

Charlotte-Mecklenburg Police Department

Strategic Operating Plan

Chief Rodney D. Monroe

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Executive Summary

The Charlotte-Mecklenburg Police Department is the largest of the City of Charlotte's key business units. The department is responsible for the delivery of a full range of police services to the citizens of Charlotte and the unincorporated areas of Mecklenburg

County. The department's policing strategy is focused on crime reduction at the neighborhood level. The allocation of police resources facilitates a high level of police visibility throughout the city. Each of the department's 13 patrol divisions has three response areas. Each of the 39 response areas has a Response Area Team, headed by a sergeant, which is responsible for developing and implementing crime reduction strategies in its assigned area and is held accountable for their results. The policing strategy places a major emphasis on enforcement actions that target priority chronic offenders in each area of the city and partnering with the District Attorney in the prosecution of criminal cases involving these offenders. The policing strategy is also dependant upon rapid response to emerging crime trends through deployment of Focused Mission Teams in each patrol division that are moved around based on the division's needs. The success of the department's crime reduction strategy is ultimately dependant upon a high level of community engagement with citizens serving as active partners in problem identification and crime reduction.

Patrol divisions work closely with specialized units in the department to address gangs, drugs, and gun related crime and their impact on neighborhoods. Both patrol divisions and specialized units are dependant upon timely and accurate information on crime trends, locations, and offenders so that crime and quality of life issues can be identified and addressed at their earliest stages. The use of advanced information technology applications pays a vital role in the department's workload and resource management and in enhancing the efficiency of personnel in all areas of the department.

Prevention efforts remain a critical component of the police mission. These activities range from educating citizens on ways to reduce their chances of victimization to programs that work with young people to give them the skills to make appropriate life choices and resist the pressure to get involved with criminal activity, gangs, and drug use.

Addressing crime and quality of life issues in a holistic manner requires the Police Department to form collaborative partnerships with a variety of public and private agencies. Those partnerships include working with other City departments such as Neighborhood and Business Services and CDOT to address conditions that impact crime and quality of life at the neighborhood level. CMPD also partners with other state and federal law enforcement agencies and our local criminal justice system to get chronic offenders out of Charlotte's neighborhoods.

CMPD takes pride in its' diverse, well-trained, and professional workforce and strives for that workforce to reflect the community it serves. CMPD personnel want to be a catalyst for positive change in the community by engaging their citizen partners in making Charlotte the safest large city in America.

Resource Summary

	FY10	FY11 Request	FY12 Request
Budget	\$185,661,904	\$195,312,742	N/A

Personnel	2,121.5	2,240.5	N/A
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CMPD Vision

The Charlotte-Mecklenburg Police Department will be a department that:

- Engages all segments of the community in relationships based on trust, understanding, and open communication
- Delivers police services at the neighborhood level through staffing models and facilities that support visibility, accessibility, and the capacity to prevent and investigate crime and other issues affecting the neighborhood’s quality of life
- Pairs proactive enforcement strategies with strong prevention activities
- Focuses on crime reduction at the neighborhood level through rapid response to crime trends and enforcement strategies that target chronic offenders, gangs, drugs and guns
- Uses technology to predict, prevent, and solve crime at the neighborhood level by delivering reliable, role specific and time sensitive information that drives resource deployment and measures the effectiveness of police services
- Partners effectively with other public and private agencies to address community problems through shared priorities, strategies, and resources
- Inspires community confidence through its integrity, professionalism, information sharing and high standard of customer service
- Serves the citizens of Charlotte-Mecklenburg with a workforce that is diverse, well-trained, highly motivated, and empowered.

CMPD Mission Statement

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

We value: Our Employees, People, Partnerships, Open Communication, Problem Solving, Integrity, Courtesy and the Constitutions of the United States and North Carolina.

Needs and Challenges

CMPD anticipates some significant challenges during the next fiscal year.

Crime Reduction: CMPD has experienced significant reductions in crime during the last 12 months with an 18.5% reduction in calendar year 2009. Several months of those reductions were measured against a period in 2008 when crime had increased substantially and the level of fear in the community had increased as well. While the department has been allocated 125 new officers who will be deployed during FY11, it is still difficult to sustain crime reductions of that magnitude. Crime reductions in FY11 may also be impacted by the state of the local economy. CMPD will continually monitor crime trends and will deploy its patrol resources in a manner that responds to emerging crime problems and maximizes visibility throughout the city.

