



**Charlotte-Mecklenburg Police Department
Strategic Operating Plan
FY 2006**

**Darrel Stephens
Chief of Police**

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I. Executive Summary

The Charlotte-Mecklenburg Police Department (CMPD) is the largest of the City of Charlotte's key business units. The department delivers a full range of police services to the 695,487 citizens of Charlotte and the unincorporated area of Mecklenburg County. All police services are delivered under the community problem oriented policing philosophy which emphasizes problem solving partnerships among police, citizens, and a host of other public and private service providers. The goal of these partnerships is to develop long term solutions to crime and quality of life concerns that can be sustained by an engaged and empowered community.

Prevention is a critical part of the police mission. CMPD uses information technology as a vital part of its prevention strategy by making updated accurate information on crime available to officers and the public so that they can identify and solve problems at their earliest stages. For CMPD, information will be one of the most vital crime fighting tools of the 21st century.

CMPD takes pride in its diverse workforce which is highly trained and strongly motivated to serve the community. The Charlotte-Mecklenburg Police Department wants to be a catalyst for change and will use community policing as a way to engage its citizen partners in making Charlotte the safest large city in America.

Summary of Resources

	FY04 Actual	FY05 Actual	FY06
Budget	137,387,938	146,477,171	155,657,815
Positions	1987.5	1976.5	2012.5

Vision Statement

The Charlotte-Mecklenburg Police Department will be:

- a department that engages in full problem solving partnerships with the community to work toward a common goal of making Charlotte the safest large city in America
- a department that makes prevention of the next crime a priority in the delivery of all its services
- a department that inspires community confidence through its integrity, professionalism, and high standard of customer service
- a department that considers its diverse workforce its most valuable asset and

gives them the work environment, training, equipment, and technology to do their jobs effectively and efficiently

- a department recognized both nationally and internationally for its innovative problem solving and its use of information technology

Mission Statement

The Charlotte-Mecklenburg Police Department will build problem solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout the community, always treating people with fairness and respect.

Core Values

The Charlotte-Mecklenburg Police Department values:

Our Employees

Partnerships

People

Open Communication

Integrity

Courtesy

The Constitution of North Carolina

The Constitution of the United States

Key Issues and Challenges

While CMPD is confident in its ability to provide the citizens of Charlotte with quality police services, the department faces a growing number of significant challenges:

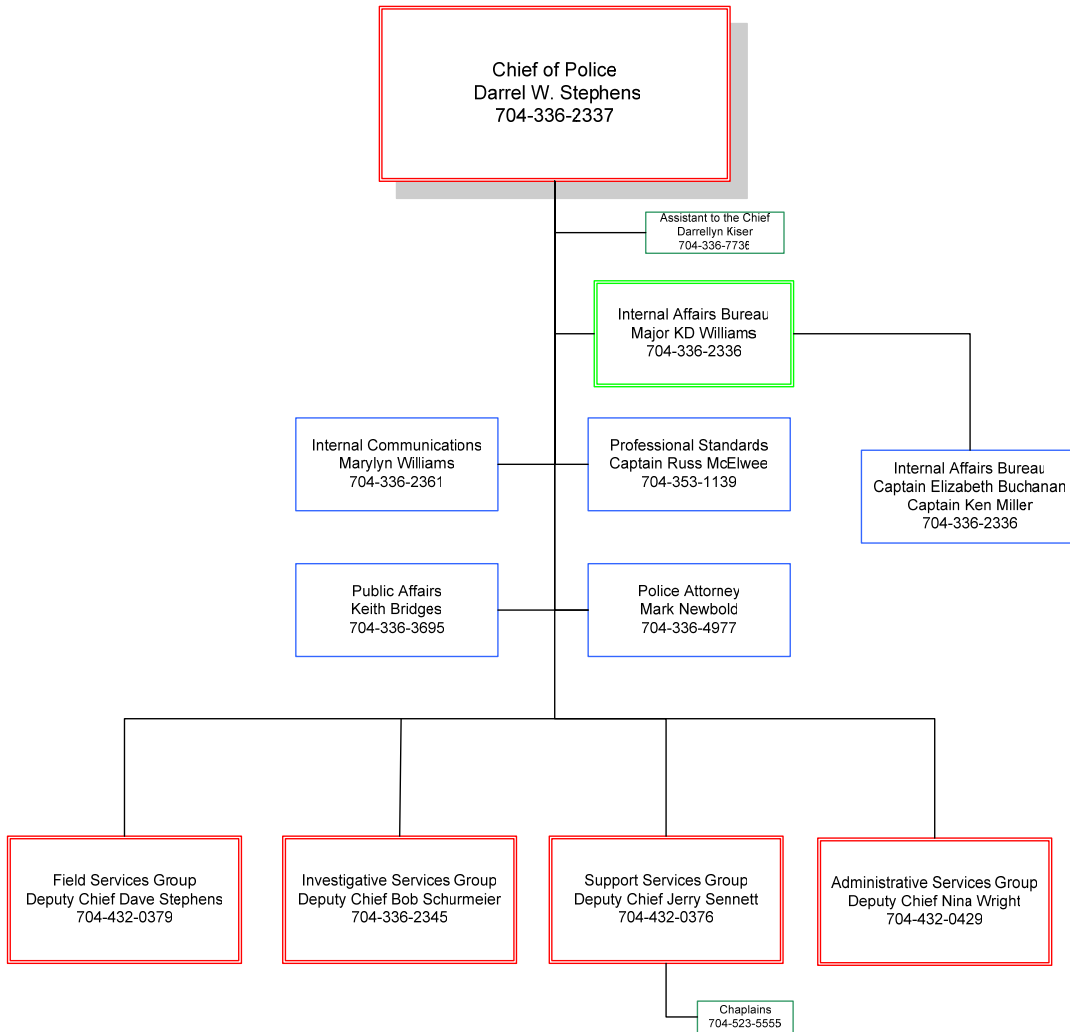
- The population growth in our jurisdiction, with a 36% increase from 1990 to 2000 and another 8.2% between 2000 and 2003.
- Finding new ways to engage the community as problem solving partners
- Building partnerships with other service providers that also face increasing demands on their resources
- Increasing our officers' proficiency in problem solving in light of increased service demands that reduce the time they have for problem solving efforts
- The increasing service demands in the Uptown area, including staffing for the new arena; the conversion of the old convention center into an entertainment center; the 15% increase in the residential population, not including the 1400

students at the Johnson and Wales campus; growth of the center city's entertainment venues, including some 50 locations that serve alcohol, and the accompanying problems and the growing number of special events held in the center city

