Police Foundation Critical Incident Review Recommendations

The City of Charlotte contracted with the Police Foundation to conduct an independent review of the Charlotte-Mecklenburg Police Department's (CMPD) response to the demonstrations that occurred following the September 20, 2016 officer-involved shooting. This assessment will be used, in part, to help the City heal and move forward in a constructive manner.

The Police Foundation is an independent, non-partisan and non-membership organization dedicated to improving policing through innovation and science. For more than 45 years, the Police Foundation has been a leader in conducting research, providing training and specializing in management studies and assessments dedicated to improving policing. While the assessment team found that the CMPD acted appropriately overall and in accordance with its policies and procedures, it also identified areas in which the CMPD could improve its policies, practices and operations to strengthen the department's relationship with the community it serves, to help prevent and respond to future instances of civil unrest. The report is organized into six "pillars" under which critical issues are discussed and recommendations provided. The table below outlines each of the 34 recommendations and the 68 specific action steps from the Report.

In 2017, CMPD engaged in over 2400 events and meetings, touching close to 200,000 community members. Beyond that, CMPD led or participated in countless and varied community engagement programs, initiatives and activities. Attached to this matrix is CMPD's Achieve Success: Be the Difference Report which provides a more comprehensive description of CMPD's community engagement.

Pillar I: Policies, Protocols, and Strategies

Foundation Recommendation	Response and Actions
1.1 The CMPD should identify and engage in continued opportunities and strategies that promote effective dialogue between the department and the community around race and policing. o It is critical that community, City administration, the City Manager, and CMPD leaders and officers, have constructive and ongoing dialogue regarding these issues. o The City of Charlotte administration, the City Manager, and the CMPD should leverage the principles of procedural justice in their day-to-day interactions as they continue to work to strengthen police-community relationships.	CMPD believes public trust is paramount to building strong communities and reducing crime, and that the community and its stakeholders should have the greatest voice in issues concerning their neighborhoods. As such, CMPD's crime fighting model goes beyond looking at the crime numbers alone, to focusing on victimization. In line with this model, CMPD uses Community Safety Forums to disseminate crime information, exchange ideas with community members on current issues, no matter how difficult the conversation, and encourage community members to participate in determining what is most important to them concerning crime and quality of life issues. Recognized by President Barack Obama as a "model for fostering relationships between cops and young black men," COPS & Barbers was the idea of local barber Shaun Corbett to facilitate dialogue between the police and community. The CMPD and NC Local Barbershop Association host "town hall" events to create an open and honest dialogue about police and race relations. Discussions include educating African-American citizens of their rights, the appropriate manner in which to interact with police, and challenges police face when confronted by a potentially dangerous situation. Local congregations, recreation centers, and schools throughout the community serve as host sites for these events. 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.

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	CMPD 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. 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.
1.2 The CMPD should continue to build on its tradition of community policing to identify opportunities for the community to participate in the development of the department's policies, procedures and practices. o The City of Charlotte administration, the City Manager, and the CMPD should continue to build on models that promote dialogue not only through CMPD programming, but also in coproducing public safety, development of policy, and organizational decision-making (Camden, New Jersey, and New York, New York). o The City of Charlotte administration, the City Manager, and the CMPD should identify opportunities to engage the community in day-to-day policing and public safety activities. Charlotte community members must be consistently engaged in constructive engagements with the department to restore trust and police legitimacy.	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, including input on relevant policy and organizational decisions. In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD's processes, services, and operations to strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input into how its police department functions. Community Corners are informal gatherings of community members and police officers at community parks and athletic fields. Officers and residents engage in talks about issues important to the community, while enjoying foods prepared by food-truck vendors and businesses in the community. It is also a time of games and fellowship. CMPD believes public trust is paramount to building strong communities and reducing crime, and that the community and its stakeholders should have the greatest voice in issues concerning their neighborhoods. As such, CMPD's crime fighting model goes beyond looking at the crime numbers alone, to focusing on victimization. In line with this model, CMPD uses Community Safety Forums to disseminate crime information, exchange ideas with community members on current issues, no matter how difficult the conversation, and encourage community members to participate in determining what is most important to them concerning crime and quality of life issues. CMPD averages 45 community meetings monthly. CMPD Patrol Divisions conduct meetings with neighborhood and community groups monthly and maintain communication regarding public safety issues. There are routine scheduled engagement events such as COPS & Kids, Promise Youth, and other meetings with specific ethnic groups. Some CMPD Patrol Divisions are conducting neighborhood roll calls in businesses, schools, and parking lots in the community to further engage with the community. The Community Services Division (CSB) tracks most of CMPD's community engagement events

Foundation Recommendation	Response and Actions
	where CMPD personnel disseminate information related to crime prevention, police services and citizen rights training. Thus far in 2018, CSB staff is averaging approximately 100 events per week with over 3,000 community participants. CMPD continues its commitment to addressing disparity and disproportionality in the justice system by sending rank and file officers along with community partners to Race Equity Workshops in collaboration with Race Matters for Juvenile Justice. All executive officers, command officers and school resource officers have attended the aforementioned training. The Citizens' Academy aids in building community relationships and creates a cadre of citizens who are better informed about police work and CMPD's services to the community. Citizens can learn firsthand about police operations through a series of lectures, simulated activities, practical sessions and tours.

1.3 The City of Charlotte administration, the City Manager, and the CMPD should ensure that a city-wide plan, consistent with the National Incident Management System (NIMS), is used to manage all demonstrations and protests and that all City agencies understand, and participate in, the implementation of the plan.
 	
o Curricula on NIMS and incident management system (IMS) training should be encouraged in the CMPD and throughout all other relevant city agencies.
 	
o Among the new capacities that need to be designed and practiced in the city-wide and CMPD incident management systems are:
    ▪ Developing better means for recognizing and addressing significant elements of novelty, and overcoming the bias of trained response personnel to focus on and address only the familiar
    ▪ Developing means for the early identification of emergent crisis
    ▪ Strengthening mechanisms for building situational awareness in circumstances with many unknown elements
    ▪ Building processes to enhance the capacity to undertake creative improvisation of new actions and responses, including novel combinations of existing elements
    ▪ Enhancing the capacity to undertake incompletely designed actions…and the
	The City of Charlotte All hazards plan incorporates and reinforces the NIMS model of Incident command. All city agencies are part of this plan. In addition CMPD has an Operations/Command Center that opens for any significant event. This Operations/Command Center incorporates all stakeholders in the response providing a single location for unified command incorporating the NIMS principals.
	
	CMPD Emergency Mobilization Plan (EMP) is based on the NIMS system for Incident Command. This is reinforced through training at the supervisor and command levels.
	
	CMPD's Standard Operating Procedure (SOP), Active Threat/Rapid Deployment Protocol, incorporates the ICS model for command.
	
	CMPD SOP's for the Civil Emergency Unit (CEU), Bomb Squad, Fire Emergency as well as the Incident Command Protocol SOP incorporate and reinforce the Incident Command System (ICS) to be used for significant incidents.
	
	The Intelligence Unit is responsible for developing and maintaining situational awareness for potential groups in conflict or recognizing public activity including protests that may occur.
	
	CMPD continues to develop situational awareness and response to changing environments. Changing threat trends and evolving social awareness is incorporated into the ongoing training updates and acceptable law enforcement response to these events.
	
	CMPD along with impacted and participating agencies conduct after action assessments and briefings on large scale events. Examples include the 2016 Civil Unrest, and the Northlake Mall and North Tryon Officer-Involved Shooting incidents, all of which have been studied and after action reports completed. Training was developed and evolved based on these incident studies.
	