Community Engagement: CMPD's crime reduction efforts are dependant upon strong engagement with all segments of the community. It is challenging to find new ways to get information to the public and to get people with busy schedules to get involved with police and their neighborhoods. It is also challenging to build relationships in Latino communities where trust is a significant concern. Our goal is for neighborhood involvement to be proactive rather than reactive to a major incident or a series of crimes.

Police Facilities: The majority of our patrol division offices are too small to accommodate the additional personnel that we will be adding as the department continues to grow. Many of the offices are not centrally located within the patrol division and have limited visibility and accessibility to the public. It is imperative that we adopt, in conjunction with the City Council, a strategic facilities plan that enables us to phase in the construction of police facilities that allow us to offer a full compliment of police services at the division level. The facilities should also be located in areas of each patrol division that will be enhanced by the presence of a full service police facility.

Communications: For years, CMPD has had a goal of answering 85% of all 911 calls within 30 seconds. The national standard for answering 911 calls is 90% of calls answered in 10 seconds or less and CMPD would like to begin moving toward attaining that standard. Given our current staffing levels in Communications, that will be a challenge. We will conduct a two-month test of the new standard prior to the beginning of FY11 and use what we learn from that test to help us identify the necessary measures to attain that goal.

Electronic Monitoring: Electronic monitoring has proven to be one of our most effective tools in keeping chronic offenders from committing additional crimes while they are awaiting trial. As a result of its success, an increased number of offenders are receiving electronic monitoring orders as a condition of pre-trial release if they are able to make bail. There are now a larger number of offenders with monitoring orders than we have the capacity to handle. There is also the issue of whose responsibility it is to monitor offenders on pre-trial release. We will need to identify additional funding sources and/or expand monitoring partnerships if the program is to grow.

Criminal Justice System: We continue to be challenged by the lack of resources in other components of the criminal justice system. The resource issues make it difficult to keep chronic offenders off the streets. It also makes it more difficult to agree upon shared

priorities with the resources of the District Attorney and the courts stretched so thin, although we have formed a strong working relationship through POST (Priority Offenders Strategy Team). We continue to try and address these resource issues through our participation in CJAG but we do not anticipate any significant changes until state funding is more closely aligned with the needs of Mecklenburg County.

Diverse Work Force: CMPD remains challenged to recruit an applicant pool that is reflective of the community. The applicant pool always has a large number of white males but does not have the number of females and minorities that would give us the desired diversity in our workforce. We will continue to focus our recruitment efforts on attracting a more diverse applicant pool. We will also be examining the make-up of all segments of the department to ensure that they are appropriately diverse, not only in terms of race and gender, but also in terms of skills sets, etc.

Flat Operating Budget: Like all key business units, we are challenged by flat operating budgets as our operational costs continue to rise; in many cases those increases are totally out of our control. We are also not able to take advantage of a number of professional development opportunities for employees such as specialized training and conferences. A flat budget could result in service delays or cuts that would impact service to citizens and/or have a negative impact on employee productivity.

Organization Chart

See Insert One: CMPD Organizational Charts

Strategy and Planning

Accomplishments:

