

**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 with high levels of police visibility in all areas of 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 by Focused Mission Teams in each patrol division that are deployed 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 plays 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 one of the safest and most livable large cities in America.

### **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, openness 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 enhance 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 24 months with an 18.5% reduction in calendar year 2009 and a 10.1% reduction in calendar year 2010. Even with the full deployment of the 125 new officers that the department was allocated, it is difficult to sustain crime reductions of that magnitude. CMPD will continually monitor crime trends and use crime analysis applications including predictive analytics to 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 involved with police and their neighborhoods in a proactive manner. 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 move forward with our 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. In FY12, we will identify a location for a new office for the University City Division. We will also identify a location in the southern end of the county so that we may split the current South Division into two separate divisions to better serve the citizens in that art of our jurisdiction.

**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 are also partnering with Community Corrections on monitoring some offenders on probation. 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. We are taking a number of measures to strengthen our working relationships with the District Attorney and Community Corrections and build on the partnership formed 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 skill 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, such as fuel, 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 potentially result in service delays or cuts that would impact service to citizens and/or have a negative impact on employee productivity.

**2012 Democratic Convention:** Planning for the security needs for the 2012 Democratic Convention will be a time consuming and detailed task. CMPD will strive for the most comprehensive planning possible while balancing that planning with attention to our core mission which is crime reduction and quality service to the citizens of Charlotte-Mecklenburg.

## Strategy and Planning

### Accomplishments:

- Achieved a 10.1% reduction in overall Part One crime in calendar year 2010 with a 13.1% reduction in violent crime and a 9.7% reduction in property crime
- Hired, trained, and deployed 125 new police officers, 50 added through the COPS Economic Stimulus Program and 75 through the approval of City Council
- Used Justice Assistance Grant (JAG) funds to make technology improvements to Crime Analysis, enabling the department to make even more effective use of the data it collects
- Implemented the use of predictive analytics software which will help us predict where crime will occur and where our resources should be allocated
- Implemented individualized dashboard technology which gives CMPD personnel information that is tailored to their needs
- Continued to use JAG funding to build an Electronic Case Papering system which will save officers from duplicating information that is already in KBCOPS and will eventually interface with a case management system in the District Attorney's Office
- Worked with the new District Attorney to focus on ways to work more effectively together and establish mutual priorities
- Established a departmental policy on the use of social media to engage more of our citizens with the department; significantly increased the number of subscribers to the department's monthly Response Area Newsletters
- Implemented the Rental Property Ordinance to target those rental properties generating the most crime and disorder throughout the city
- Worked with Council's Community Safety Committee on preparing an ordinance to address predatory towing practices and on a revision to the Noise Ordinance.
- Initiated a partnership with Community Corrections to use electronic monitoring for selected offenders placed on probation
- Established a permanent review board for officer involved shooting cases to ensure consistency in the handling of those cases
- Implemented a culinary arts program for the Police Activities League, a College Tour Program for Right Moves for Youth and reopened the Greenville Center with Gang of One funds
- 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
- Achieved ratings of 7 or above on citizen survey questions regarding overall impression of police, professionalism of police, courtesy of police, and citizens perception of safety in their neighborhoods; some ratings were at a historic high
- Received federal funds for a three-county task force to target black tar heroin.
- Implemented a Quartermaster property management system for better control of our equipment inventory.

## **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 by removing the conditions that are enablers of crime 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 working with the Fire Department on the development and implementation of a consolidated CAD (Computer Aided Dispatch) System to provide quicker and more efficient dispatch of emergency calls for service to both departments.

### **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 FY12, CMPD plans to continue and expand upon the strategies that resulted in double digit crime reductions in 2009 and 2010. 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 patrol divisions will also make increased use of predictive analytics, using historical data to predict when and where crime will occur and deploy resources accordingly. Our goal is for a 6% reduction in reported Part One crimes during FY12 as well as a 6% reduction in the rate per 100,000 population.

The department will increase its focus on reducing larcenies from vehicle during FY12. While there have been significant declines in larceny from vehicle, those offenses remain the largest driver of Charlotte's crime rate. The patrol divisions and crime analysts will use data to select locations to be targeted for both enforcement and prevention initiatives. We hope to achieve a 10% reduction in reported larcenies from vehicle during FY12 as well as a 10% reduction in the rate per 100,000 population.

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 has 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 FY12 goal for priority offenders is to increase the number of habitual felon charges on offenders by 15% over FY11. 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.

All of the department's crime reduction efforts are data driven and are heavily dependant on the Crime Analysis Division's timely and accurate analysis of data and identification of trends. The unit's current staffing level, made possible by the addition of four crime analysts through stimulus funding, allows analysts to be assigned to specific patrol divisions. This enables them to understand their areas and prepare more reports that are tailored to the specific needs of their assigned divisions.