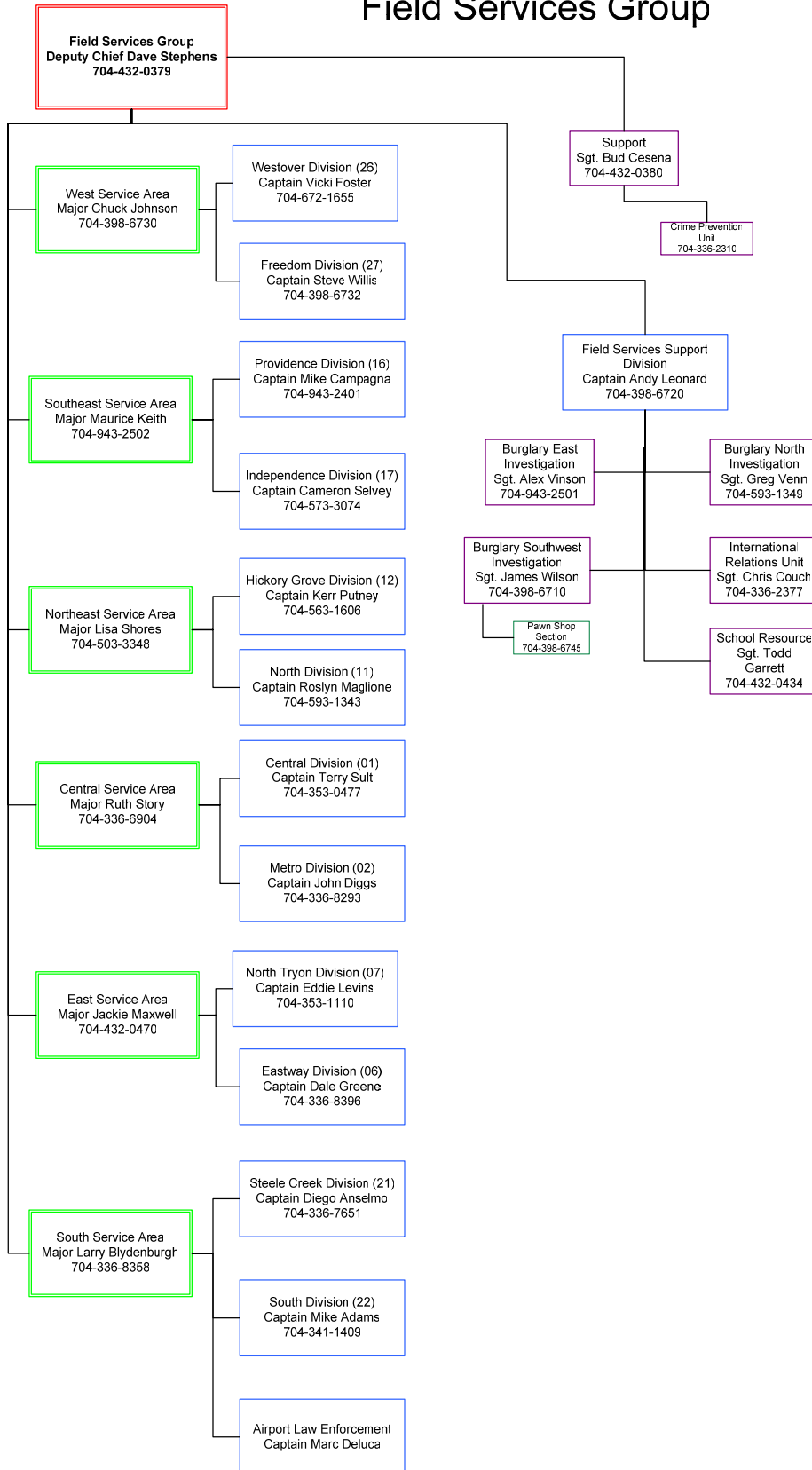
- The growth of commercial areas including the impending openings of two new Super Wal-Mart stores and the opening of Northlake Mall in the fall of 2005
- The increase in property crimes, notably auto theft and burglaries
- Unexpected increases in homicides in 2005
- Persistent problems with robberies which, in light of a weak economy, have not maintained the decrease we had experienced in the early months of 2004
- Dealing effectively with 21st century crime trends such as cyber crime and identity theft
- The continuing emergence of gangs and their accompanying criminal activity
- The increasing diversity of Charlotte-Mecklenburg's population and the challenge of delivering tailored services to those groups
- The demands of homeland security planning including establishing the appropriate preparedness level for Charlotte; maintaining our focus on our primary mission while meeting our responsibilities for homeland security and dealing with an average of 30 officers being deployed to the Middle East at any given time
- Reductions in grant funding which have been diverted from community policing and traditional police needs to homeland security initiatives

CMPD faces all of these challenges in an environment where the authorized sworn strength of the department has declined from 244 officers per 100,000 population to 219 in 2004. The constraints of a flat operating budget have not enabled us to initiate any significant new programs without taking resources from other areas of the organization. Budget constraints have also impacted our ability to send personnel to outside training and conferences, a critical part of their professional growth and their preparation for middle and upper management positions. Due to budget constraints, CMPD has not asked for new police officer allocations in five years. However, we now feel that we will be less successful in meeting the critical challenges outlined above if we are not able to add additional police officers as well as some number of non sworn support personnel in critical areas such as Research, Planning, and Analysis.