- Achieved lowest per capita crime rate in 30 years
- Achieved the lowest homicide rate in 21 years
- Added 125 police officer allocations, 50 through the COPS Economic Stimulus Program and 75 through the approval of City Council
- Received a grant for four additional crime analysts who will increase our capacity to spot crime trends and get information to the patrol divisions on a timely basis
- Received Council approval to purchase predictive analytics software which will help us predict where crime will occur and where our resources should be allocated
- Used JAG funding to begin work on an Electronic Case Papering system which will save officers having to spend the time to duplicate information that is already in KBCOPS
- Expanded staffing in Public Affairs to develop additional ways to get information to Citizens and to make more effective use of the media
- Established independent review boards for Internal Affairs hearings to ensure a lack of bias in the discipline process
- Sent officers from the Civil Emergency Unit to Pittsburgh to assist at the G-20 Summit, gaining valuable experience in dealing with crowd control at protest events
- Assigned a major to be the Executive Director of Training and Recruitment, providing a high level of oversight at the Police Academy
- Worked with Council's Community Safety Committee to pass a Rental Property Ordinance that will give police more leverage in dealing with landlords whose properties have a high number of crime and disorder issues
- Initiated a Priority Offender Strategy Team to prioritize chronic offenders doing the most harm in the community and work with the District Attorney's Office to get cases against those offenders successfully prosecuted
- Initiated an Officer of the Month and Civilian Employee of the Month program to recognize the contributions our employees make to the organization
- Increased the number of minority and female police applicants by 84.2% in 2009
- Restructured the Police Athletic League to the Police Activities League with a wider range of programs to appeal to a broader base of community youth; began two after school programs with JAG funding
- Implemented a new on-line reporting system which citizens can use to file crime reports
- Started a support group for families of homicide victims
- Managed a wide variety of special events including the celebrations for New Year's Eve and the Fourth of July, Speed Street, and the CIAA Tournament without incident and in a way that made attendees feel safe at these events
- The Crime Lab has realigned its priorities to support the investigation and prosecution of the cases the department defines as a priority. The lab has reduced evidence backlogs and has used grant funds to hire an analyst for eighteen months to work on property crimes.

Links to Corporate Strategy

The Charlotte-Mecklenburg Police Department's service delivery supports the City's corporate strategy. The Police Department's success directly impacts the city's ability to meet its corporate goals to Reduce Crime and Increase Perception of Safety. CMPD also has a significant impact on the goals of Strengthening Neighborhoods, Develop Collaborative Solutions, and Enhance Customer Service.

Reduce Crime: The Charlotte-Mecklenburg Police Department combines enforcement and prevention strategies to make Charlotte a safe community. The department partners with citizens at the neighborhood level to identify those crimes, chronic offenders, and disorder issues that create the most harm and then develops enforcement and prevention strategies to address those issues. The department's crime reduction strategy places a significant emphasis on police visibility in all areas of the city. CMPD makes extensive use of state of the art information technology to monitor crime trends and identify areas of the city where specific crimes can be impacted by focused enforcement efforts.

Increase Perception of Safety: CMPD strives to actively engage citizens in problem solving partnerships. The department's policing philosophy is predicated on the belief that citizens will feel safer if they are engaged in their neighborhoods and build relationships with police officers that facilitate trust and two-way communication. One of the primary goals of policing in this community is to have officers engage, educate, and empower citizens so they will take responsibility for their own safety and ownership in the issues that affect their neighborhoods and the city as a whole. Citizen perception of safety is enhanced by consistent, timely, and accessible information from CMPD. This information helps citizens understand how we police the community, what crime problems are occurring, and how they can partner with us. One of our critical goals remains improving the quality of the information disseminated to the community.

Strengthening Neighborhoods: If CMPD is successful in reducing crime and increasing citizen perception of safety, neighborhoods throughout the city will be stronger. Citizens will have greater ownership in addressing community issues and will become more involved in neighborhood associations and programs such as Neighborhood Watch and Community University. Addressing crime and disorder issues also requires CMPD to engage a variety of public and private partners in sharing their resources and expertise in problem solving. These efforts make neighborhoods more viable and give citizens a stronger resource base to call upon as new issues or problems emerge.

Develop Collaborative Solutions: CMPD works closely with other federal, state, and regional law enforcement agencies to address crime issues including drugs, gangs, and crimes committed with firearms. Shared information and resources are critical as crime increasingly crosses jurisdictional boundaries. CMPD also works with all the components of the local criminal justice system to develop shared priorities and use resources more effectively with the ultimate goal of getting more criminals off the streets. Other city and county agencies are also major partners in the department's holistic approach to crime and disorder concerns.

Enhance Customer Service: CMPD strives to make every customer contact as positive as it can be given the circumstances under which we interact with citizens. Our

neighborhood based crime reduction strategies, with their emphasis on visibility and citizen interaction, have enhanced our customer service. Many citizens make their initial contact with CMPD through 911 and we are continually striving to make those contacts as efficient as possible. To that end, we are beginning to make the transition to answering 90% of 911 calls in 10 seconds which is the national standard for 911 call centers. We are also creating new programs for the Police Activities League, enhancing the services we provide to the youth in the community.

