

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 I: Building Trust and Legitimacy

Task Force Recommendation	Response	Pending Action
<p>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.</p>	<p>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 imbedded in CMPD culture.</p> <p>CMPD recently expanded our 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.</p>	
<p>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.</p>	<p>CMPD recognizes that past and present injustices and discrimination are barriers to community trust and have taken measures to build community trust by creating a Community Engagement 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.</p>	
<p>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.</p>	<p>All CMPD Directives are available for the public to view. They can be accessed on our website at www.cmpd.org under CMPD e-Policing Resources.</p> <p>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.</p> <p>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.</p> <p>In September 2016, as part of the White House Police Data Initiative, CMPD made officer-involved shootings and traffic stop data available to the public. The data is posted at www.cmpd.org as well as the City of Charlotte's Open Data Portal.</p>	

	<p>In January 2017 CMPD began hosting Transparency Workshops. The Workshops are 3-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 the police department functions.</p>	
<p>1.4 Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.</p>	<p>At Chief Putney’s direction, an Internal Advisory Committee (Transition Team) was formed in July 2015 to disseminate information to officers and seek input from them in the areas most important to build employee morale, while promoting trust and transparency between the CMPD and the community.</p> <p>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.</p> <p>CMPD seeks to involve our employees in the development of policies and procedures. The Policy Management Group (PMG) was established to review policies and directives. The PMG is comprised of sworn and non-sworn personnel from across the Department.</p>	
<p>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.</p>	<p>CMPD has taken a proactive approach to engage the community through events aimed at the youth, as well as other age groups. These events include the following:</p> <p>Community Corners These events are informal gatherings of community members and police officers at community parks and athletic fields. Officers and residents engaged in talks about issues important to the community, while enjoying foods prepared by food-truck vendors and businesses in the community. It is also a time of games and fellowship.</p> <p>Coffee with Cops Coffee with Cops serves to build community partnerships through conversations. The sessions are held at coffee houses and restaurants throughout the community. The format is informal and allows members of the community to sit and talk with officers and detectives.</p>	

	<p>COPS & Barbers / COPS & Kids Recognized by the President as a “model for fostering relationships between cops and young black men,” COPS & Barbers serves to facilitate dialogue between the community and the police.</p> <p>Building on the success of COPS & Barbers, COPS & Kids moved the dialogue into the school system to engage with students in high school and middle school to develop more meaningful partnerships with youth, educate youth about their rights and responsibilities as citizens, demonstrate positive interactions with police, address common misconceptions and dispel common stereotypes.</p> <p>REACH Academy (Respect Engage Accountability Character Honesty) The goal of the REACH Academy is to build positive relationships between the youth and police officers. The Academy promotes personal and social responsibility and accountability through leadership opportunities. The Department has partnered with community organizations to provide career readiness and vocational development to each participant. After attending the REACH Academy, youth have the opportunity to participate in a CMPD mentoring program.</p> <p>REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens) The goal of REACH OUT is to facilitate a coordinated 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 selected youthful offenders, giving them the opportunity to become productive adults.</p> <p>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 partner with the CMPD’s Central Division and community members to match up primarily African-American families with a police officer for a night of games and activities.</p> <p>Turn Charlotte Blue In 2016 members of the Charlotte community initiated a project to show appreciation for police officers in our city. A team of volunteers dedicated their time to parade the city with blue ribbons during</p>	
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	<p>National Police Week 2016.</p> <p>Project “Unplugged” “Unplugged,” a term commonly used informally to indicate a presentation in a low-key and personal setting, is the premise behind this community engagement project. Many religious organizations have partnered with CMPD to host these forums. Project “Unplugged” allows officers to engage the church’s youth, adult members from the surrounding neighborhoods.</p>	
<p>1.6 Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.</p>	<p>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.</p>	
<p>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.</p>	<p>CMPD partners with Research Strategies, Inc. who conducts a yearly survey of Mecklenburg County residents. The survey measures the community’s satisfaction level with CMPD in various areas. The results are shared with employees to look at ways to better serve the community.</p>	
<p>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.</p>	<p>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 and the military as well as a recruitment table at Charlotte’s Annual Pride Festival. CMPD also recruits within our community to further diversify our applicant pool.</p>	
<p>1.9 Law enforcement agencies should build relationships based on trust with immigrant communities.</p>	<p>CMPD provides a 5% pay incentive for officers who speak a foreign language in an effort to reduce language barriers and encourage community building. The department currently has 83 employees receiving language-incentive pay.</p>	