	CMPD has been proactive and creative in interacting with large demonstrations by employing CMPD's Constructive Conversation Team to help calm situations that could potentially erupt into violence. The Constructive Conversation Team was formed in November 2016. The team is a small,

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ability to learn how to correct for, and redesign quickly in the face of, a dynamic and rapidly changing operating environment.	part time, unit consisting of approximately 40 officers who have volunteered to stand in the gap between the officers and the protesters. They are trained to withstand the verbal abuse of the protesters, and in fact, purposefully pull the attention towards them and away from officers who are holding the line. The CCT members are trained to listen attentively which helps de-escalate the individual or group to the point in which a conversation can be held. Team members are also educated on how to answer the difficult questions that may be asked by the demonstrators. CMPD's Civil Emergency Unit incorporates FEMA's Center for Domestic Preparedness through the Office of Domestic Preparedness training principles that focus on protecting First Amendment rights, employing crowd management de-escalation techniques, and ensuring due process of those detained and arrested. Several Civil Emergency Unit officers were trained by the Constructive Conversation Team in the fall of 2017. The Civil Emergency Unit also has the ability to quickly move smaller teams, part of a platoon, to assist with smaller groups. CMPD has also developed its communication outreach platforms to more effectively communicate real time with the community to disseminate accurate information and dispel false information. Through twitter, Facebook and Instagram, CMPD pushes verified information in an effort to answer the many questions that arise during critical incidents, and CMPD's Constructive Conversation Teams are able to expand on the information delivered through these communication platforms. Faith based groups have also assisted CMPD during demonstrations by providing support and care. The new social media platforms created have also allowed us to share the many outreach and engagement initiatives CMPD has been part of throughout the City to improve community and police relationships.
1.4 The CMPD should continue to review its mobilization plans for personnel and resources to make them more agile in response to critical incidents. o CMPD staff should be assigned to research and contact law enforcement agencies that have experience with mobilization of personnel and resources for critical incidents such as natural disasters or large-scale security events. CMPD should use information gathered from these agencies as inspiration to make adjustments to the department's mobilization plans (Departments such as the New York City Police Department, the Philadelphia Police Department, the Orlando Police Department, and the Boston Police Department). o The CMPD should review resources to learn from other agencies' work on protecting large scale security events, and apply those lessons in Charlotte (U.S. Department of Justice, Bureau of	CMPD reviews mobilization plans for personnel and resources as part of CALEA Standards 46.1.2 and 46.1.1 every three years. The most recent review was conducted in 2017. CMPD completed two practical mobilization call-up drills in 2017 and has deployed for multiple actual critical incidents in 2018. CMPD has revised its Civil Emergency Unit (CEU) SOP, directing officers to report to Staging locations to prevent the need to protect physical resources at the scene of critical incidents. CMPD has implemented an on-call schedule for CEU Commanders and has implemented a callback response from officers who are off-duty. CMPD continues to share and request information related to special events security. For example, the analysis and visit of Los Angeles, CA and Toronto Canada for their hosting of the NBA All-Star events as part of CMPD's preparation for Charlotte's hosting of the 2019 NBA All-Star Game. CMPD consults with agencies that have been involved in major critical incidents through the Executive Speakers Series, teleconferencing, and agency visits. These include, but are not limited to the Orlando Pulse Night Club incident, the Ferguson, MO riots, the Dallas, TX active shooter, and the St. Louis County MO, riot response.

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Justice Assistance, updated Large-Scale Security Events Primer and Quick Look Documents).	
1.5 The CMPD should review its CEU SOPs to account for the evolving nature of demonstrations and protests. o CEU training should incorporate lessons learned from various types of demonstrations and protests to best prepare for managing the evolving nature of protests in the 21st Century (COPS Critical Response After Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri; COPS Critical Response Maintaining First Amendment Rights and Public Safety in North Minneapolis; and, other mass demonstration/civil disturbance after action reviews). o The CMPD CEU SOPs and training should include a practical component that incorporates community members into a scenario-based training component so that CMPD officers can experience interaction with actual community members and base their SOPs and responses on those outcomes.	Based on what CMPD experienced from the onset of the civil unrest, the threat description in the Police Foundation Report does not fully describe the threats encountered by line officers or the unexpected threats officers endured. Rocks, metal auto parts, burning wood, explosive devices, etc., were all used as weapons against officers. Training standards from the Office of Domestic Preparedness recommend ballistic and both impact and respiratory protective equipment (gas masks), be worn under these circumstances (MCATIBASIC.SM.V1.4.2). It is important to note the obligation CMPD had in protecting its officers from injury per OSHA requirements which mandate that an employer provide necessary protective equipment to its employees in the course of their duties. Further, in addition to violent threats, protesters used blood to contaminate officers during the protests. Officers must be able to protect themselves from communicable diseases through the use of PPE equipment. The combination of threats including impact, lethal as well as bodily fluid necessitated the wearing of ballistic and impact type protective equipment. (PF CIR p.43) CEU conducts online and practical training annually. The training includes legal and tactical considerations based on the evolving nature of demonstrations and protests. Lesson plans for the CEU practical training involves real life scenarios based on past events that have occurred both nationally and internationally. All practical training incorporates escalation and de-escalation response during civil unrest. The incorporation of community members in CEU training is not recommended. CMPD CEU conducts practical training with trained facilitators and role players. This enables a realistic training environment free from issues related to injuries to role players as well as prevents revealing law enforcement tactics that should not and must not be made public for the safety and security of the officers and public safety agencies that respond to public disorder events.
1.6 The CMPD should involve the community in the development of robust communication and community engagement directives and strategies for engaging in respectful and constructive conversations and de-escalation during response to mass demonstrations. o The CMPD should form a community advisory group or leverage an existing community advisory group to work with CMPD communication team members and executive team members, as well as representatives from the City of Charlotte Community Relations Committee and Corporate Communications & Marketing to develop a robust and comprehensive community engagement and communication strategy. The strategy should	Building on the success of Constructive Conversation Team training, CMPD developed "Chaos to Connection" training for all officers which includes modules on building resilience, emotional control, active listening skills, and persuasive and informative speech. This training equips officers with the ability to listen first, build a connection with people, and to answer questions. During the training, resident volunteers play the role of agitated protesters. Everything is real – questions, emotions and energy, making it more powerful than having a fellow officer in jeans and a T-shirt playing the role of a resident. To that end, resident volunteers and officers come together to talk about their perspectives. In recognition that these skills are most needed during mass demonstrations, the priority was to deliver the training to the Civil Emergency Unit officers, then to all remaining CMPD officers. 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

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address ongoing communication and engagement between the Charlotte community, the City of Charlotte administration, the City Manager, and the CMPD as well as specialized policy and procedure for crisis communication. The committee should also be tasked with vetting and educating their respective constituencies on this strategy and associated policies and directives.	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, including input on relevant policy and organizational decisions. *City Staff will develop a city-wide Critical Incident Communications Plan (CICP). Plan development includes a review of relevant critical incidents, the best use of social media and traditional (local and national) media, and a process for augmenting CMPD's communications staff with communicators from other city departments when appropriate.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019*
1.7 The CMPD should develop and implement policies and procedures that increase situational awareness in anticipation of and during demonstrations and acts of civil disobedience with a specific emphasis on social media. o The CMPD should establish a team of employees who can listen to, and observe traditional and social media and provide situational awareness directly to the public information officers and a representative in its command center during critical incidents. o The CMPD should enhance Directive 800-002 (Media Relations) and Directive 800-014 (Social Media Policy) to include the designation of a representative from the Public Affairs Office to the City's Joint Information Center (JIC) and should include a process for notifying the City of Charlotte Corporate Communications & Marketing staff regarding the establishment and location of the CMPD command center.	CMPD regularly and thoroughly monitors relevant social media postings. CMPD has refined these operations and enhanced its intelligence capabilities, including assigning additional personnel to monitor social media sites and postings. When the event warrants, either by size, scope, special circumstance or by direction of command, CMPD's Command Center is set up to monitor and disperse relevant information and intelligence. During any critical incident, CMPD immediately assigns personnel to actively monitor social media sites and relay any pertinent information to the appropriate units and command with CMPD. CMPD notifies Charlotte Communications and Marketing when it opens the Command Center, and when appropriate, offers someone from that staff a seat in the center. CMPD will relay information to the JIC via the CCM representative working the Command Center, which would make it unnecessary for CMPD to also staff the JIC.
1.8 The CMPD should develop policies and procedures that use social media to "push" information to the community and quickly disseminate accurate information in response to rumors and false accusations. o The CMPD should consult the IACP Center for Social Media and review the Social Media and	As a part of its strategy, the Public Affairs Office (PAO) now uses social media to push information to the community as quickly as is responsibly possible, promptly disseminating accurate information and aggressively countering erroneous information. *City Staff will develop a city-wide Critical Incident Communications Plan (CICP). Plan development includes a review of relevant critical incidents, the best use of social media and*