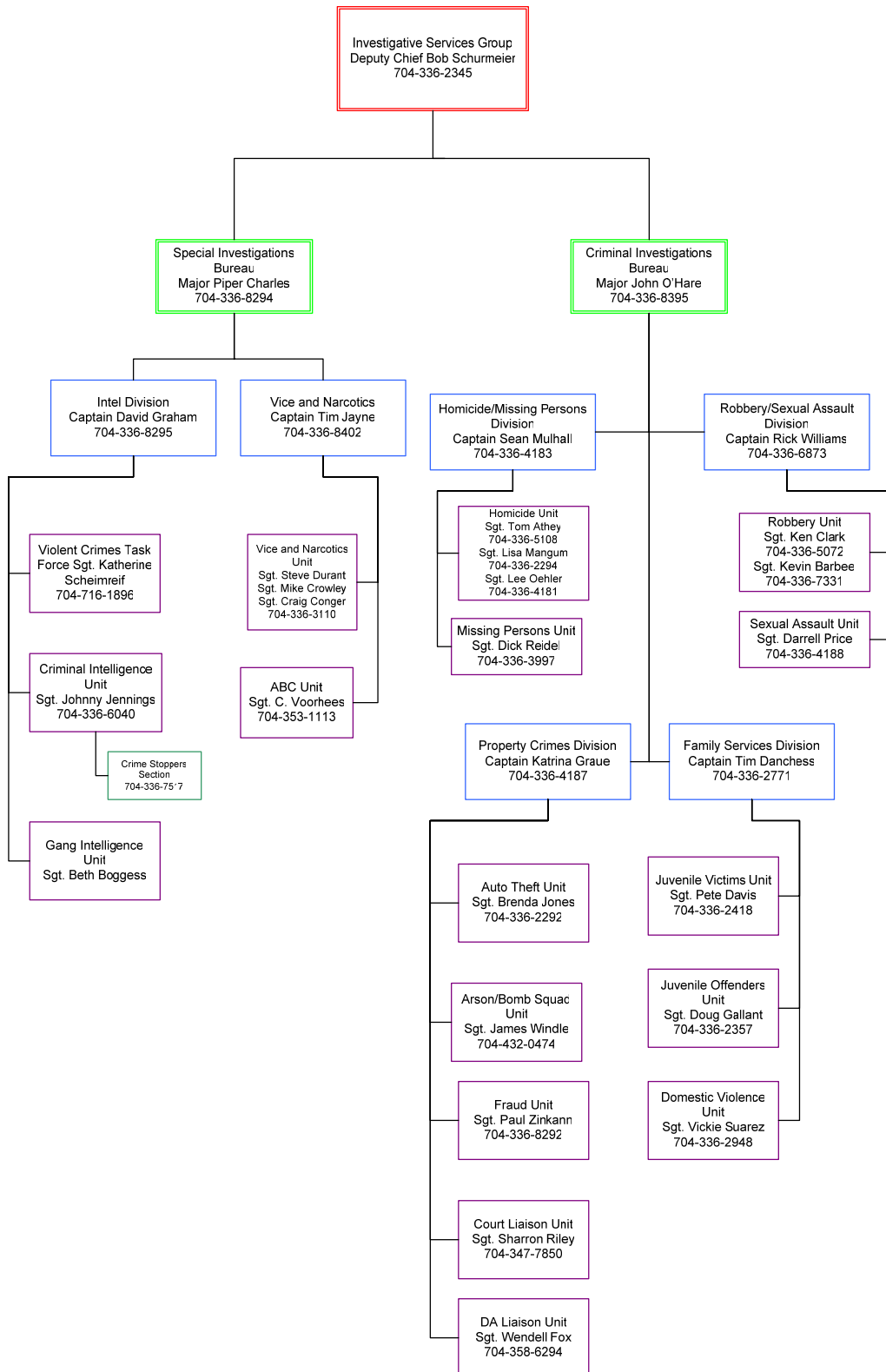
Office of the Chief



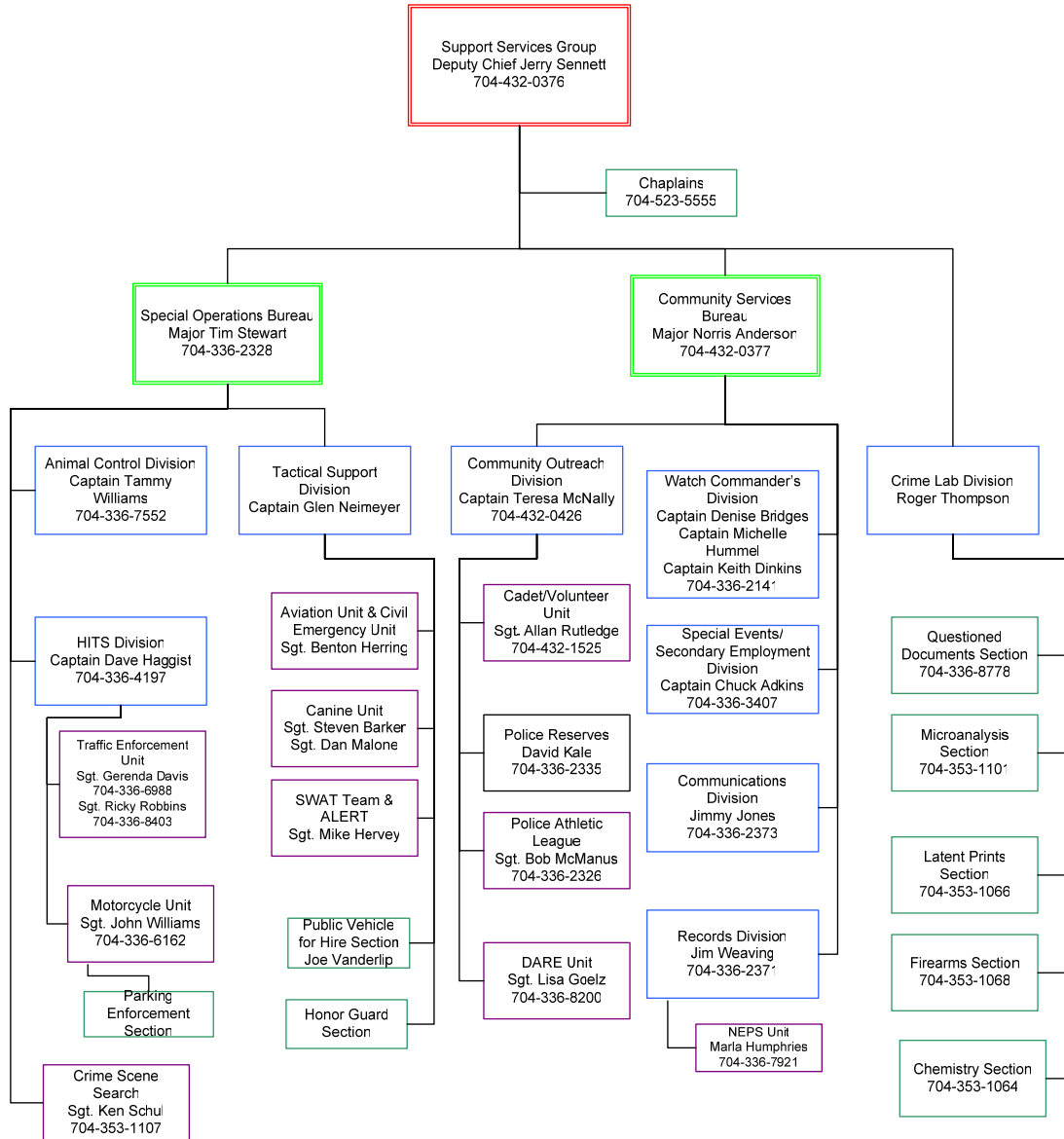
Field Services Group



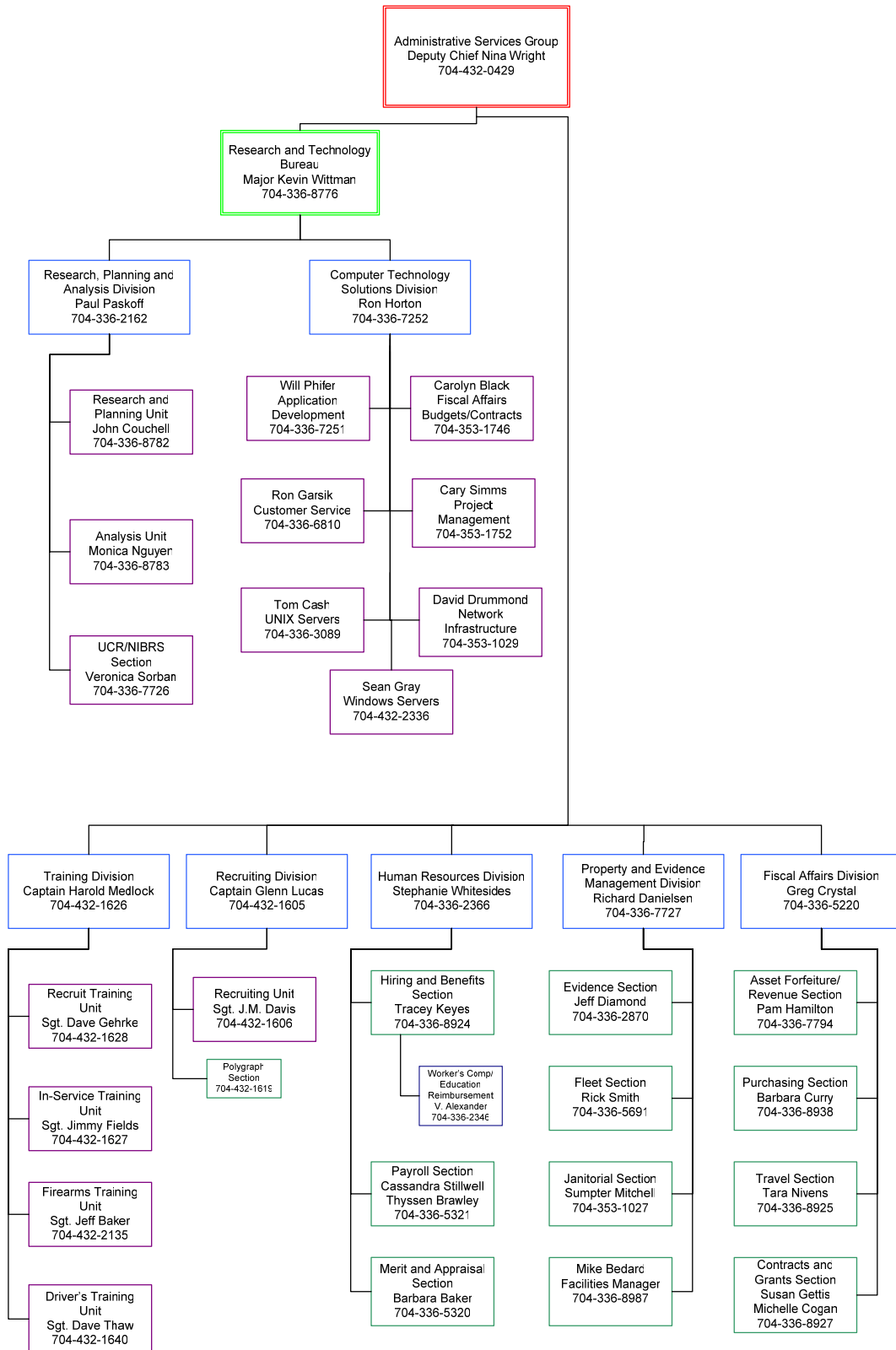
Investigative Services Group



Support Services Group



Administrative Services Group



II. Strategy and KBU Planning

Despite the challenges it has faced, especially since the events of September 11, 2001, the Charlotte-Mecklenburg Police Department has made a number of significant accomplishments over the past few years. They include:

- Continued declines in the overall UCR crime rate, despite a two year increase in property crime
- A dramatic decline in traffic fatalities for calendar year 2004 and a continuing decrease in personal injury collisions, even in the face of growing traffic volume
- Completion of the accreditation process through CALEA (Commission on Accreditation of Law Enforcement Agencies) in eighteen months, with full accreditation to be awarded in March 2005
- Citizen approval ratings of over 70% in two citizen surveys (2002 and 2004)
- Hosting of a retreat on the future of community problem oriented policing which included over 100 community participants
- Initiation of a Gang Intelligence Unit and a Cold Case Squad, using existing resources
- Development of the Gang of One Program as a community based mechanism for gang intervention and prevention
- Continued outreach to the international community, including increased opportunities for police officers to learn Spanish through classes taught by volunteers or through Spanish immersion training and rewarding those certified as bilingual through a language incentive program
- Significant expansion of the use of volunteers for the Citizens on Patrol program, lakes enforcement, language assistance, animal control, and cold case homicide review
- Legislative approval to use photo radar cameras along fourteen designated high crash corridors
- Development of comprehensive data collection and analysis for arbitrary profiling
- Continued planning and training for homeland security, including getting a 5 million dollar grant for radio interoperability for a 12 county region

- Selected as host city for 2004 and 2005 National Problem Oriented Policing Conference due to national reputation as a leader in community problem oriented policing
- Continued enhancement of computer technology with KBCOPS, Problem Solving System and an Early Intervention System for Internal Affairs
- Continued declines in the rate of preventable accidents per million miles driven
- Design and implementation of a state of the art Command Center
- Partnership with Charlotte-Mecklenburg Schools to create virtual tours and crisis response plans at all schools
- Community based initiatives to increase spay/neuter and reduce the number of animals that must be euthanized
- Strengthening of relationship with Airport Police through the assignment of a CMPD Captain to the airport
- Reduction of wait time in NEPS (Non Emergency Police Services) to an average of less than 5 minutes per call

Links to Corporate Strategy

The Charlotte-Mecklenburg Police Department's service delivery supports the City's corporate strategy. The Police Department has a critical role in achieving the City's corporate goals to Reduce Crime and Increase Perception of Safety. If our efforts in those areas are successful, we will also have a significant impact on the goals of Strengthening Neighborhoods, Develop Collaborative Solutions, and Enhance Customer Service.