<p>This is central to overall public safety.</p>	<p>CMPD's Community Engagement Division has a unit dedicated to U-Visa verification services for undocumented immigrants who are victims of certain crimes.</p> <p>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 Learning Spanish Initiative.</p> <p>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. Officers returned and initiated programs and disseminated information in their Latino communities utilizing their new insights. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.</p>	
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Pillar II: Policy and Oversight

Task Force Recommendation	Response	Pending Action
<p>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.</p>	<p>CMPD believes the community and its stakeholders should have the greatest voice in issues concerning their neighborhoods. CMPD utilizes a Community Safety Forum crime-reporting model, which encourages community members to participate in determining what's most important to them concerning crime and quality of life issues.</p>	
<p>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</p>	<p>CMPD's Use of Force policy is based on both State and Federal law which require that all force be reasonable, as outlined in <i>Graham v Connor</i>. Our policy also stipulates that officers utilize de-escalation techniques when feasible in encounters with members of the public.</p> <p>The CMPD Use of Force Continuum is a guideline to assist officers in assessing</p>	

<p>must be clear, concise, and openly available for public inspection.</p>	<p>which level of control may be appropriate when confronted with a certain level of resistance. Officers will use only the amount of force that is objectively reasonable and necessary under the circumstances.</p> <p>In 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, City Council, and the City Manager. The CRB hears appeals from citizens regarding the decision of the Chief of Police as to discipline for certain allegations of misconduct.</p> <p>In 2015, CMPD instituted Subject Matter Expert Boards (SMEBs) to review Uses of Force, Driving, and Fourth Amendment incidents when requested by Internal Affairs, an officer under internal investigation, or the officer’s chain of command. The board reviews the facts of the case and provides feedback whether the officer’s actions are consistent with CMPD training.</p> <p>CMPD believes the public should have access to internal policies that do not compromise tactical operations or the safety of our officers and the public. All CMPD Directives are available for the public to view. They can be accessed on our website at www.cmpd.org under CMPD e-Policing Resources. All CMPD policies are reviewed by the Policy Management Group.</p>	
<p>2.3 Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.</p>	<p>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.</p> <p>In 2015, CMPD instituted Subject Matter Expert Boards (SMEB) comprised of personnel with advanced knowledge and experience in dealing with a specific subject. Each board is available to review and advise whether case events are consistent or inconsistent with CMPD training and provide feedback to the employee and his or her chain of command.</p>	
<p>2.4 Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.</p>	<p>All CMPD police recruits receive <i>Implicit Bias</i> education while attending the police academy. In August 2016, In-Service officers and supervisors began attending Cultural Proficiency Education which is department-sponsored education taught by a private contractor.</p> <p>CMPD sworn and nonsworn employees participate in the Racial Equity Workshop (formerly Dismantling Racism) which is a two-day workshop that provides historical and contextual factors for race, including the origins of race</p>	

