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

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

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

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
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.	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. 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.	
1.2 Law Enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.	CMPD 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.	
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.	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. CMPD provides immediate media briefings to the public on major criminal incidents within the community, officer-involved shootings, and officer misconduct resulting in criminal charges. The information is disseminated openly and neutrally, respecting areas where the law requires confidentiality. In 2015, CMPD established an External Advisory Committee (EAC), comprised of community leaders, to review three areas of the Department: Professional Development, Professional Standards, and Recruitment & Retention. The Lee Institute facilitated discussions between the EAC and CMPD, and prepared a final report on the group's findings. The CMPD External Committee Final Report 2016 provides recommendations on ways to continue increasing transparency, collaboration, and communication with the community. The EAC is a standing committee that remains active in an advisory capacity to the Chief of Police. In 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. In January 2017 CMPD began hosting Transparency Workshops. The Workshops are 3-day training events that provide community members an inside understanding of CMPD's processes, services and operations. The mission and goal of the Workshops is to work towards strengthening community relationships, increasing the community understanding of police work, as well as equipping citizens to provide productive and meaningful input into how their police department functions.	
1.4 Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.	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. CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area. CMPD seeks to involve 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.	
1.5 Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.	CMPD 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: 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. 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.

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.

The COPS & Kids program follows a similar model. It provides a unique opportunity for Latino youth ages 14-17 to teach CMPD officers Spanish, while being mentored and guided toward becoming better citizens.

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.

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.

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.

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

	National Police Week 2016. 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.	
1.6 Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.	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 reporting and crime fighting to the Community Response (ComRep) model. CMPD is now conducting Community Safety Forums in the community to disseminate crime information and obtain community input on areas to focus resources.	
1.7 Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.	CMPD 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.	
1.8 Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.	CMPD 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.	
1.9 Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public	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.	

Task Force Recommendation	Response	Pending Action
safety.	CMPD's Community Engagement Division has a unit dedicated to U-Visa verification services for undocumented immigrants who are victims of certain crimes. In April 2016, CMPD officers met with Latino youth to talk about positive interactions with the police. From the conversations, the youth began teaching the officers Spanish. Officers are now meeting on a regular basis with youth in the Independence Division as part of the Cops & Kids Learning Spanish Initiative.	

Pillar II: Policy and Oversight

Task Force Recommendation	Response	Pending Action
2.1 Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.	CMPD 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.	
2.2 Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.	CMPD's Use of Force policy is based on both State and Federal law which require that all force be reasonable, as outlined in *Graham v Connor.* Our policy also stipulates that officers utilize de-escalation techniques when feasible in encounters with members of the public. The CMPD Use of Force Continuum is a guideline to assist officers in assessing which level of control may be appropriate when confronted with a certain level of resistance. Officers will use only the amount of force that is objectively reasonable and necessary under the circumstances. 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.	

	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. 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.	
2.3 Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.	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. 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.	
2.4 Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.	All CMPD police recruits receive *Implicit Bias* training while attending the police academy. In August 2016, In-Service officers and supervisors began attending Cultural Proficiency education which is department-sponsored training taught by a private contractor. CMPD Command Staff and School Resource Officers have completed the *Dismantling Racism* workshop. *Dismantling Racism* was developed through the cooperative effort of the Race Equity Institute (REI) and Race Matters for Juvenile Justice (RMJJ). 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.	
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	CMPD supports this recommendation. The department's demographic information is available for public view on CMPD's Open Data webpage.	

including race, gender, age, and other relevant demographic data.		
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.	North Carolina General Statute (NCGS) 143B-902 stipulates that the NC Department of Public Safety collect, correlate, and maintain traffic and pedestrian stop information by law enforcement officers. Pursuant to the law, CMPD collects, maintains, and analyzes demographic data on all traffic and pedestrian stops and arrests. CMPD is voluntarily participating in the White House Police Data Initiative (PDI). The CMPD Open Data webpage includes data on Officer-Involved Shootings and Traffic Stops. The data is posted at www.cmpd.org and on the City of Charlotte's Open Data Portal. 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. The University of North Carolina at Charlotte (UNCC) is currently conducting a study of CMPD traffic stop data to provide an in-depth analysis on types and reasons for stops, searches, and arrests. CMPD is working collaboratively with UNCC on this study.	CMPD is currently exploring options for the inclusion of officer commendations to the Open Data webpage.
2.7 Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.	CMPD 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. In 2015, CMPD returned all military surplus equipment that was donated as part of the 1033 Program created by the National Defense Authorization Act. CMPD's Civil Emergency Unit incorporates FEMA's Center for Domestic Preparedness training principles that focus on protecting First Amendments rights, crowd management de-escalation techniques, and ensuring due process of those detained or arrested.	
2.8 Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight.	Citizens Review Board (CRB) The CRB is an independent board comprised of 11 members of the public who are appointed by the City Manager, Mayor, and City Council. The CRB hears cases involving CMPD employees related to Arbitrary Profiling, Arrest Search & Seizure, Discharge of a Firearm with Injury, Unbecoming Conduct, and Use of Force.	

	Civil Service Board (CSB) The CSB is an independent board comprised of 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.	
2.9 Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.	CMPD prohibits any practices related to predetermining the number of tickets, citations, arrests, etc. and does not use quota systems in determining citizen stops and contacts.	
2.10 Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.	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. Pursuant to CMPD Directive 400-006, officers are required to record themselves asking for consent to search and the citizen's response to that request on their Body Worn Camera (BWC). If an officer is not equipped with a BWC, the officer is required to document his or her actions. Additionally, pursuant to CMPD Directive 500-004A VI, all requests for consent searches must be documented on the Stop Data Form.	CMPD recognizes the benefit of BWC and is currently expanding issuance of the equipment to outfit all plainclothes (tactical) officers and officers working jobs in an off-duty capacity.
2.11 Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.	CMPD 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. CMPD Rules of Conduct require officers to furnish their names and code numbers to any person requesting this information when the officer is on duty or presenting him/herself as a police officer, except when the withholding of such information is necessary to the performance of police duties or is authorized by proper authority. Whenever an officer requests a search of a person, the search information is required to be captured in the Stop Data system.	

2.12 Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.	CMPD supports this recommendation.

CMPD requires that all searches are conducted in accordance with the law and without partiality. | 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. |
| **2.13** Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency. | CMPD policy prohibits arbitrary profiling. An alleged violation of this policy is reviewable by the Citizens Review Board (CRB).

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.

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. | |
| **2.14** The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation. | CMPD supports this recommendation. | |
| **2.15** The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and | CMPD supports this recommendation. | |

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.		