Serve the Customer: The Charlotte-Mecklenburg Police Department partners with its customers to identify crime and quality of life concerns and develop long term solutions that can be sustained at the neighborhood level. The department engages citizens as active partners in preventing crime and addressing the conditions that make neighborhoods vulnerable to criminal activity. The department uses sophisticated information technology to monitor emerging crime trends and identify those areas that can be considered chronic crime hotspots. The Field Operations and Investigative Divisions then develop strategies to reduce specific crimes and prevent further criminal activity. These strategies often include a public education component. The department also considers traffic enforcement and education one of its key priorities in order to reduce vehicular and pedestrian fatalities and personal injury and property damage

collisions. The department also serves its customers through a variety of community outreach efforts, many of which benefit the youth in this community.

Run the Business: The Police Department seeks collaborative solutions to community problems and actively partners with other city and county agencies, the faith community, and a broad spectrum of non-profit agencies. The department continuously strives to enhance its customer service and is constantly updating its technology and dissemination of information to make customer response, whether in person, by phone, or by internet, as timely and accurate as possible. The department has implemented an automated Early Intervention System in Internal Affairs which will identify complaint trends and/or specific officers who need remedial training or some other form of intervention. Understanding the dynamics of field contacts with citizens will enable us to better serve our customers by better training our personnel.

Manage Resources: The Police Department attempts to optimize the use of its existing resources and has implemented most of its new initiatives over the last few years without increases in personnel. Department personnel actively monitor opportunities for grant funding to provide opportunities for new initiatives outside of the City's operating budget. The recent radio interoperability grant, which will serve police, fire and emergency medical response agencies in a 12 county area is one such example. The department has also augmented its resources through the active recruitment of volunteers to perform tasks that do not require a sworn police officer. The Volunteer Program has been expanded to include a Citizens on Patrol component, a volunteer unit to assist Lakes Enforcement Officers and bilingual volunteers to offer Spanish classes to officers that are tailored to their working hours.

Develop Employees: One of CMPD's primary goals is to have a highly motivated and professional work force that is reflective of the diversity of the community it serves. The department places a major emphasis on the quality of its training programs and its updating of its equipment so that its officers can be safe and efficient on the street. CMPD strives to create a work environment in which its employees understand and use the problem solving philosophy in all aspects of their work and understand the role they play in meeting the performance goals of the department and the city. Most important, CMPD strives to create an environment where each employee takes pride in the department and the law enforcement profession and feels valued for the individual contribution that he/she makes to meet the department's goals.