Foundation Recommendation	Response and Actions
Tactical Considerations for Law Enforcement guide to help develop a comprehensive social media strategy. o The CMPD should review and incorporate the social media promising practices and lessons learned from the City of Orlando's response to the Pulse Nightclub terrorist attack, the San Bernardino Public Safety Response to Terrorist Attack on the Inland Regional Center and the Boston Police Department response to the bombings at the 2013 Boston Marathon.	*traditional (local and national) media, and a process for augmenting CMPD's communications staff with communicators from other city departments when appropriate.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019*

Pillar II: Training and De-escalation

Foundation Recommendation	Response and Actions
2.1 The CMPD should conduct a thorough review of its academy courses and hours, and its additions to the required BLET courses, to emphasize empathetic dialogue and non-confrontational conversations with community members. o The review should work to incorporate the Integrating Communications, Assessment, and Tactics (ICAT) guide. o The review should incorporate lessons learned and best practices identified in after-action reports from civil disturbances in Minneapolis, St. Louis County, Ferguson, Baltimore, and other cities that experienced civil disturbances; and, other de-escalation and Crisis Intervention Training (CIT) strategies. o The CMPD should include community input into development of training. o The CMPD should consider incorporating implicit bias training into their standard curriculum for all CMPD officers and other forward-facing department personnel.	The Training Division of CMPD is committed to the constant evaluation of the training it delivers. These evaluations cover many different areas with one being the need to evaluate current training with changing community expectations. In response, CMPD has added a two hour communication class to recruit and in-service training that focuses on verbal de-escalation techniques with more training in the future to expand on this concept. In addition, the Recruit Training staff has added an additional (16) hours of scenario based training on de-escalation, communication skills, and tactical positioning when dealing with highly agitated individuals. All of this additional training focuses on the ability to resolve conflict without resorting to physical control measures unless necessary. The Training Division of CMPD has incorporated the Integrating Communications, Assessment, and Tactics (ICAT) guide into appropriate scenario based training and is delivered to recruits and in-service training. CMPD Training Academy has formed a Citizen Advisory Group that is comprised of graduates of the CMPD Citizens' Academy and participants in the Transparency Workshops. The Group, informally called the Citizen Think Tank, comes together to discuss issues facing the department, and to provide feedback on proposed training programs. Most recently, the Group assisted the training staff in modifying the Transparency Workshops to further enhance future deliveries so that they are most meaningful to participants. CMPD Training Division is currently reviewing past implicit bias training to determine where it may be placed into the current curriculum. CMPD contacted St. Louis County, MO, Baton Rouge, LA and Baltimore, MD to exchange lessons learned from each agency's civil unrest events. From that, CMPD integrated the various lessons

	learned and scenarios leading to the unrest into its CEU training, including de-mobilization and transition to uniform patrol and public order bikes.
2.2 The CMPD should continue engaging community members in the training process. o The integration of community perspectives into training, through various means, should continue and should be expanded to other trainings that impact community members, including traffic enforcement and CMPD history. o The CMPD should consider engaging a committee comprised of CMPD members and community members to develop a strategy and process for incorporating community members into training development and review.	Recruit training includes a Community Engagement module designed to provide members of the community an opportunity to impact recruits by sharing their experiences and perspectives of policing in Charlotte-Mecklenburg. Speakers include family members of those affected by CMPD's actions, and those who work exclusively with males between the ages of 10 and 24. This Community Engagement module will continue to include individual community members and various activist groups, even those of a controversial nature, to provide a platform for candid conversation, education, and awareness. 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, including input on relevant policy and organizational decisions. CMPD is committed to continuing and where appropriate, expanding the integration of community perspectives and involvement in various aspects of CMPD training.
2.3 The CMPD should continue to support and expand the Constructive Conversation Team program, expanding it internally and further engaging the community. o The CMPD should increase the number of officers trained to engage in the Constructive Conversation Team program, enabling the program to run in more parts of the Charlotte community more often. o CMPD leadership should consider engaging a community advisory board to continue to cultivate additional creative development of the Constructive Conversation Team.	Building on the success of Constructive Conversation Team training, CMPD expanded the training which has been retitled "Chaos to Connection: How to get people to stop yelling and start talking." This mandatory training course for all officers includes modules on building resilience, emotional control, active listening skills, and persuasive and informative speech. This training equips officers with the ability to listen first, build a connection with people, and to answer questions. During the training, resident volunteers play the role of agitated protesters. During the training, resident volunteers play the role of residents during these conversations. Everything is real – questions, emotions and energy, making it more powerful than having a fellow officer in jeans and a T-shirt playing the role of a resident. To that end, resident volunteers and officers come together to talk about their perspectives. CMPD has expanded the Constructive Conversations Team program and has been conducting ongoing additional training. CMPD continues to utilize and encourage community members to participate in the Constructive Conversations Team training.
2.4 Curricula to train all CMPD personnel on crowd management strategies and tactics should be developed from current best practices, policy recommendations, and lessons learned from after-action reviews of similar events.	CMPD consults with agencies that have been involved in major critical incidents through the Executive Speakers Series, teleconferencing, and agency visits. These include, but are not limited to the Orlando Pulse Night Club incident, the Ferguson, MO riots, the Dallas, TX active shooter, and the St. Louis County MO, riot response.

○ The CMPD should review training to ensure that at a minimum, future department-wide trainings should include: basic principles of Mobile Field Force operations, movements, and problem solving; First Amendment rights and protections; and, NIMS and ICS. Particular attention should be given to the role of patrol officers, who may be the first on the scene of an escalating event. Such officers and their supervisors should be trained on making initial assessments and providing information that will inform incident management decision and ensure an appropriate response at the division and department level.	During Basic Law Enforcement Training at the Police Academy, each police recruit receives a block of instruction on crowd management. All CMPD officers receive this training, and a significant number of patrol officers have received advanced training and equipment on proper response to civil unrest events which includes initial response with an emphasis on de-escalation. CMPD's training and tactics are vetted by the Office of Domestic Preparedness through Homeland Security and is a result of studying current trends and incidents throughout the US. CMPD's recent revision of the Civil Emergency Unit Standard Operating Procedure reinforces this training and the appropriate response. CMPD, along with Charlotte Fire Department and Medic, conducted a four-day, large scale exercise for CEU in the Fall of 2017. CMPD's entire CEU were trained using multiple scenarios taken from the latest trends in national protests and demonstrations. This training incorporated role players and amplified noise to simulate a real event. Training incorporated decision-making, command and control at all levels (patrol to executive level), de-escalation, and facilitating First Amendment vs. criminal activity. The majority of CMPD patrol officers and supervisors responding to calls for service at any given time are CEU trained and equipped and will take the role of incident command at scene until relieved by higher ranking personnel. CMPD practices CEU activation drills quarterly and the response is dictated by the simulated event.
2.5 The City of Charlotte administration, the City Manager, and the CMPD should lead all relevant City personnel, elected officials, mutual aid agencies and other stakeholders in NIMS/ICS training and practical exercises. ○ The City of Charlotte administration, the City Manager, the CMPD, and mutual aid agencies should plan an exercise for complex and evolving critical incidents on a regular basis. These plans and exercises should include both tabletop and field exercises and involve law enforcement, fire, EMS, emergency management, elected officials, and other government and nongovernment agencies and stakeholders as appropriate.	NIMS dictates that City officials complete ICS training. City/County agencies and Federal partners participate in regular table top and practical exercises. Examples include, EOC call up Drill (TTX), McGuire Hostile Action Based Drill (Practical), TSA CATS (TTX & Practical), Airport Emergency Response Drills (Practical & TTX).

