



***Advancing Charlotte: A Police Foundation Assessment of the CMPD
Response to the September 2016 Demonstrations***

About PF and Critical Incident Reviews

About Police Foundation

- Independent, Non-partisan, Non-profit & Non-member national organization founded in 1970
- Aims to Advance Policing Through Innovation & Science and Increase Public Safety and Strengthen Communities

About Critical Incident Reviews

- Independent and comprehensive
- Evidence-based analysis and targeted TA
- Identify lessons learned (LL) and best practices(BP)

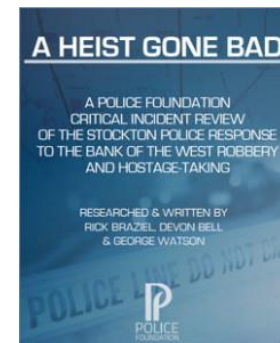
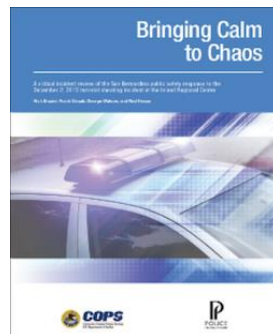
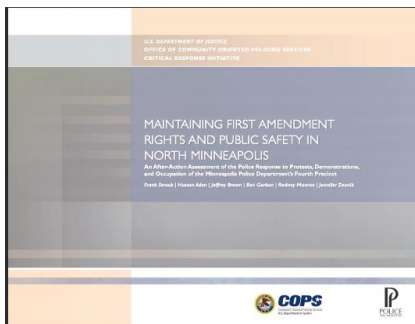
<https://www.incidentreviews.org>

Coming Soon

- Orlando (FL) Pulse Terrorist Attack
- Orlando Fire Department Response to Pulse Terrorist Attack
- DC Inauguration Demonstrations

Completed

- Kalamazoo (MI) Uber Driver Shootings
- Minneapolis PD (MN) Occupation & Demonstrations
- San Bernardino (CA) Terrorist Attack
- Christopher Dorner Shooting (CA)
- Stockton (CA) Bank Robbery & Hostage Taking
- Vaughn (DE) Prison Riot



Police Foundation Mandate

- Review the CMPD response to the September 20-22, 2016 protests and demonstrations
- Engage the community in the process
- Provide recommendations
- Provide technical assistance to support implementation of the recommendations



Methodology Used

- Interviewed more than 100 people from City, CMPD, community members, business leaders, etc. through individual meetings, focus groups and listening sessions
- Reviewed national standards, model policies and best practices on mass demonstrations
- Reviewed open source media and social media
- Conducted gap analysis



What We Found

- A City administration, police department and community committed to the goal of ensuring that Charlotte is a safe place for all.
- A police department that is committed and working to improve relationships.
- A community who wants to be engaged in co-producing public safety.



How the Report is Structured

- The Foundation/Introduction
- Pillar 1: Policies, Protocols, and Strategies
- Pillar 2: Training and De-Escalation
- Pillar 3: Equipment and Technology
- Pillar 4: Social Media and Communication
- Pillar 5: Transparency and Accountability
- Pillar 6: Police-Community Relationships
- Conclusion



Pillar 1: Policies, Protocols, and Strategies

Overview

- CMPD's response was consistent with policies and procedures and national best practices
- CMPD implemented the Emergency Mobilization Plan in a timely and appropriate manner
- CEU had planned and trained for demonstrations in Uptown, however encountered unforeseen and unique challenges in University District

Recommendations

- CMPD should:
 - Promote effective dialogue between department and community
 - Identify opportunities for community to be involved in development of policies and procedures
 - Review CEU training to account for evolution of demonstrations



Pillar 2: Training and De-Escalation

Overview

- CMPD exceeds state-mandated training hours and has 171 hours of additional academy training
- Department-wide specialized training in MFF prior to 2012 DNC
- CCT training began as a result of demonstrations and is being expanded department-wide

Recommendations

- CMPD should:
 - Review its academy and in-service training curricula to increase hours for dialogue and de-escalation training
 - Engage community members in training process
 - Train all personnel on crowd management and tactics using curricula developed from best practices and lessons learned from similar incidents



Pillar 3: Equipment and Technology

Overview

- Balance between deployment and appearance of PPE and less-lethal devices are increasingly difficult for the police
- CMPD deployed tiers of equipment based on what was needed to ensure community and officer safety
- CMPD decided not to release body-worn camera footage from incident, which contributed to demonstrations

Recommendations

- CMPD should:
 - Establish a committee that includes community representatives to review and give input on CMPD BWC policy
 - Continue to deploy resources in a tiered structure during mass demonstrations
 - Equip officers with BWCs, especially those assigned to CEU



Pillar 4: Social Media and Communication

Overview

- Demonstrators controlled much of the narrative through social media
- City JIC and CMPD EOC did not communicate regularly creating inconsistent messaging
- CMPD did not effectively monitor, respond to, or share information on social media

Recommendations

- CMPD should:
 - Create a clear and detailed media strategy and policy
 - Increase coordination with the City prior to, during, and after a critical incident
 - Enhance its use of social media to engage community members and disseminate information and correct erroneous stories



TWEETS

POSTS

VIDEOS

Pillar 5: Transparency and Accountability

Overview

- CMPD has taken steps to increase transparency (PDI, posting all departmental directives, Transparency Workshops, etc.)
- Multiple boards, committees, and processes exist to enhance CMPD accountability
- CMPD and City support subpoena power for CRB, but state legislature won't allow City to pass legislation (Dillon's Rule)

Recommendations

- CMPD should:
 - Work with City to develop strategies that educate community on transparency and oversight efforts
 - Obtain, analyze and publish community satisfaction data
 - Ensure all data is timely, accurate and easily accessible to the community



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Pillar 6: Police-Community Relationships

Overview

- CMPD has strong history of community relations, but was surprised by the local and national frustration regarding police actions focused on Charlotte
- Disconnect between community leaders and CMPD
- Many community members want more opportunities to interact with CMPD officers and build relationships

Recommendations

- CMPD should:
 - Continue to invest in community policing efforts
 - Engage community members in ways that provide meaningful input on how the department operates and polices
 - Ensure that data informs community-police dialogue



Questions

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