	<p>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).</p> <p>CMPD has partnered with the University of Chicago to enhance our Early Intervention System (EIS). EIS seeks to identify patterns of behavior that could lead to employee misconduct or other performance issues.</p>	
<p>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.</p>	<p>CMPD supports this recommendation.</p> <p>The department's demographic information is available for public view on CMPD's Open Data webpage.</p>	
<p>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.</p>	<p>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.</p> <p>CMPD is voluntarily participating in the White House Police Data Initiative (PDI). The CMPD Open Data webpage includes data on Officer-Involved Shootings and Traffic Stops. The data is posted at www.cmpd.org and on the City of Charlotte's Open Data Portal.</p> <p>CMPD currently employs an Internal Affairs (IA) Analyst to review and analyze data related to Uses of Force, Officer-Involved Shootings, and others areas determined by the IA Commander.</p> <p>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.</p>	<p>CMPD is currently exploring options for the inclusion of officer commendations to the Open Data webpage.</p>
<p>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</p>	<p>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 assess our response to civil disorder incidents.</p> <p>In 2015, CMPD returned all military surplus equipment that was donated as part of the 1033 Program created by the National Defense Authorization Act.</p>	

<p>military operation and avoid using provocative tactics and equipment that undermine civilian trust.</p>	<p>CMPD's Civil Emergency Unit incorporates FEMA's Center for Domestic Preparedness training principles that focus on protecting First Amendments rights, crowd management de-escalation techniques, and ensuring due process of those detained or arrested.</p>	
<p>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.</p>	<p>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.</p> <p>Civil Service Board (CSB) The CSB is an independent board comprised of 9 members of the public. Three members are appointed by the Mayor and six appointed by the City Manager. The Civil Service Board is responsible for approving officers for hire, promotion, and termination.</p>	
<p>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.</p>	<p>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.</p>	
<p>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.</p>	<p>Both state and federal law requires that officers have probable cause to search an individual and his or her personal effects unless the officer obtains consent from the individual. (Officers may however, 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.</p> <p>Pursuant to CMPD Directive 400-006, officers are required to record themselves asking for consent 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 document his or her actions.</p> <p>Additionally, pursuant to CMPD Directive 500-004A VI, all requests for consent searches must be documented on the Stop Data Form.</p>	

<p>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.</p>	<p>CMPD Uniform and Personal Appearance Directive 400-001 requires the nameplate bearing the officer’s name be worn on the uniform shirt so that an officer can be identified by members of the public.</p> <p>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.</p> <p>Whenever an officer requests a search of a person, the search information is required to be captured in the Stop Data system.</p>	
<p>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.</p>	<p>CMPD supports this recommendation.</p> <p>CMPD requires that all searches are conducted in accordance with the law and without partiality.</p>	<p>CMPD’s External Advisory Committee, comprised of residents and civic leaders representing the greater Charlotte community is seeking to add a representative of the LGBTQ community to the Committee to further enhance inclusion of relevant issues and concerns.</p>
<p>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.</p>	<p>CMPD policy prohibits arbitrary profiling. An alleged violation of this policy is reviewable by the Citizens Review Board (CRB).</p> <p>In June 2015, the Charlotte City Council adopted 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.</p> <p>In December 2015, CMPD added a Rule of Conduct to its Directives 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 us to more accurately track allegations of arbitrary profiling and the disposition of the complaint.</p>	
<p>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</p>	<p>CMPD supports this recommendation.</p>	

incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.		
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 supports this recommendation.	

Pillar III: Technology & Social Media

<u>Task Force Recommendation</u>	<u>Response</u>	<u>Pending Action</u>
<p>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.</p>	<p>CMPD supports this recommendation.</p> <p>Currently, CMPD utilizes social media as one of several outlets to disseminate information expediently to members of the community. As of February 15, 2017 CMPD Twitter had more than 24,000 followers and nearly 50K Likes on Facebook.</p> <p>CMPD supports standards across agencies and jurisdictions related to maintaining civil and human rights protections.</p> <p>CMPD is currently exploring new dash cam technology options for patrol vehicles.</p>	
<p>3.2 The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.</p>	<p>In April 2014, CMPD introduced our Property & Laboratory Information Management System (PLIMS) to streamline the evidence collection process. This new technology utilizes barcode scanning to prevent the tampering or manipulating of evidence.</p> <p>CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with</p>	