Strategic Initiatives

Serve the Customer

Reduce Crime and Increase Perception of Safety

CMPD remains committed to the philosophy of delivering police services at the neighborhood level with response area teams responsible for the development of strategies that reduce crime and disorder while maximizing police visibility. In FY11, CMPD plans to continue and expand upon the strategies that resulted in double digit crime reductions in 2009. While it is challenging to sustain crime reductions of that magnitude, the strategies and tactics the department has implemented have proven to be successful and provide a strong foundation for the department's work in the coming fiscal year.

Response Area Teams will continue to develop strategies that target areas where crime is a continuing issue as well as addressing emerging crime trends at their earliest stages. The work of the Response Area Teams will continue to be augmented by Focused Mission Teams that can be deployed to address emerging crime trends and provide additional manpower to address issues that can be impacted by an intensified police presence. The department will also continue to use overtime funds available through the JAG grant to fund specific crime reduction strategies, with an emphasis on the summer months and the Christmas season.

The department's crime reduction strategies will continue to focus on priority offenders. The Priority Offender Strategy Team (POST) was developed to identify and hold accountable those individuals whose criminal behavior is having a significant impact on crime and/or fear of crime within the community. This strategy is implemented at the neighborhood level where prolific offenders are identified by the patrol divisions and the community. The POST Team includes representatives from CMPD, the District Attorney's Office, Community Corrections, ATF and other law enforcement agencies within Mecklenburg County. The primary goal of this strategy is to develop sound felony cases on priority offenders and hold those offenders accountable as they go through the criminal justice system. The FY11 goal for priority offenders is to increase the number of habitual felon charges on POST offenders by 20% over FY10. Electronic monitoring will remain a critical part of CMPD's crime reduction strategy, although there are not enough monitoring devices to meet the demand. The department

will continue to seek electronic monitoring orders on priority offenders and has set a goal of obtaining court orders on 90% of the priority offenders who have been charged with armed robbery, are on the POST list, or have been identified as chronic property offenders.

The department also wants to maximize the use of its Violent Criminal Apprehension Team (VCAT) which searches for and arrests suspects in criminal cases such as homicides and rapes. The timeliness in taking the most violent of criminals off the streets impacts both the crime rate and the perception of safety as these are high profile cases that generate media attention. The goal is for VCAT officers to arrest 80% of offenders in cases assigned to them by Criminal Investigations within 48 hours.

Juvenile offenders are also a focus for CMPD, both from an enforcement and prevention standpoint. Several of the patrol divisions are actively targeting truancy since there are links between truant students and crimes such as burglaries and larcenies in the neighborhoods surrounding schools. The divisions that have implemented truancy initiatives have experienced some success in reducing burglaries in the targeted neighborhoods. While the truancy initiatives are a crime reduction strategy, they are also a way to reach out to youth and their parents to get the youth back into school and on the right path. During FY11, we anticipate expanding truancy initiatives into more of the patrol divisions.

There is also a juvenile component to the POST program. The juvenile offenders targeted under this program have come into the criminal justice system but are not yet considered chronic offenders. The goal is to help youth who are targeted for this program to turn their lives around before they have become too immersed in criminal activity.

CMPD continues to believe that prevention activities for youth are one of the best investments that can be made in long term crime reduction. Many young people are caught up in a cycle of poverty, low education, exposure to violence at a young age, and a lack of role models to help them learn to make appropriate life choices. CMPD feels it is critical to provide opportunities for young people that they would not otherwise have with the ultimate goal of building their self-esteem and helping them identify alternatives to getting involved in criminal activity. Gang of One continues to provide funding for youth and is expanding its partner base to include more neighborhood based prevention programs. The department continues to support the school-based Right Moves for Youth Program which provides students identified by their principals and teachers with opportunities to participate in a club and outside activities. The goal of these programs is to improve the student's academic performance, behavior, and attendance.

