

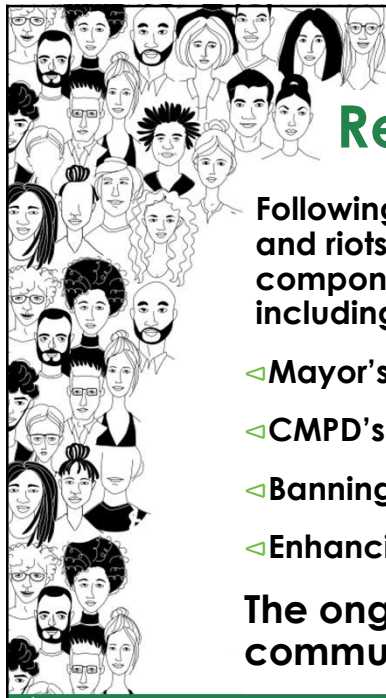


# Public Safety Framework: SAFE Charlotte Recommendations

JANUARY 13, 2025

## Schedule

- ◀ **Today: SAFE Charlotte Recommendations Update**
- ◀ **Week of January 13: CMPD Annual Crime Report**
- ◀ **February 10: Violence as a Public Health Crisis**




## Redefining Community Safety

Following the murder of George Floyd and subsequent protests and riots, the Charlotte community worked to redefine components within community safety to address key issues including policing and aspects of upward mobility.

- ◀ Mayor's Racial Equity Initiative
- ◀ CMPD's full compliance with 8 Can't Wait
- ◀ Banning the use of CS gas (aka tear gas) for crowd dispersal
- ◀ Enhancing body camera technology and automatic reporting.

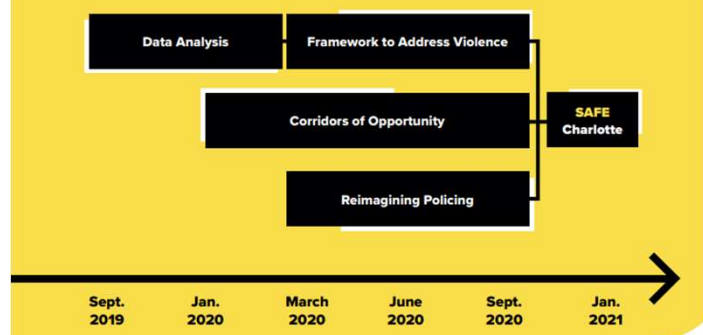
The ongoing work led to a cross-committee, community-led effort known as SAFE Charlotte.

 CITY of CHARLOTTE 3

## Safety and Accountability For Everyone

- ◀ Each Council Committee worked with city staff and the Community Input Group to review a series of key policy questions.
- ◀ The result of that work were six SAFE Charlotte recommendations.

### Aligning Programs to Support Safety



## Six SAFE Charlotte Recommendations

1. Invest in Grassroots Community Organizations
2. Examine Civilian Roles in Dispatching Responses to Low-Risk 911 Calls
3. Provide an Independent Analysis of Police-Civilian Interactions
4. Expand Crisis Response and Develop Civilian Responder Model for Mental Health and Awareness Calls
5. Evaluate Youth Programs
6. Improve CMPD Recruitment & Evaluate Training Programs

## All-in Approach to Community Safety

- ◀ On Oct. 26, 2020, City Council unanimously voted to approve the six recommendations identified in the SAFE Charlotte report.
- ◀ Since then, the city has adopted several strategies to improve police/community relations, reduce violent crime and create opportunities for social mobility.

SAFE Charlotte  
Safety and Accountability  
for Everyone



## Other Aspects of the SAFE Charlotte Report

The SAFE Charlotte work reviewed by the Council committees also addressed three key issues:

- ◀ Affordable Housing
- ◀ Economic Development
- ◀ Transportation

Those issues have remained key focus areas for the City of Charlotte and have grown and evolved over the past several years.

This update focuses on the six recommendations that are the core of the SAFE Charlotte Report.