Pillar III: Equipment and Technology	
Foundation Recommendation	**Response and Actions**
3.1 The CMPD should continue the practice of deploying	Public Order Bikes (POB) has been and will continue to be deployed in conjunction with CEU

bicycle officers during demonstrations and mass gatherings. o The CMPD should consider forming a specialized Bicycle Unit that can be deployed as the front line during mass demonstrations and other large-scale events to provide a tactical, yet non-militaristic response and help de-escalate tensions.	officers. In addition to the training all bicycle patrol officers receive, these officers are specifically trained to manage large crowds and public disorder. CMPD has increased the numbers of POB officers and added supervisors to the squads. POB are a part of CEU and are designed for use before an equipped CEU platoon deploys and during the transition of CEU demobilization.
3.2 The CMPD should conduct a regional inventory of assets, or create a regional Council of Governments (COG), to assist incident commanders in identifying potential resources at their disposal that may assist them in their efforts. o The CMPD should consider leading the coordination of a COG to ensure awareness of regional assets during critical incidents.	Mecklenburg County Emergency Management has a registry resource list for categorized equipment and resources from the state that are available to CMPD upon request. CMPD maintains working relationships with regional, local, state, and federal partners whose assets can be requested and provided as needed. Within CMPD's Special Operations Units such as Bomb, SWAT, Aviation, K9, and Civil Emergency Units, CMPD maintains contact with those agencies that would be called upon to provide assistance if CMPD asked directly. This includes State and Federal agencies, including the National Guard. CMPD has conducted Civil Emergency training for regional jurisdictions to include the Mecklenburg County Sheriff's Office, Huntersville Police Department, Salisbury Police Department, Rowan County Sheriff's Department, NC State Highway Patrol and others. CMPD has also had other agencies observe practical training exercises for its annual CEU training. The City of Charlotte & Mecklenburg County are two of the 47 City and Counties that have signed into the "Law Enforcement Mutual Aid Agreement" for equipment and personnel to be shared at request under NCGS 160A-288, 153A-212 and 90-95.2. The City of Charlotte facilitates this agreement.
3.3 The City of Charlotte administration, the City Manager, and the CMPD should establish a committee to create a protocol for determining the appropriate process for releasing BWC footage in critical incidents. The committee should include representatives from the City Attorney's Office; relevant City, Town, and County stakeholders; and, community members. o The CMPD should utilize an established process for creating and vetting BWC footage release protocol with the community. o The CMPD should leverage a diverse communication strategy to ensure that the protocol is well known by the community so that the public knows what to expect in a critical incident regarding release of footage. The protocol	North Carolina General Statute Section 132-1.4A sets forth the law governing the release of BWC footage. A link to this Statute and the procedure to request the release of a video is available for the public to view online at www.cmpd.org under "Video Disclosure Request Form". CMPD's Body Worn Camera Directive 400-006 provides guidelines for the appropriate release of BWC video footage. As a part of its strategy, the PAO is aggressively engaged in communicating and advancing CMPD's narrative through social media and pushing information to the community as quickly as is responsibly possible, promptly disseminating accurate information while countering erroneous information. CMPD recently developed its communication outreach platforms to more effectively communicate real time with the community. Through twitter, Facebook and Instagram, CMPD pushes verified information in an effort to answer the many questions that arise during critical incidents, and CMPD's Constructive Conversation Teams are able to expand on the information delivered through these communication platforms. These new platforms have also allowed us to share the many

should be understood and agreed upon by public officials and reiterated in the event of a critical incident.	outreach and engagement initiatives CMPD has been part of throughout the City. Many times these efforts are overlooked by traditional media organizations; while these social media outlets allow CMPD to decide what is newsworthy.
3.4 The CMPD should equip officers with body worn cameras, especially officers assigned to its Civil Emergency Unit (CEU). o The CMPD should review and ensure that policy, protocol, directives, and training all require officers, particularly CEU officers, to use body-worn cameras during all interaction with community members. o The CMPD should purchase special mounts for body-worn cameras that are compatible with the PPE worn by CEU members, to demonstrate a continued move towards transparency and accountability, while also focusing on officer safety.	CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with rollout in September 2015 to assist in monitoring emergencies, identifying training and policy deficiencies, and to promote trust, transparency and accountability. CMPD considered best practice policies from other law enforcement agencies and input from the American Civil Liberties Union and Police Executive Research Forum in the development of a BWC policy. In addition to BWC worn by officers assigned to patrol duties, CMPD issued BWCs to officers for off-duty employment, tactical officers (SWAT and VCAT) and expanded the issuance to all sworn employees below the rank of Deputy Chief in June 2017. To maintain the confidentiality of minors, School Resource Officers will not wear a BWC, and to maintain the integrity of operations and to avoid jeopardizing the safety of officers, covert (undercover) officers will not wear a BWC. CMPD revised Directive 400-006, Body Worn Camera (BWC) to clarify when the BWC should be activated, when officers are working both on and off-duty. CMPD Professional Standards Bureau (PSB) mandates monthly audits for supervisors to regularly review body worn camera (BWC) footage and document any policy violations, as well as issues with communication or tactics. Issues are reviewed with the individual officers. The audits are documented and the PSB looks for trends that can be referred to the Training Academy for corrective training. CMPD utilizes Field Intelligence personnel to video tape unrest encounters with officers during a CEU deployment. CMPD also monitors CCTV in areas where covered by cameras. Current CEU PPE is not compatible with CMPD's BWC mounts.

Pillar IV: Social Media and Communication

Foundation Recommendation	Response and Actions
4.1 The City of Charlotte administration and the City Manager should develop and implement an effective means for parsing political and operational challenges, and for facilitating effective and useful interactions between political decision makers and operational commanders. o The City of Charlotte administration, the City Manager, and the CMPD should continue to use WebEOC—which was implemented at the beginning of 2017—to share information with all city agencies to ensure coordination and unity of	Mecklenburg County Emergency Management is the lead Agency that facilitates WebEOC. CMPD will continue to participate and share information to contribute to a unified message. CMPD will continue to invite elected officials to participate in citywide training and exercises. *City Staff will develop a city-wide Critical Incident Communications Plan (CICP). Plan development includes a review of relevant critical incidents, the best use of social media and traditional (local and national) media, and a process for augmenting CMPD's communications staff with communicators from other city departments when appropriate.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019*

Foundation Recommendation	Response and Actions
message. ○ The CMPD should include elected officials' roles and responsibilities in planning for and managing critical incidents, and include them in annual citywide training and exercises.	
4.2 The City of Charlotte administration, the Corporate Communications and Marketing group, the City Manager, and the CMPD should coordinate messaging and talking points prior to making public comments to ensure unity of message and focus on the overall mission of safe and effective resolution of critical incidents. ○ The City of Charlotte administration, the Corporate Communications and Marketing team, the City Manager, and the CMPD should develop a media and public relations strategy that ensures the coordination of all jurisdiction public information officers (PIOs) and all information being released through various platforms and accounts. ○ The City of Charlotte administration, the Corporate Communications and Marketing team, the City Manager, and the CMPD Public Affairs Unit should study critical incident reviews and incorporate lessons learned from these incidents into their public information strategies.	The PAO understands the value of delivering a consistent message. This is a tenet of CMPD's communication philosophy. CMPD will continue to coordinate messaging and talking points prior to making public comments to ensure unity of message and focus on the overall mission of safe and effective resolution of critical incidents. *City Staff will develop a city-wide Critical Incident Communications Plan (CICP). Plan development includes a review of relevant critical incidents, the best use of social media and traditional (local and national) media, and a process for augmenting CMPD's communications staff with communicators from other city departments when appropriate.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019*
4.3 The CMPD should create a clear and detailed media strategy or policy to guide the department's use of traditional news media and social media, particularly during critical incidents. ○ The CMPD should establish a team who can listen to, and observe, news media and social media to provide situational awareness and inform decision-making and responses to ongoing and emerging incidents. ○ The CMPD should review and incorporate promising practices related to the implementation	Historically, CMPD's Media Relations Policy focused primarily on routine information, investigations and crime scenes. This policy was also the guide for critical incidents. CMPD's PAO will continue to monitor conventional and social media on a daily basis. During any critical incident, CMPD immediately assigns personnel to actively monitor social media sites and relay any pertinent information to the appropriate units and command with CMPD. *City Staff will develop a city-wide Critical Incident Communications Plan (CICP). Plan development includes a review of relevant critical incidents, the best use of social media and traditional (local and national) media, and a process for augmenting CMPD's communications staff with communicators from other city departments when appropriate.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019*