Strategic Initiatives

Reduce Crime

The Charlotte-Mecklenburg Police Department will focus on reducing crime in all categories, with a special emphasis on property crime which has increased in the last two calendar years.

The department will continue to use the hotspot strategy to target crime problems throughout the city. Each patrol division will select an area where some crimes have remained a persistent problem over an extended period of time and develop strategies, specific to that area, to reduce crime. Each of the patrol divisions will also identify the five locations where they have the highest incidence of repeat calls for service, analyze the underlying problem at those locations, and attempt to reduce the calls for service. Reduction in repeat calls for service helps the department to make more efficient use of its manpower and often leads to solution to problems that have negatively impacted a neighborhood or business corridor for an extended period of time.

Violent Crime:

The department plans to continue using several strategies that we believe have an impact on violent crime:

- Targeting open air drug markets for intensive enforcement reduces the violent crime associated with drug sales

- The Robbery Unit will attempt to reduce the number of businesses that are repeat armed robbery targets in FY06. In calendar year 2004, 76 locations accounted for 185 reported armed robberies. Patrol and Investigations will work with businesses that have repeated armed robberies to make them less vulnerable targets. The use of CPTED (Crime Prevention through Environmental Design) will be an integral part of this effort.

- Intensive enforcement and prevention efforts to target gang activity are a critical component in preventing violent crime. The Gang of One Program will remain our primary prevention and intervention focus and will enable us to engage a broad spectrum of community agencies in helping young people resist the pressure to join a gang or to get out of a gang. The Gang Intelligence Unit will begin using the GangNet database which will allow them to more effectively track gang activity and to interface with other law enforcement agencies throughout the state and nation. The unit will also track graffiti as an indicator of gang activity and will maintain an objective to reduce the incidence of gang graffiti at seven of 10 targeted locations.

- The Domestic Violence Unit will continue to intervene in households where there are multiple domestic violence calls. The goal of the intervention is to stabilize the family and reduce the likelihood that the level of violence will escalate.

- Working with the community to develop homicide reduction strategies

Property Crime:

One of the department's primary focus areas for the coming fiscal year will be our efforts to work with the community in preventing property crime. During the first four months of FY05 burglaries increased by 9.5% and vehicle thefts increased by 5.1%.

CMPD believes that a substantial number of property crimes are preventable if citizens will partner with police by making behavior changes such as removing keys from their cars, securing garage doors, and putting packages and other valuables in the trunk of a vehicle. Property crimes occur in all parts of the city. While there are some hotspots that can be easily identified and targeted for enforcement and education efforts, the fluid nature of property crime mandates that all of the patrol divisions make it a priority and develop tailored response that address the locations and types of property crimes that are prevalent in their areas of responsibility.

During FY06, the department will target property crimes through strategies that are data driven and stress partnerships and communication among the patrol divisions, the investigative units dealing with burglary and auto theft, crime analysts, and the Crime Prevention Unit. The strategies will be continuously updated as crime patterns change and new data is analyzed. Some of the strategies will center on the following key elements:

- Analysis of burglary reports to determine the nature of the prevalent types of burglaries (i.e. open garage doors, vacant apartments, domestic related, etc.). The patrol divisions and the Burglary Investigations Unit would then develop strategies to target those categories that are most predominant and which lend themselves to geographically focused education and prevention efforts. Each patrol division will tailor their response to the unique needs of their assigned area. A similar approach will be applied to vehicle thefts and larcenies.
- A partnership with the Charlotte-Mecklenburg Schools to target truancy. Both CMPD and the school system believe there is a direct correlation between truancy and property crimes that occur during the daytime hours, especially since property crimes are frequently crimes of opportunity. We believe that a renewed emphasis on dealing effectively with truants will positively impact property crime rates.
- Regular reinforcement of the property crime objectives in the patrol divisions to include an emphasis on thorough initial investigations of burglaries, including collection of evidence and a refocus of patrol command staff meetings to exchange information on property crime strategies and evaluate their success
- Enhanced information exchange among patrol divisions, the Burglary and Auto Theft investigative units and crime analysts. This would include more distribution of alerts on potential suspects and more use of computer technology to establish links between cases.

- Crime Prevention Unit focus on public education strategies related to property crime
- Attempts to get new state legislation to target vehicle theft, to include prohibiting the possession of master or jiggler keys, handling each juvenile vehicle theft as a separate offense, and declaring larceny of vehicle a non-divertible offense.

CMPD believes that these and other strategies to be developed through the fiscal year will enable us to begin preventing property crime. Again, the cooperation of our citizen partners will be critical to our success in meeting our property crime objectives.

Increase Perception of Safety

Traffic Enforcement

CMPD continues to believe that vehicle and pedestrian safety is a critical component of a safe city. In calendar year 2004, traffic fatalities declined from 58 to 38 and we hope to see that trend continue. Some of our key traffic enforcement initiatives will include:

- Identifying three high collision intersections in each of the 12 patrol divisions and targeting them for intensive enforcement activity
- Continued use of photo radar enforcement on 14 designated high crash corridors with an outside evaluation of the program's success in the fall of 2005
- A continued emphasis on traffic education with HITS officers giving a variety of presentations to targeted audiences including high school students and senior citizens. The department will also partner with the Traffic Safety Advisory Council, which includes representatives from CDOT, Corporate Communications, local hospitals, etc., on major media campaigns that target critical issues such as speeding.
- Partnership with CDOT to address neighborhood based traffic issues including residential speed limits, parking signage, etc.

Community Problem Oriented Policing

One of the primary ways that the citizen perception of safety can be increased is through the continuing enhancement of community problem oriented policing. Citizens who are engaged as active problem solving partners will have a better understanding of what problems are affecting their neighborhoods, what police and other agencies are doing to address them and the role the citizen plays in solving the problem and working to sustain

the solution. Community problem oriented policing gives both citizens and police officers a vested interest in solving neighborhood based problems and in the open exchange of information that facilitates the problem solving process.

During this fiscal year, the department plans to devote considerable energy to an examination of community policing in order to make it more consistent throughout the 12 patrol divisions and to enhance the effectiveness of our problem analysis, response, and evaluation of success.

The first step in this process was a two-day retreat in November 2004 at which approximately 100 community members joined department personnel in a discussion of the current state of community policing. The retreat was useful in identifying both the strengths and weaknesses of our current efforts and enabled us to identify those areas where we need to make improvements. Focus groups will concentrate on the following areas:

- Restructuring the response area teams to enhance the quality and effectiveness of their problem solving efforts
- Defining the roles of captains and sergeants in problem solving activities and developing the appropriate performance accountabilities
- Developing new strategies to engage the community, including businesses, in problem solving partnerships
- Developing both internal and external communication plans that promote understanding of community problem oriented policing

Since community policing is the philosophy under which all of our services are delivered, its success directly impacts, in turn, the successful accomplishment of all of our goals. We must succeed in having all of our officers understand and embrace the community problem oriented policing philosophy. We must also seek new ways to engage larger segments of the community in strong working partnerships; better communicating our success stories is one way of building community interest. If we succeed in revitalizing community policing, we will be in a better position to meet our goals and objectives. More actively engaged citizen partners are more likely to feel safe in their neighborhoods and perceive Charlotte as a safe city.