	<p>department-wide rollout in September 2015. BWC assist in the monitoring of emergency situations, and identifying training and policy deficiencies. Best practice policies from other law enforcement agencies, as well as input from the American Civil Liberties Union and Police Executive Research Forum were considered in our policy.</p> <p>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.</p>	
<p>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.</p>	<p>CMPD supports this recommendation.</p> <p>Our policies follow best practice models that govern the use of technology. Our policies ensure individual rights and privacy are maintained at all times.</p>	
<p>3.4 Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.</p>	<p>CMPD complies with all public records laws pursuant to North Carolina's Public Information Laws, NCGS 132-1.4 and NCGS 160A-168.</p>	
<p>3.5 Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.</p>	<p>CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with department-wide rollout in September 2015. BWC assist in the monitoring of emergency situations, and identifying training and policy deficiencies. Best practice policies from other law enforcement agencies, as well as input from the American Civil Liberties Union and Police Executive Research Forum were considered in our policy.</p> <p>CMPD is currently exploring new dash cam technology options for patrol vehicles.</p>	
<p>3.6 The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.</p>	<p>CMPD supports this recommendation.</p> <p>CMPD's Use of Less Lethal Force Directive 600-019 addresses "less than lethal" options officers may utilize in gaining control of an individual.</p> <p>CMPD conducts mandatory de-escalation training for all police officers. We are continuing to enhance the training with greater emphasis on scenario-based components.</p>	

	CMPD recently expanded our 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 utilize less than lethal options when available.	
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.	<p>CMPD supports this recommendation.</p> <p>CMPD receives regular updates on FirstNet’s progress in establishing a nationwide, interoperable public safety broadband network dedicated to first responders.</p>	

Pillar IV: Community Policing & Crime Reduction

<u>Task Force Recommendation</u>	<u>Response</u>	<u>Pending Action</u>
4.1 Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.	<p>Imbedded in CMPD’s Mission Statement is our pledge to “build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community....”</p> <p>Community safety is a shared responsibility that requires a partnership with neighborhood residents, community stakeholders, and the police. The CMPD Community Engagement Division’s primary goal is to seek mutual understanding and communication between the police and the communities we serve. Our purpose is to build trust and relationships, and facilitate meaningful dialogue to address community issues and problems.</p>	
4.2 Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.	<p>Central to CMPD’s policing practices is the concept of community policing. All department policies and procedures incorporate principles consistent with community policing.</p> <p>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.</p>	
4.3 Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.	<p>CMPD utilizes the Incident Command System (ICS) to manage major incidents within our jurisdiction. ICS employs a multidisciplinary, community team approach in responding to critical incidents.</p> <p>CMPD partners with Mecklenburg County Health Department and Trauma and Justice Partnerships in delivering Crisis Intervention Team (CIT) training. As of</p>	

	<p>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.</p> <p>CMPD personnel receive Mental Health/First Aid training on an annual basis. Incorporated in this training are effective strategies on interacting with members of the public who suffer from a wide range of mental health crises.</p>	
<p>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.</p>	<p>CMPD officers undergo regular training on dealing with special populations as part of state-mandated and department training.</p> <p>CMPD personnel receive Mental Health/First Aid training on an annual basis. Incorporated in this training are effective strategies on interacting with members of the public who suffer from a wide range of mental health crises.</p>	
<p>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.</p>	<p>Imbedded in CMPD’s Mission Statement is our pledge to “build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community....”</p> <p>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.</p>	
<p>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.</p>	<p>Juvenile Diversion Program CMPD’s Juvenile Diversion Program addresses the community’s need to keep low-level youth offenders out of the juvenile justice system by providing an alternative to arrest while holding the participant accountable for their offense. The program also provides supportive programming that is designed to redirect the youth’s delinquent behavior.</p> <p>REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens) The goal of REACH OUT is to facilitate a coordinated 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 selected youthful offenders, giving them</p>	