Foundation Recommendation	Response and Actions
of social media in decision-making and operations developed by the U.S. Department of Homeland Security's Social Media Working Group.	
4.4 The CMPD should continue to prioritize local media outlets covering critical incident by providing them additional interviews and exclusive information. o The CMPD should continue enhancing its relationships with local media outlets by inviting them to cover tabletops and training exercises and providing them exclusive information in advance of upcoming large events.	The PAO strategically prioritizes communication with local media outlets covering critical incidents. The department has long established relationships with local outlets that allow CMPD to speak with a larger segment of the community by virtue of tremendous following of local affiliates. CMPD will continue to engage in prioritizing local media affiliates. *City Staff will develop a city-wide Critical Incident Communications Plan (CICP). Plan development includes a review of relevant critical incidents, the best use of social media and traditional (local and national) media, and a process for augmenting CMPD's communications staff with communicators from other city departments when appropriate.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019* CMPD routinely hold briefings with local media before large events (NCAA/CIAA tournaments, New Year's Eve/July Fourth events, etc.) to provide reporters and the community with any information we can share about expected crowds, security plans, etc. Additionally, CMPD will invite its local media to cover tabletops and other training exercises as they are coordinated.
4.5 The CMPD should enhance its use of social media to engage community members and demonstrators before, during, and after mass gatherings and demonstrations to disseminate accurate information and correct erroneous information. o The CMPD should leverage the Police Foundation to receive technical assistance in developing a social media engagement strategy, training regarding how national and international social media promising practices and lessons learned can be adapted for and implemented by CMPD, and establishing a PIO mentorship or peer-to-peer opportunity. o The CMPD should continue to manage their message and tell the CMPD story – both the good and the bad. The CMPD could better manage their message and engage a strategy to educate the community on efforts in ways that reach all segments of the community. This strategy will likely be multi-faceted – engaging traditional and social media and face-to-face dialogue.	As a part of its strategy, the PAO is aggressively engaged in communicating and advancing CMPD's narrative through social media and pushing information to the community as quickly as is responsibly possible, promptly disseminating accurate information while countering erroneous information. *City Staff will develop a city-wide Critical Incident Communications Plan (CICP). Plan development includes a review of relevant critical incidents, the best use of social media and traditional (local and national) media, and a process for augmenting CMPD's communications staff with communicators from other city departments when appropriate.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019* CMPD routinely engages with community members via social media by answering questions and complaints via our feeds. The Department addresses rumors and inaccuracies by promptly providing factual information to followers. Additionally, CMPD enlisted the help of a consultant and has studied best social media practices for businesses, government and policing through the IACP, various other online sources and an international training conference for using Social Media in Law Enforcement. CMPD also has added an Instagram account to enable the department to reach a different segment of our population.

Foundation Recommendation	Response and Actions

Pillar V: Transparency and Accountability

Foundation Recommendation	Response and Actions
5.1 The CMPD should work with the community to develop and publicize policy and directives regarding body-worn camera (BWC), particularly regarding the release of BWC footage and officer-involved shooting (OIS) investigations to improve transparency. o Using examples such as the Camden, New Jersey, Police Department's work with New York University, the CMPD should develop a multi-pronged approach strategy to developing, reviewing and revising policy and directives, particularly the BWC policy. o The CMPD should publish input from the community and changes made to policy and directives both online as well as written form, and distribute throughout the community.	All CMPD Directives are available for the public to view online at www.cmpd.org under CMPD e-Policing Resources. North Carolina General Statute Section 132-1.4A sets forth the law governing the release of BWC footage. A link to this Statute and the procedure to request the release of a video is available for the public to view online at www.cmpd.org under "Video Disclosure Request Form". CMPD engages in numerous community events in which CMPD policies and procedures are discussed. Transparency Workshops, Coffee with a Cop, and the Citizens' Academy are a few examples. CMPD is a CALEA-accredited agency which means that we incorporate national best-practices in creating thorough, detailed policies and procedures. All CMPD policies are reviewed at least once every three years. The community is encouraged to provide input to CMPD through face to face community meetings and engagement opportunities, as well as, through Facebook, Twitter, Instagram and Next Door. CMPD has launched a large recruiting campaign that uses traditional and social media to identify potential new recruits. CMPD uses social media routinely to inform the community about the opportunity to meet our officers and command staff face to face to various events at our offices and out in the community.
5.2 The CMPD should consider redeveloping and re-executing standardized process(es) from which to collect and analyze input from the community regarding their expectations and satisfaction of police services. o As part of a comprehensive community engagement strategy, the CMPD should develop a feedback loop that includes multiple means of consistently gaining input from the Charlotte community and members of CMPD on policing in the city. The strategy may include town halls, focus groups and roundtables, individual conversations with people in the community, and use of surveys of both the community and the police department. One low-cost way to do this is by using the	During CALEA accreditation, CMPD is required to hold a Public Information Session where community members can call in or meet with the CALEA assessors in person. In 2013, the session was held at the Academy. In 2016, the session was held at Johnson C. Smith University. CMPD advertised the session to the community in multiple ways, including a media release two weeks prior to the session, again 24 hours before and again the morning of; it was posted on CMPD's Community Event Calendar, Facebook notices were posted one week before and the day of; the lead assessor was provided two links to media coverage of the event and an interview was given. CMPD collaborated with an outside firm to conduct yearly surveys that measured residents' satisfaction level with CMPD in various areas. These jurisdiction-wide surveys were conducted from 2002-2015 (with the exception of 2008 and 2009 due to the recession). The results of the survey were shared with CMPD employees to enhance the service delivered to the community. *In 2018, CMPD is taking a new approach to gauging community satisfaction. While the City of Charlotte will continue to include questions in their survey that speak to community-wide safety satisfaction, CMPD will begin doing surveys aimed at gauging satisfaction among those in specific*

Foundation Recommendation	Response and Actions
National Law Enforcement Applied Research & Data Platform. o The CMPD should regularly analyze and publish community satisfaction data collected. o As part of the strategy, the CMPD should include the mechanisms through which the department will ensure that community and department input informs policing in Charlotte.	*communities of interest who may be dissatisfied with public safety services. This will allow CMPD to better enhance its services as we hear specifically from those whose voices are more likely to be lost among the masses. In addition to a community-focused survey, CMPD will be conducting focus groups with community members to provide context around survey results.* *Charlotte City Council has approved a contract with the EvalGroup to perform the neighborhood surveys. After contract signatures have been received, the EvalGroup will conduct a kick-off meeting to initiate the project. The EvalGroup will then work closely with CMPD to develop the survey's content, which will focus on community involvement, safety perceptions, procedural justice, performance, contact/interactions, and overall satisfaction. The goal is to administer the survey in July 2018. The final report will be utilized to build our annual Strategic Plan.* *CMPD updated its directive 800-002 Media Relations and social media policies in November 2019*
5.3 The CMPD should work together with the City of Charlotte administration and the City Manager to develop strategies that educate the community on transparency and oversight efforts, as well as other relevant strategies ongoing city-wide. o By the City of Charlotte engaging in this work, it will foster a sense of independence from the CMPD control and/or that apply to the entire city when educating the community about the Complaint Process, the Citizen Review Board, and Dillon's Rule. o The Charlotte community should work to educate themselves on the rules, regulations, directives, laws, and policy that the CMPD operates under. o The Charlotte community should act on their own behalf to influence state laws that impact the way CMPD does business that they believe do not represent the best interest of the citizens of Charlotte.	CMPD has had a long tradition of community engagement and education. One of the long standing programs is the Citizens' Academy which takes several months to complete and allows citizens to learn about a wide range of topics; everything from operations to training to Internal Affairs. In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD's processes, services, and operations to strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input into how its police department functions. These Workshops began at the Training Academy and expanded to delivery at faith houses across Charlotte-Mecklenburg, and other community venues. CMPD, the Community Relations Committee, and members of the community worked together to develop a Transparency Workshop for the Latino community in Spanish. Building on the success of COPS & Barbers, KOPS & Kids Learn Spanish builds stronger relationships and better communication between Latino youth and their families and participating division officers. Officers attend language classes taught by the youth for 12 weeks. The program is hosted by area congregations and average 25-30 youth and 15 officers. CMPD has developed the Community Empowerment Initiative (CEI) which is a collaborative approach using community-wide service providers, governmental agencies, and goals established by community residents to improve the community's quality of life. The structure of this initiative includes three components Crime Fighting, Mediation, and Prevention. Crime fighting includes operations and initiatives to identify, arrest, and prosecute chronic offenders. Mediation provides a non-violent outlet for the resolution of neighborhood disagreements to peacefully resolve conflicts. Prevention identifies community service providers to provide positive opportunities for neighborhood residents related to job skills training, substance abuse cessation, and mental health services support. CMPD works with the Community Relations Committee and others to provide workshops at houses of worship and other neighborhood facilities to educate and inform the community on police procedures and the public's rights.