## Addressed All 6 SAFE Charlotte Recommendations

- ✓ Invest in Grassroots Community Organizations
- ✓ Examine Civilian Roles in Dispatching Responses to Low-Risk 911 Calls
- ✓ Provide an Independent Analysis of Police-Civilian Interactions
- ✓ Expand Crisis Response and Develop Civilian Responder Model for Mental Health and Awareness Calls
- ✓ Evaluate Youth Programs
- ✓ Improve CMPD Recruitment & Evaluate Training Programs

## 1. Invest in Grassroots Community Organizations

17 Charlotte-based nonprofits granted \$50,000 each to help them expand and provide support services and job training to more youths and families.

As a next step, an additional \$1 million investment to further support grassroots organizations, helping them build capacity and serve more people.

### Update:

Over the last three fiscal years, the city has allocated \$1 million investment annually, supporting the grant recipients below:

- 2023: Care Ring, Inc., MeckEd, Rebuilding Together of Greater Charlotte
- 2024: Center for Prevention Services, Latin American Coalition, ourBridge Inc.
- 2025: Not yet awarded

## 17 Charlotte-based nonprofits receiving \$50,000

- |                                        |                              |
|----------------------------------------|------------------------------|
| • Alluvium                             | • Prodigal Son Foundation    |
| • Beta Nu Lamda (BEAM)                 | • Project Bolt               |
| • Beatties Ford Road Vocational Center | • Promise Youth Development  |
| • Center 360                           | • Sanctuary in the City      |
| • Family Mankind                       | • Save Our Children Movement |
| • Firm Foundations                     | • Stiletto Boss              |
| • Jumping Dreams                       | • Teach A Man to Fish        |
| • Mecklenburg Council of Elders        | • Thornhill Rites of Passage |
| • Planet Improv                        |                              |

## 2. Examine Civilian Roles in Dispatching Responses to Low-Risk 911 Calls

The city analyzed whether civilians could be used to dispatch responses to low-risk 911 calls for service, such as parking violations, noise complaints and road blockages.

### Update:

#### ◀ Launched Civilian Crash Investigations Unit Dec. 12, 2024, with 15 Civilian Crash Investigators

- 497 calls for service and 306 crash reports taken
- Sworn officers have spent an average of 40,000 hours/year on crash investigations. This is equivalent of adding 19 officers to respond to higher priority emergency calls for service.

#### ◀ Civilianized approximately 40 positions

#### ◀ Expanding Civilian Traffic Control Officer (CTCO) Program

## 3. Provide an Independent Analysis of Police-Civilian Interactions

The RAND Corporation analyzed traffic stop data, arrest data and complaint data using criminal justice-supported statistical methods to evaluate disparities in police-civilian contact, calls for service and responses. RAND highlighted areas for additional review including:

- Improve and enhance data collected in CMPD's Internal Affairs Case Management System (IACMS)
- Link IACMS and data sets to provide more holistic view of officer-resident interactions
- Add data validation checks to the Traffic Stop Data Collection System
- Incorporate more details of officer-resident interactions into Use of Force at Traffic Stop data to more precisely detect disparities.
- Launch a Strategic Policy Unit to proactive research/review/update policies, directors and plans as needed
- Refine model for individual officer analysis to improve accuracy and establish outlier review process within CMPD's Professional Accountability Bureau.
- Improve CMPD's Commission on Accreditation for Law Enforcement Agencies reporting for more holistic view

### 3. Provide an Independent Analysis of Police-Civilian Interactions – RESPONSE

#### A: Improve and enhance data collected in CMPD's Internal Affairs Case Management System (IACMS)

CMPD now records the following for Response To Resistance (RTR)/Use Of Force (UOF):

- *Initial circumstance that brought the officer(s) and the subject(s) into contact with each other*
- *Whether officer(s) had prior law enforcement knowledge of the subject(s)*
- *Number of subjects/associates present at the scene of the RTR/UOF*
- *Number of officers present at the scene of the RTR/UOF*
- *Whether a weapon was present, or suspected present*
- *Whether the event involved a foot pursuit*

#### B: Link IACMS and data sets to provide more holistic view of officer-resident interactions

If provided in the IACMS case, the complaint number can be utilized to gain additional information from the CAD Event, KBCOPS report, Data Collection report, etc. Also, reviewing AXON and Benchmark Analytics internal affairs investigation solutions.