CMPD has restructured the Police Athletic League into the Police Activities League. PAL now offers a range of programs that goes far beyond sports and provides more opportunities for female participants. Program offerings are designed to improve academic performance, introduce youth to cultural activities and help them develop skills in a wide range of activities from financial planning to photography. The department has used funds from its Justice Assistance Grant to begin after school and summer

enrichment programs at two locations. As additional funding sources become available, these programs will be expanded to more locations and the variety of program options will increase. During FY11, the focus will be on involving more teenagers, ages 13 -17, in PAL programs. The goal will be to increase teen participation by 50%. We will also begin looking at ways to link youth targeted by the POST Program with the resources provided by PAL.

In order to maximize the use of its resources, the department will align the work of its support units more closely with the department's crime reduction goals. The helicopter will be used in preventive patrols that support specific crime reduction initiatives; the same will be true for the K-9 Unit. The Crime Lab has developed protocols to prioritize the analysis of evidence in cases that the department identifies as priorities based upon the nature of the offense or the history of the offender. The turnaround times on those cases will be substantially less than the normal processing times.

Crime reduction is also dependant upon the work of the department's investigative units. The departmental reorganization in September 2008 established units that focus on assaults with a deadly weapon and crimes committed with firearms and expanded the Gang Unit to allow an increased focus on gangs at the neighborhood level. Vice and Narcotics has also integrated its priorities more closely with those of the patrol divisions. With the reorganization, we implemented a more comprehensive response to homicide scenes with a number of specialized units responding to the scene to gain a broader perspective on the circumstances. While homicide accounts for an extremely small percentage of the city's crime, it is generally the most publicized crime and the measure by which many people judge the safety of a city. For that reason, the clearance rate for homicides takes on added importance. Charlotte's clearance rate generally exceeds the national average but the department wants to maintain an emphasis on solving homicides in a timely manner. The target for FY11 is a homicide clearance rate of 75%.

CMPD will continue to emphasize dismantling gangs through partnerships with federal agencies. The department continues to develop strategies in which the patrol divisions and specialized units work together to identify and disrupt gang activity at the neighborhood level. The ultimate goal of these activities is to link gang members to the crime they commit and increase the felony arrests of gang members by 15%.

CMPD's crime reduction efforts will be aided in FY11 by the addition of 125 new police officers who will enhance visibility in the neighborhoods where they will be assigned. We have also added four additional crime analysts funded by a Department of Justice grant. The analysts will be able to provide the patrol divisions with more timely reports on crime trends and offenders in their areas. The more timely dissemination of information will result in quicker response to emerging crime trends and allow patrol divisions to share this information with citizens on a timely basis. CMPD also plans to implement its use of predictive analytics software which will enable the department to track historical crime patterns and predict where and when crimes are most likely to occur. This will aid the patrol divisions in the scheduling and deployment of their

officers to maximize their effectiveness in responding proactively to the crime problems in their response areas.

Crime reduction and the perception of safety is also dependant upon addressing the disorder issues in neighborhoods and along business corridors. The Rental Property Ordinance recently adopted by City Council will be effective on June 1, 2010. The ordinance will be used to address those rental properties that have the highest percentage of crime and disorder in the city. To maximize the use of this ordinance, the department has established a goal of having remedial action plans in place at 100% of the properties that meet the disorder risk threshold. The department will also use the nuisance abatement process to combat neighborhood disorder. Four businesses that are creating problems in their surrounding neighborhoods will be selected for intensive nuisance abatement activity with a goal of either closing the business or bringing it into compliance.

One of CMPD's most important goals is to increase the perception of safety in all areas of its jurisdiction. Two of the most important ways to do that are through enhanced visibility and the dissemination of information to the public.

The most obvious of these strategies is through the deployment of patrol officers, making them highly visible in all parts of the city. During FY11, CMPD will increase the number of locations where officers are out of their cars and are on foot, bikes, or Segways. These officers will have enhanced opportunities to initiate positive citizen contacts, alerting citizens to crime trends and giving them safety tips.

The use of equipment can also play a strategic role in the perception of safety. One of our strategies during FY11 will be to identify high accident locations that are along major thoroughfares or at intersections and assign marked cars at high risk times based on historical data. To allow flexibility in manpower usage, these vehicles can be either marked or unmarked. We will also continue to deploy our SkyWatch towers in parking lots such as major malls as well as using them at special events. We are purchasing two additional SkyWatch towers with 2010 JAG funds. We will also use CMPD signage with language such as "For Your Safety: this area may be under video surveillance" to increase the perception that officers may be operating in the area.