	<p>the opportunity to become productive adults.</p> <p>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. The girls are offered a unique opportunity to learn empathy and compassion as they build trust with the animals.</p> <p>Academy of Safety & Protection (ASAP) CMPD partnered with Charlotte-Mecklenburg Schools, Charlotte Fire Department, and Medic to provide a course of study for students interested in careers in these fields. ASAP is housed at the Marie G. Davis Military & Global Leadership Academy at Marie G. Davis. The inaugural class began August 2016 with over 70 students.</p> <p>Youth Symposium CMPD's Community Engagement Division sponsored its first Youth Symposium in October 2016 to showcase the department's youth programs. Young men and women from 100 Black Men of Charlotte, the Boy Scouts of America, the Police Activities League, and the Pi Phi Chapter of the Omega Psi Phi fraternity's youth group were in attendance. The symposium introduced many of these students to the many opportunities CMPD has to offer students interested in the law enforcement field. CMPD will be holding additional symposiums in the coming months.</p> <p>School Resource Officers (SROs) CMPD SROs conduct open forums with students to talk on topics related to decision making, positive interactions with the police, legal rights and peer pressure.</p>	
<p>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.</p>	<p>The Chief's Youth Advisory Board (CYAB) The Chief's Youth Advisory Board allows selected Charlotte-Mecklenburg students the opportunity to communicate issues concerning youth and police relations directly to the Chief of Police. The CYAB will serve as the voice of our youth for promoting trust between CMPD and the youth in the community.</p> <p>Rise Program CMPD SRO's partnered with a group of African-American male high school students at South Mecklenburg High School on a quest to eradicate negative stereotypes. This group is committed to rising above</p>	

	<p>the stereotypes placed on African-American males in society. The group is self-initiated and actively engages the community through special projects to help those in need.</p> <p>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, the area was beautified. This led to residents becoming more invested, and police-community relationships being established. This also resulted in opportunities for officers to mentor youth, exposing them to positive experiences both in and outside of their neighborhood. As we continue to model what it means to be a mentor, our hope is that these 14 young people will, in turn, mentor the next generation alongside CMPD. To learn more about Terrybrook Project, please visit theterrybrookproject.org.</p>	
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Pillar V: Training & Education

Task Force Recommendation	Response	Pending Action
<p>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.</p>	<p>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</p>	
<p>5.2 Law enforcement agencies should engage community members in the training process.</p>	<p>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.</p> <p>Citizens Academy CMPD provides Charlotte-Mecklenburg residents an opportunity to</p>	

	<p>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.</p> <p>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.</p> <p>Community Day 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.</p> <p>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.</p> <p>Transparency Workshops In January 2017 CMPD began hosting Transparency Workshops. The Workshops are 3-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 the police department functions.</p>	
<p>5.3 Law enforcement agencies should provide leadership training to all personnel throughout their careers.</p>	<p>Supervisor Career Path CMPD's Training Academy offers a Supervisor Career Path to sworn and nonsworn personnel who aspire to become first-line supervisors. The four-course offering is designed to provide an overview of first-line supervision, to develop the skills needed to manage employees, and then put the skills learned to use through practical exercises.</p>	

	<p>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.</p> <p>Leadership Charlotte 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.</p> <p>Leadership Development Initiative (LDI) CMPD provides opportunities for employees to participate in the Community Building Initiative's Leadership Development Initiative which develops, connects and guides diverse groups of leaders in increasing their awareness of and ability to influence for inclusion and equity with a focus that goes beyond personal development to civic responsibility and organizational leadership.</p> <p>Leaders Under 40 (LU40) CMPD provides opportunities for employees to participate in the Community Building Initiative's Leaders Under 40. LU40 convenes and supports emerging community leaders to build connections across differences, to learn about their own leadership styles, real-time issues and to connect with established leaders in Charlotte-Mecklenburg.</p>	
<p>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.</p>	<p>CMPD supports existing leadership training programs, such as the FBI National Academy and Senior Management Institute for Policing. Members of CMPD command staff are selected annually to attend these programs.</p>	
<p>5.5 The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the</p>	<p>CMPD supports this recommendation.</p>	