### 3. Provide an Independent Analysis of Police-Civilian Interactions – RESPONSE (cont.)

#### C: Add data validation checks to the Traffic Stop Data Collection System

All traffic stop data is managed at the state level. The CMPD Quality Assurance/Professional Standards Division is responsible for completing annual staff inspections; no compliance-related deficiencies identified in 2024; Each division reviews compliance dashboard; Administrative reviews are conducted of sworn employee practices related to arbitrary profiling.

#### D: Incorporate more details of officer-resident interactions into Use of Force at Traffic Stop data to more precisely detect disparities.

Response A covers information recorded. The Strategic Policy Unit added a new addendum for De-Escalation onto the Response to Resistance Policy.

#### E: Launch a Strategic Policy Unit to proactive research/review/update policies, directives and plans as needed

CMPD launched its Strategic Policy Unit in 2022 comprised of sworn and civilian employees who manage CMPD directives, Standard Operating Procedures and accreditation standards.

### 3. Provide an Independent Analysis of Police-Civilian Interactions – RESPONSE (cont.)

**F: Refine model for individual officer analysis to improve accuracy and establish outlier review process within CMPD's Professional Accountability Bureau.**

CMPD expanded its Employee Intervention System (EIS) in 2024 adding call-for-service data on top of the already collected employee demographic data, IACMS data and arrest data.

**G: Improve CMPD's Commission on Accreditation for Law Enforcement Agencies reporting for more holistic view**

Since 2005, CMPD has maintained an Advanced Law Enforcement Accreditation through its partnership with the Commission on Accreditation for Law Enforcement Agencies (CALEA) by consistently complying with 362 standards.

### 4. Expand Crisis Response & Develop a Civilian Responder Model for Mental Health and Homelessness Calls

The city designated funding in the FY22 budget to double the number of Community Policing Crisis Response Teams (CPCRT) that pair a clinician with an officer to respond to mental health and homelessness calls and added funds to pilot a new unit of civilian responders to respond to certain mental health-related calls.

**Update:**

**CARES: 761 interactions**

◀ 680 Calls for Service

◀ 371 unique users

◀ 252 interactions with unhoused persons

◀ To enhance continuum of care and expand the types of resources both short term and long term, Program transitioned to county Dec. 4