Foundation Recommendation	Response and Actions
	Since 1999, CMPD and NORSAN MEDIA have partnered to provide community oriented programs and public service announcements to the Spanish-speaking community to educate the Latino community on initiatives of the City and CMPD that effect the Latino population. The three weekly programs provide information on law enforcement at the local, state, federal and international levels, as well as topics on resources and services from other city, county and state agencies. These radio programs are instrumental in fostering trust and understanding between the Latino community and CMPD. In 2016, CMPD led a delegation of regional law enforcement officers in an immersion program to Mexico. This Law Enforcement Latino initiative was part of the Go Global NC program. Approximately 24 members of local law enforcement, including eight from CMPD, traveled to Mexico to increase awareness and understanding of Latino/Mexican culture, and to share information about our communities. Once officers returned, they used their new insights to initiate programs and disseminate information in their Latino communities. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.
5.4 The CMPD should develop a specific strategy and policy to keep the community apprised of their efforts in response to significant/critical incidents to demonstrate transparency and community engagement, as well as highlight their outreach and partnership efforts. o Strategy and policy development in this area should be developed in partnership with the Charlotte-Mecklenburg Community Relations Committee, community leaders, and other relevant stakeholders. o The strategy and policy should be based on NIMS/ICS principles of incident management. o Elected officials, City leaders, the City Manager, and community organizations should be trained on this policy, and it should be practiced during regional critical incident exercises.	CMPD has taken several steps to respond more effectively to major critical incidents as it relates to sharing information and being more transparent. CMPD has created Constructive Conversation Teams that respond to critical scenes and share information directly with those in the community and listen to community concerns. In August 2017, CMPD, in partnership with the Charlotte-Mecklenburg Community Relations Committee (CRC) launched Conflict Mediation Resolution certification courses that allow local Charlotte community members, leaders, professionals and more to become certified mediators. The training includes CRC conflict resolution methodology, cultural differentiation within communities, and how to apply communications skills to de-escalate conflict within the community. From this, CMPD has developed street mediation teams assigned to neighborhoods challenged by violent crime and distrust of police. These teams are part of the larger initiative that seeks to bring programs and employment opportunities in these neighborhoods. CMPD CEU responses are considered response tactics that are law enforcement sensitive. Public knowledge of a tactical response has the potential to compromise the safety of officers in the event of unrest. All CMPD Critical Incident Response strategies are based on DHS Office of Domestic Preparedness. This is the vetted National standard response for civil unrest. Charlotte-Mecklenburg Emergency Management has default plans for various hazards, both manmade and natural. The Mecklenburg County All Hazards Plan incorporates city leaders and community organizations.
5.5 CMPD should ensure that all data provided is accurate, easy to access, and co-located.	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

Foundation Recommendation	Response and Actions
o The CMPD should review the organization and layout of its webpage to ensure that it is user friendly. o The CMPD should develop a "one stop shop" for the information and data that the public most often requests, so that there less confusion as to what the public needs to do to get that information. While there is an "Open Data Source" tab on the CMPD homepage, it directs to a different page than the Community Safety data available on the Open Charlotte website. o Make CMPD annual reports easily and readily available on the CMPD home page. CMPD annual reports are not easily available on either of these pages, but can be found on the Internal Affairs Bureau, which requires a search on the website.	confidentiality. 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 entered by CMPD's Internal Affairs Bureau within approximately one week of the incident and uploaded into the Open Data Portal by CMPD's Analysis Unit. It is posted at www.cmpd.org as well as the City of Charlotte's Open Data Portal. CMPD expanded the Open Data page to include employee demographics, youth diversion information, and CMPD community calendar. CMPD participates in the Major Cities Chief's Association (MCCA) Crime Survey that looks at national totals and crimes reported for each MCCA member agency. CMPD recently redesigned the content and layout of the recruitment section of its website. CMPD provides daily crime updates to CrimeMapping.com, giving the public access to crime maps and functionality to sign up for automated alerts when crimes or suspicious activity occurs near their home, workplace, or other locations of interest. CMPD has created a section on the CMPD Main Page – Newsroom Section, with access to both the Internal Affairs and Annual Reports information.

Pillar VI: Police-Community Relationships

Foundation Recommendation	Response and Actions
6.1 The CMPD should continue to invest in community policing efforts, particularly in diverse communities, to include acknowledging the history of race relations in the community and developing a process and programs towards reconciliation. o The CMPD, in partnership with the Charlotte community, should develop a community policing/community engagement strategic plan that incorporates all community policing and engagement approaches on which the department and the community will embark together to co-produce public safety. o The CMPD should assign a member or group of	CMPD is committed to the community policing philosophy and it is ingrained in every member of the organization. CMPD continues to educate its officers on implicit bias and have officers participate in the Race Equity Workshops through the Race Matter for Juvenile Justice initiative. In addition both police leadership and officers take part in community conversations and panels with the community to discuss police relations with our minority communities. CMPD has developed the Community Empowerment Initiative (CEI) which is a collaborative approach using community-wide service providers, governmental agencies, and goals established by community residents to improve the community's quality of life. The structure of this initiative includes three components Crime Fighting, Mediation, and Prevention. Crime fighting includes operations and initiatives to identify, arrest, and prosecute chronic offenders. Mediation provides a non-violent outlet for the resolution of neighborhood disagreements to peacefully resolve conflicts. Prevention identifies community service providers to provide positive opportunities for neighborhood residents related to job skills training, substance abuse cessation, and mental health services support.