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 85% of offenders in homicide and 1<sup>st</sup> degree rape cases who remain in North Carolina within 48 hours of receipt of the warrant.

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 is a correlation between truancy and burglaries and larcenies in the neighborhoods near schools. 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. We also plan to extend the electronic monitoring program to high risk juvenile offenders and have set a goal of monitoring 40 such offenders in FY12.

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. To that end, CMPD will continue to support the Police Activities League and Right Moves for Youth in their work with at-risk youth and will seek new partnerships with other organizations working with young people.

Gang of One continues to provide funding for youth and has expanded its partner base to include more neighborhood based prevention programs. Gang of One has received grant funding for a Reentry and Intervention Team to work with young people reentering the community from a juvenile retention setting. Gang of One has set a goal of 40% of these youth not reoffending during the program period.

In order to maximize the use of its resources, the department aligns the work of its support units with the department's crime reduction goals. The helicopter is used in preventive patrols that support specific crime reduction initiatives; the same is 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 goal is to analyze 90% of the DNA evidence in priority cases within 10 working days and 90% of the non-DNA evidence within 5 working days.

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. 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 FY12 is a homicide clearance rate of 75%.

Robbery remains a consistent crime problems and the department continues to seek innovative strategies to address it. Robbery detectives will make a more intensive effort to utilize data to link suspects to multiple cases. The FY12 goal is to achieve a robbery clearance rate of 35%, a rate that generally surpasses the national average.

CMPD will continue to emphasize dismantling gangs through partnerships with federal and state law enforcement agencies. Emphasis will remain on making significant progress dismantling one gang per year. The department also 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 crimes they commit and increase the felony arrests of identified gang members by 15%.

One of CMPD's most important goals is to increase the perception of safety in all areas of its jurisdiction. In order to achieve that goal it is imperative to address the conditions that are enablers of crime such as substandard housing, poor street lighting, and trash in neighborhoods. CMPD has selected six of its patrol divisions (Eastway, North Tryon, Metro, Freedom, University City, and Westover) where quality of life issues are having the most significant impact on crime. During FY12, each of those divisions will select three sites per quarter where they will address the conditions enabling crime and set specific goals to be accomplished. CMPD will partner with other City KBUs, including Neighborhood Development, CDOT, and Solid Waste Services to bring the appropriate resources to each problem location. Some locations may require more than one quarter to achieve the desired results. Our objective is to successfully meet the goals at 75% of the target locations.

We will also continue to make use of the nuisance abatement process to address problem properties such as nightclubs that are creating the fear of crime in adjacent residential neighborhoods. In some instances, the goal may be to close the business; in others, it may be to get court ordered compliance with operating hours, operational policies, security levels, etc. Our goal is to successfully apply the nuisance abatement process to four properties in FY12.

One of the essential ways that we increase the perception of safety is through citizen engagement with CMPD. Building relationships with citizens facilitates a two-way information exchange that helps police officers work with their assigned neighborhoods in identifying problems, assigning priorities, and giving citizens a stake in both their personal safety and the safety of their neighborhood.

We will continue to reach out to citizens through a high level of police visibility in all areas of the city. Officers will continue to attend community meetings and events in their assigned areas. We will also continue to organize Neighborhood and Business Watch Programs in areas that do not have them.

In the past year, we have added a significant number of subscribers to the monthly e-mail newsletters that are tailored to each patrol response area. We will continue to build on our subscriber base and are also looking at ways to make more effective use of our website and social media such as Twitter in order to reach as wide a citizen base as possible.

Our ultimate goal is to engage citizens in active involvement in addressing the community safety needs in their communities. In many cases, citizens tend to get involved only when their neighborhood develops an identified crime pattern or a major crime gets significant media exposure. Once the crisis has passed the level of citizen involvement drops off. We want to engage more citizens on a proactive basis and have them accountable, along with our department, in addressing community safety needs.

Each of our 13 patrol divisions has a Leadership Council comprised of neighborhood and business leaders in the division. While the concept was good, most of those councils have been led by police and the citizens involved have not taken a proactive stance in addressing crime and disorder issues. Each patrol division is restructuring its Leadership Council to have from 12-15 active participants, representing all areas of the division, who actually run the Council with police taking more of an advisory role. We hope the Councils look at the problems in their areas and take an active role in working with police and other City KBUs to solve them.

Our Crime Reduction and Increase Perception of Safety goals are dependant upon successful partnerships with other federal, state and local law enforcement agencies as well as other components of the criminal justice system. This year, we are focusing on strengthening our relationships with both the District Attorney and the U.S. Attorney. We anticipate that the District Attorney's Office will receive a grant for an Assistant District Attorney who will be dually sworn as a Special Assistant U.S. Attorney. That will enable us to have more violent cases involving guns and drugs tried at the federal level with the offenders receiving longer sentences. We are also working with the District Attorney to get more of our priority offenders indicted by a Grand Jury. This would move their cases to Superior Court and reduce the likelihood for plea bargains.