**CPCRT: 5,246 Calls for Service**

◀ 437 assessments completed

◀ 77 diverted from jail

◀ 455 diverted from involuntary commitment

◀ 526 already receiving treatment



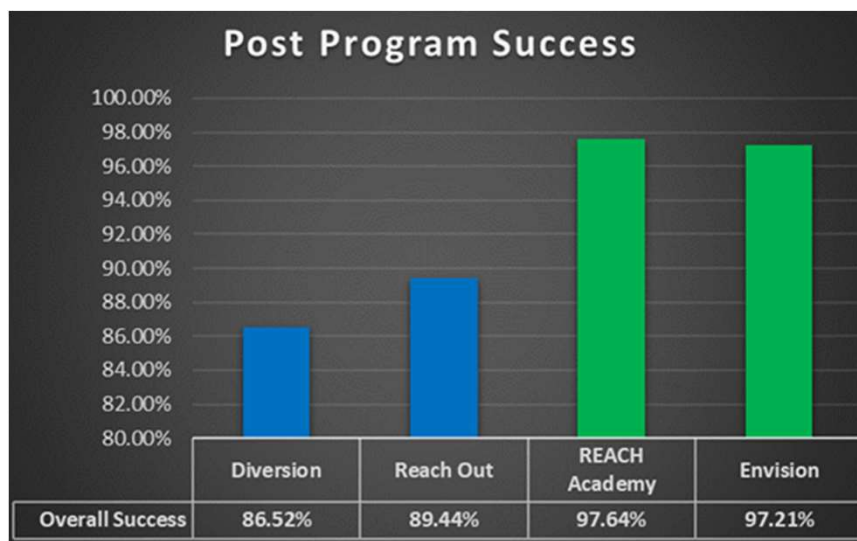
## 5. Evaluate Youth Programs

The city committed to adding civilian positions to support CMPD youth programs, to identify and assess specific metrics associated with each youth program's goals and objectives and prioritize specific programs for evaluation and expansion, including: CMPD's Youth Diversion Program, Reach Out, Envision Academy, REACH Academy and the Career Pipeline.

### Update:

- ◀ UNCC Urban Institute and ROI Impact Consulting conducted evaluation of CMPD youth programs.
- ◀ 3,768 participants were included in evaluation.
- ◀ 88% success across all observation periods (30 days – 36 months)
  - 94% success among those with less than 18 months of observation.
  - Success rate reflects the % of participants in respective groups who were not arrested.

## 5. Evaluate Youth Programs (cont.)



◀ Green are enrichment programs

◀ Blue are intervention programs

◀ Challenges:

- Data collection
- Staffing
- Limited ways to measure success

## 6. Improve CMPD Recruitment and Evaluate Training Programs

The city expanded this recommendation to include an analysis of ways to improve the training that new recruits and patrol officers receive throughout their careers including:

- A. Create three civilian positions, including a curriculum developer, a learning development manager and a training specialist, to support CMPD Training Academy staff.
- B. Review course-specific recommendations from IACP's report and prioritize courses for enhancement.
- C. Research the staffing models of training academies in similarly sized police departments.
- D. Further the development of a process for identifying and prioritizing future training needs, such as creating a training advisory committee and incorporating officer performance data in decision-making.
- E. Develop a plan to strengthen duty-to-intervene training in curricula for current officers and new recruits. CMPD implemented a strengthened duty-to-intervene policy in June 2020 as part of the department's 8 Can't Wait Initiative.

## 6. Improve CMPD Recruitment and Evaluate Training Programs – RESPONSE

**A: Create three civilian positions, including a curriculum developer, a learning development manager and a training specialist, to support CMPD Training Academy staff.**

CMPD continued to evaluate training academy staff; Implemented civilian background investigators, a curriculum developer and two training specialists.

**B: Review course-specific recommendations from IACP's report and prioritize courses for enhancement.**

CMPD piloted and implemented new state BLET curriculum; extended academy from 6 to 8 months; CMPD served as member of state-level board.

**C: Research the staffing models of training academies in similarly sized police departments.**

CMPD continues to research staffing models at other agencies for best practices. Staffing model is consistent with comparable cities; in line with best practices. A recruitment tour was conducted to review LAPD, Dallas PD, NYPD, Phoenix PD and others. Ongoing research, understanding and application.

## 6. Improve CMPD Recruitment and Evaluate Training Programs – RESPONSE (cont.)

**D:** Further the development of a process for identifying and prioritizing future training needs, such as creating a training advisory committee and incorporating officer performance data in decision-making.

Continued mandatory trainings such as cultural competency, CMPD Serves customer service, Ethics, and more. Internal Affairs implemented individualized education opportunities through LEED training with the Training Academy and/or Police Attorney's Office, along with a mandatory mentorship program for employees who are suspended for 40 or more hours to support individual growth and development.

**E:** Develop a plan to strengthen duty-to-intervene training in curricula for current officers and new recruits. CMPD implemented a strengthened duty-to-intervene policy in June 2020 as part of the department's 8 Can't Wait Initiative.

CMPD worked with the Citizens Review Board to add the De-Escalation section including Duty-to-Intervene as an official addendum to the Response to Resistance Policy; added to the Rules of Conduct. Duty-to-intervene has been incorporated into scenario-based training for in-service courses and BLET.

## Upcoming Schedule

◀ **Week of January 13: CMPD Annual Crime Report**

◀ **February 10: Violence as a Public Health Crisis**