Develop Collaborative Solutions

Since the events of September 11, 2001, homeland security has become a part of the basic responsibilities for police agencies across the country. We have been active participants in the formation and training of the ALERT Team and have lobbied successfully in Washington to get Charlotte a larger share of available homeland security grant funds.

During the next fiscal year, we will turn our attention to radio interoperability, an issue of major concern on September 11 when New York City Police and Fire Departments could not talk to one another due to the incompatibility of their radio systems. CMPD applied for and received a grant for some \$5million dollars for radio interoperability. The department will take the lead in forming a consortium with 11 other counties to purchase equipment and develop a radio system that allows police, fire, and emergency medical services in the 12 participating counties to talk to one another. We believe this is the next major step in homeland security preparedness for this community. The successful development and testing of the new radio system is one of our performance objectives for 2006.

Develop Employees

Training Academy

During the past year, CMPD investigated allegations regarding the use of a study guide by police recruits. The investigation resulted in disciplinary action against over 160 employees. More important, the department committed to a series of steps, identified by an outside evaluator, that would positively impact the environment and culture of the Training Academy and reinforce integrity as the Academy's most significant value. Many of the recommended steps have already been implemented and Academy staff will be working during the next year to implement and evaluate the remaining changes.

One of the most critical pieces of that work is to redesign all of the tests associated with the Basic Law Enforcement and legal components of recruit training. This includes developing banks of questions in each topic area so that the tests can be changed for each recruit class; validating the test questions to insure against bias, and computerizing the test so that questions delivered to each student are in a random order. One of our objectives for the next fiscal year is to develop and validate the question banks for 32 BLET topic exams and five legal exams by December 31, 2005.

KBU Special Plans

Technology

Our technology initiatives in FY06 will continue to center on giving our officers access to timely information in user friendly forms on a timely basis. Key components of the technology plan are to expand higher speed wireless to patrol vehicles and to continue automation of the patrol officer's job. This will include electronic citations, automation of accident reports, and automation of arrest data. We will be implementing the GangNet data base to track gang members and activities. We will also be providing technology

support for 311 and will continue working with the County on the CJIS (Criminal Justice Information System) project to mechanize the arrest/court process.

Training and Development

Our training plan for the next year will provide our officers with a diverse curriculum. Topics include juvenile minority sensitivity training, ethical awareness, and training on new automated systems. The department will continue its career path training which is designed to prepare officers for promotion and specialized assignments. This training will be offered for employees wishing to move into investigations, training officer, and sergeant positions. Outside trainers will be brought in for courses on highway drug investigations, financial investigations, Asian gangs, and several specialized homeland security topics. The Training Academy will also continue its outreach to the community by offering two sessions of the Citizens Academy as well as the High School Academy.

Customer Service

One of the Charlotte-Mecklenburg Police Department's primary goals is to make all of its customer encounters a positive experience for the citizen. The department investigates all complaints against its personnel and provides counseling and remedial training if appropriate. The newly implemented Early Intervention System will enable supervisors to identify any problem behavior on the part of their employees or to identify trends in behavior in the field. This will help the department take a more proactive stance in dealing with potential customer service issues at an early stage.

CMPD is also committed to improving its services to victims of crime and their families. To that end, the department has agreed to become the lead agency in a Victim Oriented Policing project sponsored by the International Association of Chiefs of Police. The project will center on developing strategies for more effective interaction with victims. CMPD will pilot those strategies and Chief Stephens will be the national spokesman for the project. The department has assigned a sergeant to work with IACP for the duration of the project; his salary is being reimbursed by IACP.

CMPD will also make an effort to better educate citizens on the ways that we handle calls for service and the reasoning behind those decisions. The department will conduct a public education campaign on its call priority system, why some calls are handled by phone and why some crime scenes, such as larceny from vehicle, are not processed by Crime Scene Search. The goal will be to help citizens better understand how calls are processed and how the decisions the department has made are what we believe to be the most effective use of our resources.

CMPD is also committed to the implementation of the 311 system as a way of providing more seamless service to the City's customers. Implementation of 311 will bring significant changes to the department's Non Emergency Police Services Unit (NEPS) and

we will work with the 311 Implementation Team to make the transition as smoothly as possible.

Competition

The primary component of CMPD's competition plan for this year will be the implementation of a contract with Pet Data Systems. Under that contract, all animal licensing and registration will be outsourced. Outsourcing will improve the effectiveness and efficiency of the process, reduce the cost, result in more licensed pets, and generate additional revenue to cover the cost of the contract.

III. Service Delivery

The Police Department has four core service areas that deliver police services to the citizens of Charlotte and the unincorporated area. The department's organizational structure facilitates community problem oriented policing and is designed to maximize the effectiveness of the department's personnel resources. The Police Department's goal is to deliver police services in a manner that inspires public confidence in the department and makes CMPD a catalyst for positive change in the community.

Core Service Areas:

Field Services: The Field Services Group is responsible for the delivery of all patrol services including field response to 911 calls, enforcement of all laws and ordinances and the initiation of community problem oriented policing activities including building problem solving partnerships with citizens to seek long term solutions to crime and disorder issues. The Field Services Group is also responsible for all basic traffic enforcement and follow-up investigation of a number of crimes including residential and commercial burglary and larceny. Other services offered by the Field Services Group include crime prevention, School Resource Officers, and outreach to the international community through the International Relations Unit. The Field Services Group also coordinates law enforcement services at the airport. **(BSC Link: Reduce Crime, Increase Perception of Safety, Strengthen Neighborhoods, Develop Collaborative Solutions, Enhance Customer Service)**

Investigative Services: The Investigative Services Group conducts follow-up investigations in felony cases such as homicide, rape, armed robbery, aggravated assault, vehicle theft, and arson. This group also conducts specialized investigations in cases involving domestic violence, fraud, missing persons, and cases where the victim and/or

suspect is a juvenile. The Investigative Services Group is also responsible for the investigation of vice offenses including drug trafficking, prostitution, gambling, and enforcement of ABC offenses. The group is responsible for the criminal intelligence function including monitoring homeland security information and developing intelligence and strategies to deal with gang activity. The Investigative Services Group also provides detectives to work with the District Attorney's Office and a sergeant to serve as a liaison with the court system. **(BSC Link: Reduce Crime, Increase Perception of Safety, Enhance Customer Service)**

Support Services Group: The Support Services Group provides a variety of specialized functions that enhance and supplement the performance of field patrol officers. These functions include specialized traffic enforcement and education and crime scene search. Tactical support is provided through the helicopter, canine unit, and SWAT and ALERT Teams. The Support Services Group coordinates many of the department's community outreach programs including the Volunteer Unit, Police Reserves, Police Athletic League, and DARE. The Support Services Group is responsible for answering and dispatching 911 calls, answering the information lines and taking reports for Non Emergency Police Services, and all police records functions. The Support Services Group is also responsible for coordination of police participation in special events and administers the secondary employment of police personnel. The Support Services Group also includes the Crime Lab, the Animal Control Division, the Watch Commander's Office, the Passenger Vehicle for Hire Section and the Alarm Coordinators' Office. **(BSC Link: Reduce Crime, Increase Perception of Safety, Enhance Customer Service, Recruit and Retain a Diverse Work Force)**

