD provides a 5% educational pay incentive for sworn employees with 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 utilizes Firearms Training Simulator (FATS) training to provide realistic scenario-based training. A mobile FATS machine is utilized at community events for citizens to experience the dynamics of split-second decision-making. |
| CMPD officers undergo annual scenario-based tactical training which requires officers to utilize social interaction skills. |

5.13 The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

| In March 2016, CMPD reviewed our Police Training Officer (PTO) Program to ensure its consistency among the 13 patrol divisions to provide the best training possible for our new officers. The department created a PTO Administrator position to manage the program. |

| **Pillar VI: Officer Wellness & Safety** |
| **Task Force Recommendation** | **Response** | **Pending Action** |
| 6.1 The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative. | CMPD supports the continuing research into the efficacy of mental health checks for officers, as well as fitness, resilience, and nutrition. | |
| 6.2 | Law enforcement agencies should promote safety and wellness at every level of the organization. | CMPD officers of all ranks received Emotional Survival training in 2015 as part of NC Criminal Justice Education & Training Standards Commission mandated training.

CMPD has partnered with the University of Chicago to revamp our 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 takes a variety of factors into consideration in determining the probability of an adverse action.

The City of Charlotte provides Employee Assistance Program (EAP) services to employees. A variety of services are provided through EAP.

CMPD employs a Clinical Director to work directly with CMPD officers and non-sworn personnel to oversee employee health and wellness and provide recommendations that promote employee resilience in response to traumatic events. In addition to individuals, this psychologist works with our peer support team, our Employee Assistance Plan vendors, and assists with de-escalation training.

CMPD employs a Community Wellness Analyst to increase mental health awareness, wellness and resilience among CMPD members, and facilitate collaborative mental health efforts and initiatives with our community partners. |
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<td>6.3</td>
<td>The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement. The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.</td>
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| 6.4 | Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests. | CMPD officers are equipped with Personal Protective Equipment (PPE).

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 supports this recommendation.  
CMPD collects data related to officer injuries and conducts internal investigations to determine whether the injury was preventable or not preventable. |
| 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. | 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 Field Service Groups (patrol). 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. |
| 6.7 | Congress should develop and enact peer review error management legislation. | CMPD supports this recommendation. |
| 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. | CMPD Ford Explorers and Chevrolet Caprices are equipped with backup sensors and cameras. |

**Special Note:** Various Activist Groups provided the Charlotte-Mecklenburg Police Department (CMPD) with a list of demands to enhance police-community relations. While there were several items directed to other entities and not within the purview of the CMPD, all requests and recommendations have a common goal of improving police-community relations. CMPD is committed to continually building trust and legitimacy within the community and have incorporated the various activist groups’ demands into the recommendations made by the President’s Task Force on 21st Century Policing under the associated Pillars. We hold ourselves to high standards of accountability and welcome input from individuals, groups and organizations that will further enhance our ability to serve the Charlotte-Mecklenburg community.
Overview

- In recent years, major sporting events have required host cities to establish zones.
- Zones are intended to protect the event and its business partners from ambush marketing, counterfeit merchandizing, and inappropriate competitive sales.
- Some cities have been sued over clean zone restrictions.
## Initial Findings

- Highly complex and legally contentious
- Interplay between
  - incumbent commercial interests,
  - event sponsor,
  - public safety issues,
  - and individual rights
- Some good models out there, but significant dialogue necessary to avoid common traps
- May require interdepartmental and interagency coordination

## Currently Regulatory Structure

- Permits including tent; temporary food establishments; beer, wine and liquor sales; sound amplification
- Festival Permits currently exist and allow an event sponsor to control public rights of way within the permit zone
- Peddler Permits within the CBD allow discretion of the manager to set some rules
- Temporary signage is currently a regulated activity, but must not regulate on the basis of content
Areas To Monitor In Proposing Changes To Regulatory Structure

- Advertising is speech
- Regulating use of private property and commercial activity has important limitations
- City has more control over public rights of way and city property
- Some options may require Council action and community input, particularly business owners around event areas

Initial Regulatory Areas For Consideration

- Outdoor sales of food, merchandise, and alcohol
- Different temporary sign rules for large events
- Different temporary structure rules for large events
- Different temporary parking rules for large events
- Permitting timelines and structures suited for large events
### Further Study

- Study over the next 5-7 months
- Create an interdepartmental work team (e.g. Code, Planning, CDOT, ABC, Police, County Health, Attorney – serve as chair)
- Study model jurisdictions and best practices
- Consult with event sponsors
- Identify and engage community stakeholders and partners
- Bring recommended options in the Fall of 2017

### Implementation

- Likely creation of an event application, review, and management team
- Balance the rights and interests of residents, event sponsors, and business owners
- Phased implementation to test outcomes and make improvements
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<th>Summary</th>
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<tbody>
<tr>
<td>• Some existing regulatory structure already exists for large events</td>
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<td>• Some potential changes will require community input, inter-departmental and inter-agency cooperation, and Council action</td>
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<tr>
<td>• Area is rife with litigation</td>
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<td>• Careful and thoughtful study and feedback needed</td>
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