members to, together with members of the community review the COPS office success stories map, to get ideas for community engagement strategies that have worked in other communities and may translate into programs that could work in Charlotte. One program suggested by community members involves cops engaging in one-on-one or small group discussions with the elderly residents of color, so that community members can share, and police officers can listen to, their past and present experiences of policing. o The CMPD should continue to build on efforts to reach out and engage the community where they are in their neighborhoods, faith-based organizations, social media, schools and other locations. o The CMPD should build community policing into the fabric of the department by ensuring the diversity and professionalism of its officers through recruitment practices, as well as acknowledging and rewarding community engagement through performance evaluation strategies such as CompStat 2.0.	The Community Engagement Unit of CMPD conducts weekly open forum discussions with senior citizens through a partnership with the Salvation Army. Members engage officers on topics such as police-community relations, safety tips, community events, and the services provided by the Community Services Bureau of CMPD. Community Engagement is one of the three pillars of Chief Putney's vision and expectations. Community Engagement is a component of each officer's performance appraisal, to include utilizing problem solving skills and to enhance the quality of life in the Charlotte-Mecklenburg community. CMPD utilizes Performance Management & Development that rates community engagement efforts. CMPD utilizes quarterly updates with all Patrol Divisions and highlights specific community engagement efforts. CMPD began weaving community policing into the fabric of its work in 1994. A goal of CMPD's Recruiting Division is to attract and hire a workforce that mirrors the community it serves. CMPD attempts to accomplish this via focused recruiting at HBCU's and minority-focused career fairs and festivals. CMPD also heavily recruits the diverse population of transitioning military members. In addition, CMPD emphasizes its minority employees in marketing strategies and program targeted advertising to diverse audiences.
6.2 The CMPD should engage in one-on-one or small-group engagement and relationship-building programs in the specific communities most affected by violence and negative perceptions of the police. o Bringing officers into churches in the areas they police, expansion of programs such as COPS and Barbers, and police participation in neighborhood community or sports events were also recommended as opportunities for the CMPD to engage individual and small groups of community members. o More than one resident also suggested reopening police substations in areas severely affected by violence to facilitate police-community relations. o The CMPD and Charlotte-Mecklenburg Schools should also work together to facilitate	CMPD has developed the Community Empowerment Initiative (CEI) which is a collaborative approach using community-wide service providers, governmental agencies, and goals established by community residents to improve the community's quality of life. The structure of this initiative includes three components Crime Fighting, Mediation, and Prevention. Crime fighting includes operations and initiatives to identify, arrest, and prosecute chronic offenders. Mediation provides a non-violent outlet for the resolution of neighborhood disagreements to peacefully resolve conflicts. Prevention identifies community service providers to provide positive opportunities for neighborhood residents related to job skills training, substance abuse cessation, and mental health services support. Each CMPD police division assigns Community Coordinators who network with neighborhood groups, schools, and businesses. CMPD collaborates with local faith houses to conduct safety training, community meetings, speaking engagements, and to participate in community events. Continuing to build on efforts to reach out and engage the community where they are in neighborhoods, schools, faith-based organizations, etc., CMPD launched an initiative in 2017 (Charlotte Bus Tour for CMPD Recruits) to show incoming CMPD recruit classes what makes our

opportunities for CMPD and youth to build peer-to-peer mediation and provide additional opportunities for police-youth dialogue during classes.

City unique by exposing them to the rich history, neighborhoods, people, and subcultures of the communities we serve. Taking advantage of the opportunity to show new officers what Charlotte has "in the ground" in our neighborhoods aims to bridge any perceived gaps in police-community relations and gives new CMPD family members an intimate perspective as they begin their service careers, particularly those recruits who are from out-of-state locations and may be less familiar with the Charlotte-Mecklenburg community.

The CMPD Middle School TEAM Building Initiative allows youth and officers to participate in activities together with the goal of developing more understanding, mutual respect and better relationships.

CMPD has employed two pastors, assigned to schools and neighborhood initiatives in the Charlotte community to foster a ministry of presence to bridge the community with our organization. The pastors leverage relationships with grassroots and nonprofit organizations to help expand the breadth and scope of their work by connecting them with service opportunities, funding opportunities, and compatible partnerships with other organizations. They forge partnerships between our chaplains, churches, and other faith-based organizations to create opportunities for parishioner-officer engagement. They also partner with summer camps to facilitate youth-officer engagement. They utilize CMS schools as a recruiting/referral base for the Community Empowerment Initiative to provide wrap-around services for the families of the students we currently serve.

"Unplugged", a term commonly used informally to indicate a presentation in a low-key and personal setting is the premise behind this project. Project "Unplugged" is designed to engage a smaller audience in more comfortable surroundings. Many faith-based organizations have partnered with CMPD, volunteering their facilities to host these forums. This allows officers to engage the youth, adult members and surrounding communities. Project "Unplugged" is similar in composition to COPS & Kids and enhances CMPD's ability to engage in open, transparent dialogue with the community it serves. This project is meant to compliment and connect to exiting programs like COPS & Kids and the House of Worship Safety Seminars.

Building on the success of COPS & Barbers, KOPS & Kids Learn Spanish builds stronger relationships and better communication between Latino youth and their families and participating division officers. Officers attend language classes taught by the youth for 12 weeks. The program is hosted by area congregations and average 25-30 youth and 15 officers.

Police Activities League (PAL) creates opportunities for the youth of our community that foster leadership and citizenship skills through academics and athletics. PAL provides educational, programmatic, and structured support to youth housed within underserved communities, while aiding them in improving their decision-making skills and preparing them for a successful future, thus enhancing the quality of their lives and allowing them to make positive contributions to society.

The REACH Academy builds positive relationships between youth and police officers and promotes personal and social responsibility and accountability through leadership opportunities. The CMPD

has partnered with several community organizations to provide educational field trips, career readiness, and vocational development classes for participants. Upon graduation, youth may participate in a CMPD mentoring program. REACH is week-long summer program for up to 25 males and 25 females in each session.

Team Garinger is a new initiative between CMPD and Garinger High School to mentor homeless and/or at-risk students. Once a week CMPD meets with 15 students at Garinger High School to teach life skills and connect students with resources needed to be successful in life.

CMPD partners with Communities In Schools to serve students at Martin Luther King, Jr. Middle School, Sedgefield Middle School, and Thomasboro Academy identified as needing additional support in addressing academic and behavioral challenges; providing community-based resources and connecting schools with grassroots and non-profit organizations who teach life skills, entrepreneurship, art, and self-discipline.

CMPD also forged a partnership with the Urban League and Turning Point Academy where the Urban League is proposing to provide career readiness training for students at the school (pending finalization). CMPD currently working with both Turning Point Academy and Urban League for career readiness training as well as through the Envision Program and current CMPD summer programs.

During the 1-hour COPS CARE Workshop, students engage with a Gang Prevention Officer and a School Resource Officer (SRO). The Gang Prevention Officer talks with students about the negative realities of the gang lifestyle and positive alternatives through such activities as academic, sport, social, civic or service clubs; summer camps and internships; scouting, YMCA, PAL, etc. The SRO talks with students about the rights and responsibilities of both youth and police officers. The SRO uses "CARE cards" (Citizen Accountability Rights & Education) to frame their discussion: what to do if stopped by the police for questioning, during a traffic stop, and if an officer comes to their home. The workshop concludes with information about local programs and activities for youth and a brief program evaluation.

CMPD continues to expand building patrol division offices in strategic locations and cornerstone for many neighborhoods. Substations that are not routinely staffed and rely on the officer visiting the office while not being on a call for service have not been proven successful to service the community's needs. CMPD has continued to collaborate with community members in other ways by developing strategies and deploying resources in neighborhoods disproportionately affected by crime.

The City of Charlotte's Community Investment Plan includes a project to construct six new permanent Police Stations in the Westover Division, Hickory Grove Division, South Division, University City Division, Independence Division, and Northwest Division. Four of these facilities will replace temporary and leased facilities currently being used, and two will provide stations for the newly established South and Northwest Divisions. These new facilities will accommodate the current and future needs of CMPD by meeting the following criteria as established in CMPD's strategic plan for facilities.