<p>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.</p>		
<p>5.6 POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.</p>	<p>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.</p>	
<p>5.7 POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.</p>	<p>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.</p>	
<p>5.8 POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.</p>	<p>CMPD requires that both recruit and in-service officers attend Mental Health First Aid training, which incorporates curriculum on the disease of addiction.</p>	
<p>5.9 POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.</p>	<p>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) which is about exploring and affirming the ways in which we can work well with, respond effectively to, and be supportive of people in cross-cultural settings, treating others with dignity, at any time regardless of the situation or circumstance.</p> <p>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.</p>	

	<p>Cultural Competency In September 2016, CMPD command staff began attending a year-long series of classes on cultural competency. This year, a new cohort will begin that will include CMPD's Police Training Officers.</p> <p>Racial Equity Workshop (formerly Dismantling Racism) CMPD sworn and nonsworn 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).</p>	
<p>5.10 POSTs should require both basic recruit and in-service training on policing in a democratic society.</p>	<p>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.</p>	
<p>5.11 The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.</p>	<p>The City of Charlotte provides educational reimbursement for CMPD employees seeking college and advanced degrees from accredited institutions.</p> <p>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.</p>	
<p>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.</p>	<p>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.</p> <p>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.</p>	
<p>5.13 The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.</p>	<p>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.</p>	

Pillar VI: Officer Wellness & Safety

Task Force Recommendation	Response	Pending Action
<p>6.1 The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.</p>	<p>CMPD supports this recommendation.</p> <p>CMPD supports the continuing research into the efficacy of mental health checks for officers, as well as fitness, resilience, and nutrition.</p> <p>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.</p> <p>CMPD’s clinical partners at Mecklenburg County recognized the critical need to address officer’s 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.</p>	
<p>6.2 Law enforcement agencies should promote safety and wellness at every level of the organization.</p>	<p>CMPD officers of all ranks received Emotional Survival training in 2015 as part of NC Criminal Justice Education & Training Standards Commission mandated training.</p> <p>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.</p> <p>The City of Charlotte provides Employee Assistance Program (EAP) services to employees. A variety of services are provided through EAP.</p> <p>CMPD’s clinical partners at Mecklenburg County recognized the critical need to address officer’s 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</p>	

	<p>events.</p> <p>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.</p>	
<p>6.3 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.</p>	<p>CMPD currently utilizes 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.</p>	
<p>6.4 Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.</p>	<p>CMPD officers are equipped with Personal Protective Equipment (PPE).</p> <p>All CMPD vehicles are equipped with fire extinguishers.</p> <p>CMPD outfits each patrol vehicle with a Level 3A tactical vest and helmet to provide 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.</p>	
<p>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.”</p>	<p>CMPD supports this recommendation.</p> <p>CMPD collects data related to officer injuries and conducts internal investigations to determine whether the injury was preventable or not preventable. Additionally, CMPD collects data related to assaults of officers.</p>	
<p>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.</p>	<p>CMPD Departmental Vehicles Directive 600-001 requires that employees operating a CMPD vehicle wear the factory installed occupant safety restraining device.</p> <p>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.</p>	
<p>6.7 Congress should develop and</p>	<p>CMPD supports this recommendation.</p>	

enact peer review error management legislation.		
<p>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.</p>	<p>CMPD Ford Explorer and Chevrolet Caprice models are equipped with backup sensors and cameras. The Chevrolet Equinox model is equipped with a backup camera.</p>	

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. The 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.

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