The other major way that we increase the perception of safety is through information exchange. Educated citizens are far more likely to take responsibility for their own safety and to have a clearer perspective on crime in their neighborhoods as well as the larger community. The information exchange is facilitated by actively engaging citizens and businesses with CMPD.

Neighborhood Watch Programs continue to be one of the most effective ways to get neighborhood residents to come together to work with police and each other. Members of these groups exchange information and raise awareness of what is occurring in the neighborhood. The same principle applies to businesses within a defined corridor or area of the city. During FY11, officers assigned to the Crime Prevention Unit will have a goal

of establishing 25 new Neighborhood and Business Watch Programs with an emphasis on neighborhoods and business corridors with crime and disorder issues.

Several of the patrol divisions have established Leadership Councils comprised of community leaders and business owners within the division. The Councils meet at least quarterly for an information exchange and an opportunity to discuss crime and quality of life issues within the division. Those divisions who have implemented Leadership Councils have found them to be an excellent vehicle for disseminating more detailed information with an unfiltered police perspective as well as a way for police to better understand and prioritize citizen concerns. The goal for FY11 is to establish Leadership Councils within all thirteen patrol divisions.

Each of the department's 39 Response Area Commanders prepares a monthly newsletter which is e-mailed to citizens who have signed up to receive them. We will try to increase the number of subscribers during the next fiscal year by 20% and will also continue our use of Geo-Notify to disseminate information on crime spikes in particular neighborhoods and to alert community members of suspect descriptions.

We believe that we have a number of opportunities to optimize the use of our website in order to make it a major information source for our citizens. We have redesigned the CMPD website and will upgrade the web pages for the patrol divisions, which currently contain mostly maps and contact information, to include crime trends and lists of wanted individuals for the division.

We also believe that the website gives us an opportunity to get CMPD's message out to the public without relying on the local print and broadcast media. We have developed broadcast capabilities that will enable us to stream video of press conferences, crime briefings or any other pertinent information that we want to get to the public. We will be able to provide considerably more detail than the sound bites that are available on broadcast media, giving citizens greater perspective on crime trends and stories involving CMPD. In January 2010, we used this strategy for the first time by broadcasting our entire year-end crime statistics briefing on the website. Response area commanders then sent e-mails to the citizens on their mailing lists and attached the link to the video. We plan to expand the production of our own video stories in FY11 to help citizens better understand the police perspective on crime. We will actively promote our redesigned website and its new content to increase the number of citizens who visit the site and use it as an information source.

Run the Business

Optimize Business Practices and Enhance Customer Service

The leadership of CMPD strives to run the department with an emphasis on maximizing its resources to most effectively serve its customers. We have identified several areas where we want to improve our business practices and enhance our customer service.

One of the most significant changes we want to make is the transition to answering 911 calls within 10 seconds. In the past, our goal has been to answer 85% of calls for service within 30 seconds. However, the national standard for 911 call centers is now 90% of calls answered within 10 seconds or less. We know we will be challenged to meet this goal but we believe it represents the level of service our customers expect. We conducted a two month trial to measure how close we could come to meeting the 90/10 goal. The results of that trial gave us insight into the necessary staffing levels, shift configurations, etc. that would be necessary to meet the goal. That data will be included in a reengineering of several department functions that may result in identifying some additional positions that can be reallocated to the Communications function. We will establish the 90/10 goal for FY11, recognizing that it is a stretch target that we may not be able to achieve.

One of the most effective ways to serve our customers is through the strategic location of patrol division offices. Many of the current division offices are overcrowded and do not enable us to offer a broad range of police services at the neighborhood level. A number of the offices have limited accessibility to the public and are not at all integrated into the neighborhoods they serve. CMPD has developed a strategic facilities plan that proposes City ownership of police facilities, establishes a proposed timeline and sequence for their construction, and presents a model facility. The plan also delineates the guiding philosophy behind police facilities—they should be located in neighborhoods where their presence would add value, be accessible to the public, facilitate the delivery of police services at the neighborhood level, and allow for growth in division personnel. CMPD hopes to work with Council, the City Manager, and Budget and Evaluation in finalizing the plan and establishing a blueprint for the future delivery of police services.