1. Properly sized for current and future staffing needs;
2. Prominently located in a neighborhood as an anchor to the community that encourages

	revitalization; 3. Easily accessible to the public by locating on a main thoroughfare that is pedestrian-friendly served by public transportation; and 4. Creation of a "brand" for CMPD that is easily recognizable by the public while retaining an appearance that is adapted well to the surrounding community. http://charlottenc.gov/charlottefuture/CIP/Pages/Police-Stations.aspx
6.3 The CMPD should expand its foot patrol pilot program to the communities most affected by violence and negative perceptions of the police.	CMPD now has three divisions (Central, Metro, and Eastway) with regular foot patrol assignments. Metro and Eastway Divisions were piloted in 2016 and evolved into regular assignments for these divisions. While Central Division maintains its regular full time walking beat assignments, Metro and Eastway assignments are focused on visibility during specific times and dates. For example, Eastway emphasizes foot patrols in the NoDa and Plaza Midwood neighborhoods during times when heavy pedestrian traffic is prevalent. CMPD launched a summer JAG overtime initiative which included allowing officers to work extra hours in neighborhoods affected by criminal activity. Along with the walking beats in these neighborhoods, bicycle patrols were also utilized. CMPD conducted an analysis of sustained high crime neighborhoods from a two-year period. Ten neighborhoods were identified and each division submitted an overtime initiative plan, to include a community engagement piece, walking beats and bicycle patrols. This initiative began October 1, 2017 and will continue for several months.
6.4 The CMPD should augment its increased focus on building relationships on social media with increased opportunities to provide feedback in person. o The CMPD should leverage its relationship-building efforts on social media with hosting open houses, facility tours, and other opportunities to enhance face-to-face contacts with community members. o The CMPD should utilize its social media followers to help identify new recruits.	Chief Putney launched "Straight Talk" on Facebook in March 2018 which is a series of conversations the Chief of Police is having about important topics in the community. These conversations afford the opportunity to reach a wide audience. • Traffic Stop Data: 2.4K views • CMS Super: 7.9K views • Youth Advisory: 2.2K views • Cedric Dean: 1.8K views CMPD recently developed its communication outreach platforms to more effectively communicate real time with the community. Through twitter, Facebook and Instagram, CMPD pushes verified information in an effort to answer the many questions that arise during critical incidents, and CMPD's Constructive Conversation Teams are able to expand on the information delivered through these communication platforms. These new platforms have also allowed us to share the many outreach and engagement initiatives CMPD has been part of throughout the City. Many times these efforts are overlooked by traditional media organizations; while these social media outlets allow CMPD to decide what is newsworthy. Coffee with a COP serves to build community partnerships through conversations. The sessions take place 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 to discuss public safety, crime prevention and community engagement.

	The community is encouraged to provide input to CMPD through face to face community meetings and engagement opportunities, as well as, through Facebook, Twitter, Instagram and Next Door. CMPD routinely engages with community members via social media by answering questions and complaints via our feeds. The Department addresses rumors and inaccuracies by promptly providing factual information to followers. CMPD has launched a large recruiting campaign that uses traditional and social media to identify potential new recruits. CMPD uses social media routinely to inform the community about the opportunity to meet our officers and command staff face to face to various events at our offices and out in the community. CMPD continues to utilize and expand its social media presence to advertise its recruitment campaign and to help identify potential new employees.

6.5 The CMPD should identify and work closely with emerging and traditional community leaders to ensure inclusion and representation from all members of the community.
 	
  o The CMPD should identify members of a diverse mix of community groups to work with, including participating in faith-led discussions on policing and communities of color that include both supporters and critics of the CMPD.
 	
  o The City of Charlotte administration, the City Manager, and the CMPD should keep an updated list of community leaders whom they can reach out to in times of crisis and develop a strategy for including and engaging with community groups and individuals that normally don't engage during critical incidents.
	Early in 2017, each Patrol Division reassessed their Leadership Councils and instituted a plan for regular reassessments. Although started several years prior, many had become insignificant or non-existent. The purpose of the Leadership Councils is to keep open communication with community leaders so they can liaison with CMPD as the voices of their neighborhoods. Leadership Councils offer a two-way communication between CMPD and the community.
	
	Each CMPD Patrol Division conducts regular Community Roll Calls at various public locations within their division. By taking the roll call into the community, residents, business representatives and community leaders are afforded the opportunity to connect and dialog about issues that matter to them in a more informal setting.
	
	Coffee with a COP serves to build community partnerships through conversations. The sessions take place 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 to discuss public safety, crime prevention and community engagement.

6.6 The CMPD should more fully engage community members in strategic hiring and promotions, training, policy development and other activities to improve community-police relations and provide the community a voice and meaningful involvement in how its police department operates. o The CMPD should consider creating a Captain's Community Stakeholder Group in each of the geographic divisions, and an overall Chief's Community Stakeholder Group to facilitate information sharing and problem solving regarding issues facing specific sectors of the	CMPD includes a representative of the Community Relations Committee (CRC) as an assessor in the promotion assessment center exercises for sergeant, lieutenant and captain candidates. A member of the CRC serves on the interview panel for candidates competing for the rank of sergeant, lieutenant, captain, major and deputy chief. The CRC representative and the deputy chiefs make recommendations to the Assistant Chiefs and the Chief of Police for promotions. 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

community, and to address broader issues. Community members expressed concerns around recruitment and training of CMPD employees, the need for implicit-bias training, and a request for implicit-bias screening during recruitment. ○ The CMPD and community members should work together to create meaningful opportunities for community members to be involved in recruiting 21st century police officers and for being involved in other training and policy development efforts. Several community members recommended that after every officer-involved shooting, the officer involved should be re-trained before being allowed to resume street duties.	remains active in an advisory capacity, including input on relevant policy and organizational decisions. CMPD's Patrol Leadership Councils are comprised of community and business leaders from within each Patrol Division. These leaders commit themselves to attend a series of meetings, usually quarterly, which are designed to showcase the work, collaboration, and success of the officers from the Division in which their community or business is located. Members from City of Charlotte's partner agencies are requested to attend to respond to questions related to the services they provide. Also in attendance are the Division's Command Staff and Community Coordinators. The meeting format is designed to be educational as well as informative and usually feature a speaker. During meetings, community and business leaders are tasked with providing feedback on topics which directly impact them and can be improved upon by involvement from police services or services offered by our partner agencies. The important topics discussed during these meetings represent specific needs of neighborhoods or businesses that they would like police to address. These topics are collected by the Division's Community Coordinators who address each topic prior to the next quarterly meeting and provide an update to the Council. The Training Division of CMPD is committed to the constant evaluation of the training it delivers. These evaluations cover many different areas with one being the need to evaluate current training with changing community expectations. In response, CMPD has added a two hour communication class to recruit and in-service training that focuses on verbal de-escalation techniques with more training in the future to expand on this concept. In addition, the Recruit Training staff has added an additional (16) hours of scenario based training on de-escalation, communication skills, and tactical positioning when dealing with highly agitated individuals. All of this additional training focuses on the ability to resolve conflict without resorting to physical control measures unless necessary. The Training Division of CMPD has incorporated the Integrating Communications, Assessment, and Tactics (ICAT) guide into appropriate scenario based training and is delivered to recruits and in-service training. CMPD Training Academy has formed a Citizen Advisory Group that is comprised of graduates of the CMPD Citizens' Academy and participants in the Transparency Workshops. The Group, informally called the Citizen Think Tank, comes together to discuss issues facing the department, and to provide feedback on proposed training programs. Most recently, the Group assisted the training staff in modifying the Transparency Workshops to further enhance future deliveries so that they are most meaningful to participants. CMPD is committed to continuing and where appropriate, expanding the integration of community perspectives and involvement in various aspects of CMPD training.
6.7 The CMPD should leverage its chaplains to work with faith leaders in the community to enhance police-community relations.	CMPD has employed two pastors, assigned to schools and neighborhood initiatives in the Charlotte community to foster a ministry of presence to bridge the community with our organization. The pastors leverage relationships with grassroots and nonprofit organizations to help expand the breadth and scope of their work by connecting them with service opportunities, funding

o Using examples such as the Boston, Massachusetts, Police Department and the Minneapolis, Minnesota, Police Department, the CMPD should create a coalition of chaplains and faith leaders in the community to work proactively to help CMPD officers ensure better communication and foster relationships.	opportunities, and compatible partnerships with other organizations. They forge partnerships between our chaplains, churches, and other faith-based organizations to create opportunities for parishioner-officer engagement. They also partner with summer camps to facilitate youth-officer engagement. They utilize CMS schools as a recruiting/referral base for the Community Empowerment Initiative to provide wrap-around services for the families of the students we currently serve.

CMPD continues to maintain and improve partnerships in the faith-based community by utilizing a group of CMPD chaplains to respond and be a resource to those inside and outside of CMPD. |

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Italics = Work in Progress