We are also partnering with Community Corrections to use electronic monitoring on a small number of offenders who are on probation as opposed to awaiting trial. If that program is successful, we may seek to expand it.

We also hope to start a steering committee comprised of representatives from our other law enforcement partners. The committee will discuss progress in cases involving gangs and firearms as well as the approach to addressing violence in specific neighborhoods. The committee will ensure that all involved agencies are working with the same priorities and are sharing resources in the most effective manner. It will also help the department ensure that all of its partnerships are beneficial to the citizens of Charlotte.

## **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 continue to improve our business practices and enhance our customer service.

One of the most significant changes we have made 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 believe that this is the level of service that our customers expect. We have reengineered several departmental functions to help us achieve the staffing level and shift configuration that enables us to meet the 90/10

standard. Our FY12 goal will be to have 90% of 911 calls answered by a person, not a recording, within 10 seconds or less.

We are also partnering with the Fire Department to consolidate our dispatch systems by June 30, 2012. We believe that this is the most cost effective and efficient way to do business and that it will provide an even higher level of customer service for both our departments. We will also continue to explore co-location of all emergency dispatch services as a longer range goal.

We continue to feel that the strategic location of our patrol division offices is critical to successfully serving our customers. Ideally, patrol division offices are located in neighborhoods that would benefit from their presence, are easily accessible to citizens and enable the department to offer a wide range of police services at the division level. It is important that we move forward with the Strategic Facilities Plan that was developed last year. Under that plan, the Providence Division Office is under construction and planning is underway for the Steele Creek and Eastway Division offices. During FY12, we want to identify a location for the University City Division office and find a new location in the South Division that will enable us to split that large area into two smaller divisions.

CMPD is also working to reduce Worker's Compensation claims and claims against the City that stem from officers' driving behavior. The department has been successful in reducing the number of preventable vehicle accidents involving its on-duty personnel and has changed its goal to having a rate of preventable accidents involving on duty personnel that does not exceed 8 crashes per million miles driven. We also want to continue to reduce the number of injuries related to recruit training and have set a FY12 goal of no more than 16 injuries during the fiscal year.

CMPD continues to focus on its Animal Care and Control Division to strengthen its business practices and develop strategies that ultimately result in fewer animals being euthanized. Animal Care and Control has set a goal of increasing adoptions and rescue transfers of animals by 5% and decreasing the number of canines and felines euthanized by 5%.

**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. For FY12, we are looking at developing several recruitment campaigns tailored to specific audiences. Our FY 12 goal is for 20% of the police applicant pool to be minority or female.

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 that they contribute to meeting the department's overall goals.

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, the Chief's Advisory Committee will plan activities that bring employees together in a social environment.

We continue to look for challenging and fun activities for our wellness program. In the fall of 2011, we plan to run a step challenge in which all program participants are given pedometers to measure the steps they take each day. The goal will be for each participant to take 8,000 steps per day for 60 days. The step challenge should help employees develop simple but effective exercise habits.

The department has also made changes to its physical fitness policy. One of those changes is the development of an annual physical fitness evaluation for officers that is more closely correlated to the job requirements for a police officer as opposed to a simple evaluation of fitness. The new physical fitness test will be piloted in two patrol divisions by September 1, 2011 in order to validate the standards. The department's goal is to begin using the job related physical fitness evaluation in January 2012.

CMPD's FY12 Performance measures are detailed in the Clarity System.

## **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
- Administration of Rental Property Ordinance
- CMPD Transit Unit

**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
- 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
- Answer and dispatch of all 911 calls for service
- Taking offense reports by phone
- Maintaining police records
- Human Resources and Fiscal Affairs functions

**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, 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 2006-2010  
Index Crime Rates Per100, 000 Est. Population 2006-2010  
Citizen Initiated Calls for Service by Originating CMPD Division  
Citizen Initiated Calls for Service by Month 2009-2010  
Communications Division: 911 and Emergency Calls Received in 2009-2010

The crime data shows a 10.1% decrease in the actual number of Part One offenses and a 10.2% decrease in the rate per 100,000 population for calendar year 2010. The crime rate reduction for 2010 is significant because it follows a year (2009) when Charlotte experienced its lowest per capita crime rate 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 will be a significant challenge and will be dependant upon a high level of officer visibility, strategies that target emerging crime trends and priority offenders and a high level of citizen engagement.

Citizen initiated calls for service declined by 2.1% in 2009 and overall 911 calls increased by 0.7%. Nine of thirteen patrol divisions experienced declines in calls for service ranging from 6.1% in the Freedom Division to 1.7% in the Independence Division. The decrease in citizen initiated calls for service can be attributed to the decrease in crime and in citizens reporting non-emergency situations either to311 or directly to the police officers assigned to their neighborhoods.

See Insert Two: Service Delivery Charts