The department has been successful in reducing the number of preventable vehicle accidents involving its on-duty personnel. During FY11, the department wants to work on developing strategies that reduce other types of on-duty injuries with a goal of ultimately reducing Worker's Comp claims. One of the areas where we experience the most injuries is in recruit training so we have set a goal of reducing those injuries by 5%.

As always, technology will play a key role in the efficiency and effectiveness of departmental personnel. Work will continue on the development of an automated case papering system which will keep officers from having to fill out duplicate paperwork when preparing a case for prosecution. The system is being designed to interface with an automated case management system for the District Attorney. The first phase of the work for this system should be completed by November 2010; Phases Two and Three, which include evidence submission and Crime Lab forms, will be completed by June 30, 2011.

We are also consolidating arrest worksheets into the KBCOPS system, again to reduce the amount of duplicate paperwork an officer must produce when he makes an arrest. With the new arrest worksheets, data from offense reports will automatically populate the fields in the arrest sheets. This will reduce the amount of time it takes to process an arrest and will enable officers to return to the field in a shorter amount of time.

We are also implementing some new procedures to help us in meeting the department's SBE goals. Deputy Chiefs will become more involved in analyzing service contracts and purchases to identify opportunities for SBE involvement. They will work with division managers to identify vendors from the City's approved SBE list to provide the needed service or goods. We will also identify vendors that we work with that may qualify for SBE status and attempt to get them to go through the process. We will also develop a mechanism to track P-card purchases that may count toward achievement of our SBE goal. We believe that additional oversight at the Deputy Chief level and more information on the SBE program for division managers will put us in a better position to meet the SBE goal.

Develop Employees
Recruit and Retain Skilled Diverse Workforce
Achieve Positive Employee Climate
Promote Employee Wellness

CMPD's employees are its most valuable asset and the department takes pride in having a highly motivated and well trained work force. CMPD strives to have a diverse work force that is reflective of the community it serves. Diversity is healthy for the organization and helps to build community trust.

Like many other police agencies, CMPD has found it challenging to attract qualified women and minorities to police work. Significant changes have been made in our Recruitment Section including a Captain to focus solely on recruitment and to develop recruiting initiatives that specifically target potential minority and female applicants. Last year, we increased the number of minority and female applicants by 84.2% and we want to increase that number by 5% in the coming year.

We will also strive to ensure diversity in all of our units. When we think of diversity from an internal perspective, we are talking about much more than race and gender. We are also talking about experience, skill sets, and perspectives on police work. We want to ensure that our promotion, transfer, and assignment policies give all employees an opportunity to use their talents and progress in the organization and that all our work units are balanced. We continuously work to create a work environment where all employees feel that their contribution to the organization is valued and they contribute to meeting the department's overall goals.

CMPD wants to maintain a full staffing rate in order to meet our departmental goals and the public's service expectations. We have set a goal of holding our sworn vacancy rate to 1% of our allocated positions.

CMPD is a large organization with over 2,000 employees working a 24/7 schedule in facilities spread out across the city. Bringing employees together and giving them opportunities to get to know one another is challenging but we believe it is an important part of building a positive work environment. During the coming fiscal year, we hope to have at least four social events where employees can come together in a relaxed atmosphere and build relationships with one another.

In that spirit, we have also decided to make one of our wellness goals for FY11 a team weight loss challenge. We will organize two team challenges during the fiscal year with the overall goal of losing a ton-2,000 pounds.

Service Delivery

The Charlotte-Mecklenburg Police Department has five core service groups which are responsible for the delivery of police services in this jurisdiction:

Field Services Group North and South:

- Response to 911 calls for service
- Enforcement of all laws and ordinances
- Development, implementation, and monitoring of crime reduction strategies at the neighborhood level
- Follow-up investigation of crimes such as burglary and larceny
- Initiation of problem solving activities and partnerships with citizens to address crime and disorder
- Coordination with other departments such as Neighborhood and Business Services and CDOT
- Traffic enforcement and investigation of crashes, including accident reconstruction
- Noise abatement
- Monitoring of ABC establishments to address crime and disorder
- Coordination of law enforcement services with CATS and the Airport
- Coordination of police services for special events
- Coordination of the Secondary Employment function
- Watch Commander’s Office
- Passenger Vehicle for Hire Office