Administrative Services Group: The Administrative Services Group is responsible for all personnel functions and preparation and monitoring of the budget. This group is also responsible for the development, implementation, and maintenance of the department's technology initiatives. The Administrative Services Group is responsible for the strategic planning function including the development of GIS mapping applications and analysis of crime, traffic, and workload data. The group is responsible for all property management services, including storage of evidence and management of the department's physical facilities, vehicle fleet, and equipment inventory. The Administrative Services Group is also responsible for recruitment and hiring of all personnel and recruit and in-service training. **(BSC Link: Reduce Crime, Increase Perception of Safety, Enhance Customer Service, Promote Learning and Growth, and Recruit and Retain a Diverse Work Force)**

Service History and Trends

The following five charts show some of the key workload indicators for the Charlotte-Mecklenburg Police Department. The charts are as follows:

Index Crime Totals, Rates Per Population, and Annual Percent Changes: 2000-2004
Index Crime Total Reported by CMPD: 2000-2004

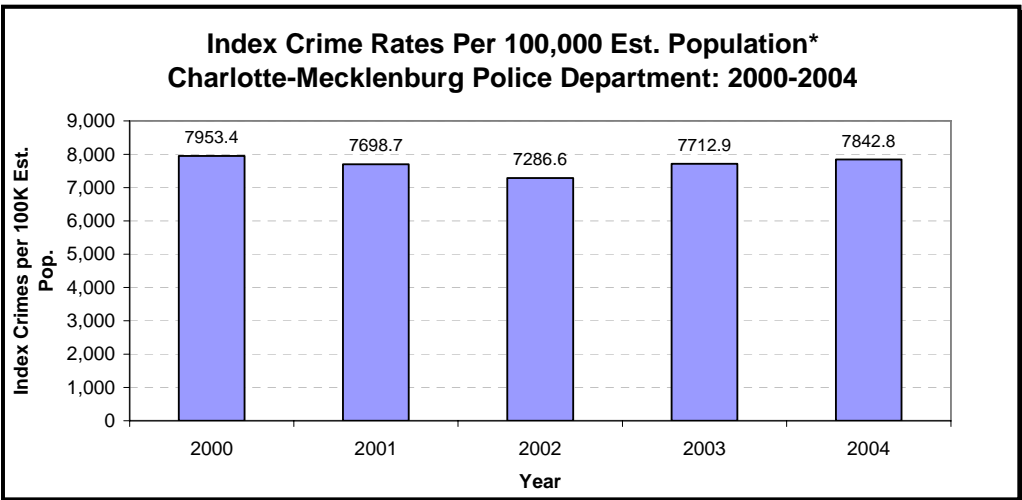
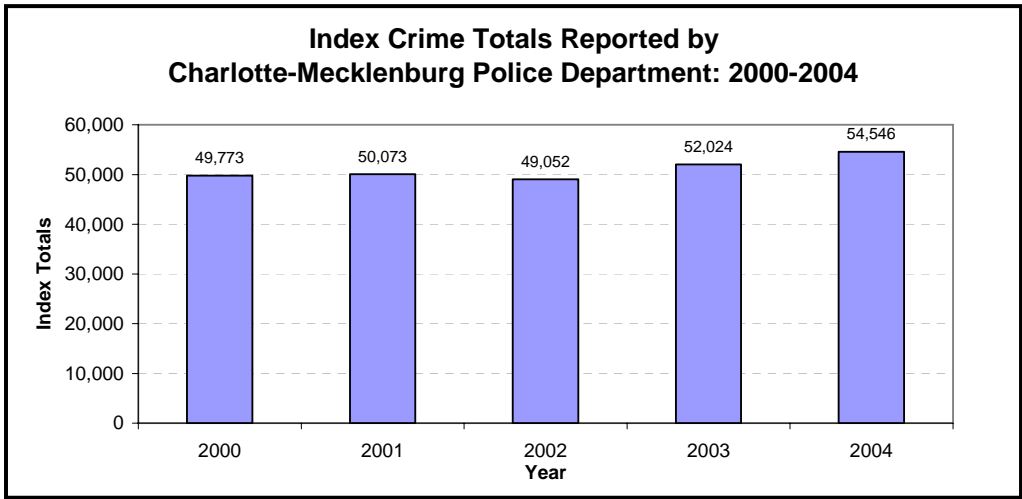
Index Crime Rates Per 100,000 Estimated Population: 2000-2004
 911 Call Volume and Calls Requiring Police Response: 2000-2004
 Reports Taken by Non-Emergency Police Services (NEPS): 2000-2004

The crime data indicates that total crime in CMPDs' jurisdiction has increased 4.8% over 2003. That increase is driven by strong arm robberies, burglaries, and larceny, all of which increased significantly during 2004.

While these charts show some of the workload for CMPD, they do not reflect the time spent on community problem oriented policing activities. The department's goal is for each officer to be able to spend 40% of his time on problem solving activities but this significant portion of the department's workload does not show up as an easily measurable part of the department's workload.

<u>Year</u>	<u>Total Index</u>	<u>% Change from Previous Year</u>		<u>Estimated Population*</u>	<u>Rate Per 100,000 Est. Population</u>	<u>% Change from Previous Year</u>
2000	49,773	-7.3%	*	625,810	7953.4	-9.5%
2001	50,073	0.6%	*	650,407	7698.7	-3.2%
2002	49,052	-2.0%	*	673,177	7286.6	-5.4%
2003	52,024	6.1%	*	674,509	7712.9	5.8%
2004	54,546	4.8%	*	695,487	7842.8	1.7%

*Note: Index Crime totals used in these charts are based on the Uniform Crime Reporting (UCR) guidelines. Jurisdiction population estimates are based on Planning Commission estimates created in July of each year. The jurisdiction estimate is calculated by subtracting the totals for the six incorporated towns with separate police agencies from the county total.