BSC Link: Reduce Crime, Increase Perception of Safety, Strengthen Neighborhoods, Develop Collaborative Solutions, Enhance Customer Service

Investigative Services Group:

- Follow-up investigation of felony cases including homicide, rape, armed robbery, assault with a deadly weapon, vehicle theft and arson
- Specialized investigations in cases involving domestic violence, fraud, missing persons, cyber crime, crimes where the victim/suspect is a juvenile and crimes committed with a firearm
- Investigation of vice offenses including drug trafficking, prostitution, and gambling
- Enforcement of SOB and dance hall ordinances
- Criminal Intelligence, including both crime and homeland security information
- Coordination of Gang Enforcement activities
- Multi-agency task forces with federal and state agencies

- Investigation of firearms cases with a goal of federal firearms prosecution where applicable
- Coordination with the District Attorney and the Courts

BSC Link: Reduce Crime, Increase Perception of Safety, Develop Collaborative Solutions, Enhance Customer Service

Support Services Group:

- Tactical Support for Patrol through the Helicopter Unit, K-9 Unit, Bomb Squad, Violent Criminal Apprehension Team (VCAT), Civil Emergency Unit and ALERT Team
- Electronic monitoring of offenders
- School Resource Officers
- Specialized crime prevention programs, including coordination of Neighborhood and Business Watch
- Homeland security tactical planning and training
- Coordination of community outreach and youth programs including the Volunteer Partnership Program, Police Athletic League, and Gang of One
- Police Reserves
- Answering and dispatching all 911 calls for service
- Taking offense reports by phone
- Maintaining police records
- Processing of evidence at crime scenes
- Forensic analysis of evidence in criminal cases
- Property and evidence management
- Animal Care and Control functions
- Administration of False Alarm Ordinance

BSC Link: Reduce Crime, Increase Perception of Safety, Develop Collaborative Solutions, Enhance Customer Service

Administrative Services Group:

- Development, implementation, and maintenance of technology systems and applications
- Planning functions including staff studies, development of departmental policies and data analysis
- Crime Analysis functions, including GIS mapping
- Monitoring and reporting of UCR crime statistics
- Monitoring of CALEA compliance
- Recruitment and hiring of police officers
- Training for all sworn and non-sworn personnel

- Management of the vehicle fleet
- Planning and management of physical facilities

BSC Link: Reduce Crime, Increase Perception of Safety, Develop Collaborative Solutions, Enhance Customer Service, Promote Learning and Growth, Recruit and Retain a Diverse Work Force

In addition to the five service groups, the **Office of the Chief** is responsible for guidance and direction of all department functions and the establishment of departmental policy. This office includes Internal Affairs, the Police Attorney's Office, Human Resources, Fiscal Affairs, and Public Affairs.

Service History and Trends

The following charts illustrate some of the key workload indicators for the Charlotte-Mecklenburg Police Department

Index Crime Totals, Rates per Population and Annual Percent Changes 2005-2009
Index Crime Rates Per100,000 Est. Population 2005-2009
Citizen Initiated Calls for Service by Originating CMPD Division
Citizen Initiated Calls for Service by Month 2008-2009
Communications Division: 911 and Emergency Calls Received in 2008-2009

The crime data shows a 19.7% decrease in the actual number of Part One offenses and a 19.7% decrease in the rate per 100,000 population for calendar year 2009. This is the lowest per capita crime rate in Charlotte in 30 years. The crime reductions are a clear indicator that our neighborhood based strategies, with their emphasis on visibility, are working. Sustaining the decrease is dependant upon being able to increase our visibility in all areas of the city and engaging the community as active crime prevention partners.

Citizen initiated calls for service declined by 6.2% in 2009 and overall 911 calls declined by 6.8%. All thirteen patrol divisions experienced declines in calls for service ranging from 10.2% in the Westover Division to 2.8% in the Central and North Divisions. The decrease in calls for service can be attributed to the decrease in crime and in citizens reporting non-emergency situations either to 311 or directly to the police officers assigned to their neighborhoods.

See Insert Two: Service Delivery Charts

Balanced Scorecard and Performance Measures

See Insert Three: FY11 Balanced Scorecard