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**Index Crime Totals, Rates Per Population, and Annual Percent Changes
Charlotte-Mecklenburg Police Department: 2000-2004**

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**Reports Taken by Non-Emergency Police Services (NEPS)
Charlotte-Mecklenburg Police Department: 2000-2004**

<u>Year</u>	<u>Number of Reports</u>	<u>% Change from Previous Year</u>
2000	36186	-4.3%
2001	34736	-4.0%
2002	31262	-10.0%
2003	36890	18.0%
2004	40631	10.1%

Police-Balanced Scorecard Report

Reporting Period: 7/1/2005 to 6/30/2006

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

Serve the Customer	C1. Reduce Crime	*Develop strategies to reduce crime with an emphasis on long term problem solving	Reduction in crime over previous fiscal year		Lag	5% reduction in UCR Part One crime			
	C2. Reduce Crime	*Develop strategies to reduce crime in areas identified as chronic crime hot spots	Reduction in targeted offenses in crime hot spots		Lag	Reduce 9 of 12			
	C3. Reduce Crime	Develop tactics to disrupt street level drug sales	Reduction in drug activity as measured by attempted buys, complaints, etc.		Lag	Reduce 9 of 12			
	C4. Reduce Crime	Develop strategies to reduce the incidence of vehicle theft	Reduction in thefts of total numbers of vehicles stolen		Lag	Thefts not to exceed 992 of every 100,000 registered vehicles; Thefts not to exceed, 6,498			
	C5. Reduce Crime	Develop strategies to reduce the incidence of burglaries	Reduction in burglaries at targeted burglary hotspots		Lag	Reductions at 6 of 8 locations			
	C6. Reduce Crime	Work with business that have had repeat robberies to reduce the number of locations with repeat incidents	Reduction in robberies at repeat victim business locations		Lag	Reduce the number of repeat business victim locations by 5%			

Police-Balanced Scorecard Report

Reporting Period: 7/1/2005 to 6/30/2006

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

	C7. Increase Perception of Safety	Develop more accurate information on gang activity in Charlotte-Mecklenburg	Increase in names in gang data base and number of referrals to Gang of One		Lead	10% increase in each			
	C8. Increase Perception of Safety	Reduce the number of traffic collisions through enforcement and education	Collision rate as compared to annual increase in vehicle miles traveled		Lag	Increase not to exceed 2.5% increase in vehicle miles traveled			
	C9. Increase Perception of Safety	Conduct traffic enforcement initiatives that target driving behavior that results in collisions and loss of life	Number of citations for speeding, DWI, and seat belt enforcement		Lead	Maintain FY05 numbers			
	C10. Increase Perception of Safety	Conduct targeted traffic enforcement initiatives to decrease accidents at designated high accident locations	Reduction in collisions at 36 high accident locations (3 per patrol division)		Lag	3% reduction at 60% of target locations			
	C11. Increase Perception of Safety	*Use enforcement, including photo radar cameras, to reduce crashes on high accident corridors	Reduction in vehicle crashes in the 14 corridors where photo radar is used		Lag	Reduction in 10 of 14 corridors			
Run the Business	B1. Develop Collaborative Solutions	Work with Traffic Safety Council to implement public safety campaigns to create public awareness of unsafe driving behavior	Number of jointly planned traffic safety public information campaigns		Lead	One campaign per fiscal year			
	B2. Develop Collaborative Solutions	*Partner with surrounding counties in the development of an interoperable radio system that will meet identified homeland security needs	Formation of consortium; purchase of equipment and successful testing of system		Lead	Implement by end of October 2005			

Police-Balanced Scorecard Report

Reporting Period: 7/1/2005 to 6/30/2006

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

B3. Develop Collaborative Solutions	Develop community based initiatives that result in a reduction in the number of adoptable animals euthanized due to time and space limitations	Reduction in incoming adoptable animals that are euthanized in FY06 as opposed to FY05		Lag	3% reduction over FY05 numbers			
B4. Enhance Customer Service	*Build problem solving partnerships in the community that result in a positive perception of police services and citizen perception of safety in their neighborhoods	Ratings on key questions on citizen survey		Lag	Rating of at least 7 on a 10 point scale			
B5. Enhance Customer Service	Work with Humane Society to increase spay/neuter surgeries using the mobile clinic	Percentage of increase in spay/neuter surgeries done in neighborhoods in FY06 as compared to FY05		Lag	Maintain or exceed the number of surgeries in FY05			
B6. Enhance Customer Service	Improve service to customers accessing CMPD through 911	Percentage of calls answered in 30 seconds; call abandonment rates		Lag	85% of calls answered in 30 seconds or less; abandon no more than 10% of calls			
B7. Enhance Customer Service	Reduce the number of courtesy complaints received by Internal Affairs through training and counseling	Number of courtesy complaints per 100,000 calls for service		Lag	Rate not to exceed 18 complaints per 100,000 calls			

Police-Balanced Scorecard Report

Reporting Period: 7/1/2005 to 6/30/2006

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

	B8. Enhance Customer Service	Reduce the number of use of force complaints against CMPD officers	Number of use of force complaints per 10,000 arrests		Lag	Rate not to exceed 23 per 10,000 arrests			
	B9. Enhance Customer Service	Educate citizens on call priorities and types of response	Creation of a public education campaign		Lead	Campaign implemented by June, 2006			
Develop Employees	E1. Recruit and Retain Skilled and Diverse Workforce	Develop recruitment programs that result in a police applicant pool that is reflective of the community	Number of minority and female applicants in 2005 as compared to 2004		Lag	Increase in number of female, African-American, Latino, and Asian applicants			
	E2. Recruit and Retain Skilled and Diverse Workforce	Expand the number of volunteers that are in the Citizens on Patrol and Volunteer Lakes Enforcement Unit	Number of volunteers that are in these programs by June 30, 2006		Lag	Citizens on Patrol-45 by June 3, 2006; Lakes Enforcement- 25 by June 30, 2006			
	E3. Promote Learning and Growth	Create a recruit testing system that insures the integrity of the testing process	Development of question banks and validation of questions		Lead	32 BLET topic exams and five legal exams by Dec. 2005			

Police-Balanced Scorecard Report

Reporting Period: 7/1/2005 to 6/30/2006

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

	E4. Promote Learning and Growth	Reduce the number of preventable on-duty accidents through training and supervisor coaching	Number of preventable on duty accidents per million miles driven		Lag	Rate not to exceed 9.9 crashes per million miles driven			
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Status:

1. Use a "+" (plus) sign to indicate all is well.
2. Use a "-" (minus) sign to indicate that the status is not where expected or the current status is in trouble. Provide explanation.
3. Use a "x" to indicate this target will not or is not met. Provide explanation.

V. Resources

CMPD received 62 positions in the FY06 budget. 38 were new allocations added by City Council. 10 were positions that were frozen when CMPD stopped providing police services to Mint Hill; those positions are now unfrozen. 14 of the positions are from the reassignment of DARE officers to field patrol positions. The bulk of these positions will be assigned to either the Central or North Patrol Divisions. One of the new allocations will be for a Criminal Intelligence Analyst.

CMPD also received \$800,000 to fund overtime costs associated with the new arena.

VI Conclusion

The Charlotte-Mecklenburg Police Department is committed to the City's strategic goals to Reduce Crime and Increase the Perception of Safety. We are committed to providing police services under the community problem oriented policing philosophy in a manner that inspires the confidence of the community we serve.

We hope that this business plan provides some insight into the number of activities that our personnel are engaged in as a part of their efforts to carry out our mission of preventing the next crime. We further hope that we have presented a balanced view of accomplishments of which we are justifiably proud and challenges which concern us as we plan for the future.

CMPD finds itself at a crossroads as service demands have increased but resources have not grown. We believe it is imperative that the department add additional personnel if we are to continue to deliver the level of police services that this community expects and deserves. With additional personnel, the thoughtful application of technology, and the support of an engaged community, we are confident we can move forward in Charlotte's quest to become the safest large city in America.