# CITY of CHARLOTTE

# SAFE

# Charlotte

## One Year of Progress

### 2021 Executive Summary

# We discussed.

# We listened.

# We reimagined.

# Then we got to work.

**In the year since the SAFE Charlotte initiative was adopted, we have made great strides together.**

The City of Charlotte has solidified and implemented public safety policy improvements developed through conversations with residents and community leaders.

We understand that a safer Charlotte goes beyond changes to policing and public safety. It means identifying and exploring potential systemic issues to ensure a community of equity and opportunity.

Taking a holistic approach, we have rolled up our sleeves to address such intertwined factors as unemployment, housing, transportation and workforce development.

Among the improvements now in progress, we are empowering more nonuniformed civilians and providing additional community resources for success.

Change does not happen overnight. But in the course of a year, we have seen meaningful and sustainable improvements in action, with more to come in the year ahead.

**Safety & Accountability For Everyone**

## Support
safe, healthy and inclusive neighborhoods, including policing, fire protection, and the environment

## Build
affordable housing and provide opportunities that align with creating great neighborhoods

# SA FE
## Charlotte

## Implement
a comprehensive mobility network and advance strategies to create a livable, connected city that embodies our environmental sustainability and resiliency goals

## Create
a thriving economic climate where businesses are connected to highly skilled talent and technologies

# All in for SAFE Policing

## One Year of Progress

Together we are promoting a safer Charlotte through safer policing.

It began with a bold reimagining of the word "policing." In order to make a lasting impact, new policies and processes must go beyond the traditional approach to public safety.

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## Prior to launching **SAFE Charlotte**, we were proud to announce major reforms, including:

**8 Can't Wait**

Full compliance with 8 Can't Wait.

Banning the use of CS gas, sometimes referred to as tear gas, for crowd dispersal during protests.

Enhancing body camera technology and automatic reporting.

## This year, we offered:

More residents and neighbors building safe communities.

More funds allocated to community groups and grassroots organizations.

More solutions to improve everyday interactions between police and residents.

### SAFE Charlotte Accomplishments



### Civilian Violence Interrupters

With our community partners, the City of Charlotte is working with civilian violence interrupters to stop violence before it starts in the Beatties Ford Road community. The city plans to expand this program into other neighborhoods.



### De-Escalation Training

The Charlotte-Mecklenburg Police Department opened the Southeast's first de-escalation training facility to enhance existing CMPD training.



### Support for Community Organizations

The city granted nearly $1 million to grassroots organizations to provide job training, youth services and other support. To see a complete list of funded organizations go to the City of Charlotte website.

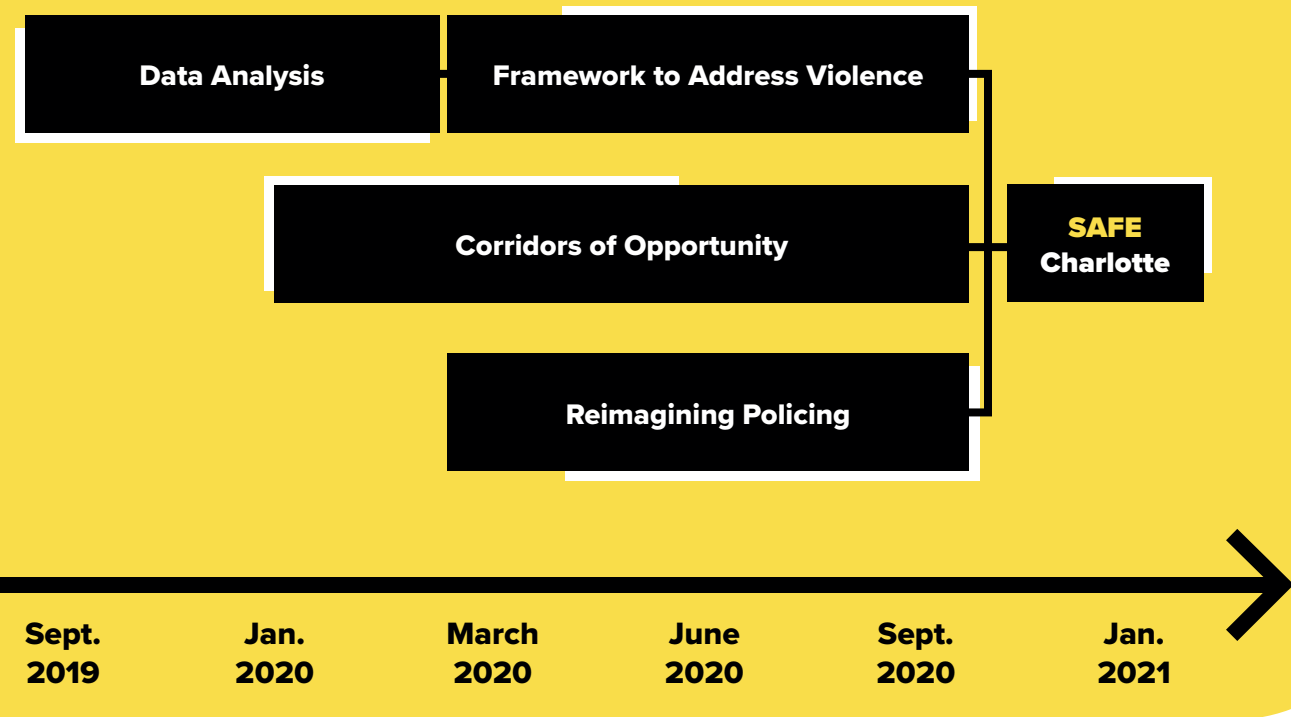https://bit.ly/safecltgrantrecipients



### Improved Language Access

CMPD initiated Spanish language press conferences and created Spanish language social media accounts to build and foster relationships with immigrants and residents with limited English.

# Aligning Programs to Support Safety

| Data Analysis | Framework to Address Violence |
| --- | --- |

| Corridors of Opportunity |
| --- |

**SAFE Charlotte**

| Reimagining Policing |
| --- |

| Sept. 2019 | Jan. 2020 | March 2020 | June 2020 | Sept. 2020 | Jan. 2021 |
| --- | --- | --- | --- | --- | --- |

## The City of Charlotte's approach to SAFE Charlotte involves four key pillars:

1. **Data analysis.**
2. **A framework to address violence.**
3. **Reimagining policing through the six SAFE Charlotte recommendations.**
4. **Providing financial support and programs in key Corridors of Opportunity.**

## Data Analysis

Assisted by Bloomberg Philanthropies and Johns Hopkins University's Center for Government Excellence, the City of Charlotte formed a cross-departmental team to use research and data to inform a violence reduction strategy.

This approach included analyzing research, putting findings in the context of our community, and incorporating the perspectives of people most impacted by the issue. It emphasized input from diverse sectors — health care, education, social services, justice, public policy and business — to drive collective action. A key component of this work is sharing data between agencies and with the community through the Community Violence Dashboard.

## A Framework to Address Violence

The city adopted a violence intervention framework that addresses violence using a public health approach and involving multiple city departments, Mecklenburg County and other partners in the community. Key components of the framework include:

- **A data-driven approach.**
- **Intergovernmental collaboration.**
- **Community collaboration in priority areas.**
- **Violence interruption.**
- **Investment in community-led efforts.**

# Reimagining Policing Through the Six SAFE Charlotte Recommendations

**3**

## 1

**Recommendation One:**

### Invest in Grassroots Community Organizations

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

**Next Step:**
An additional $1 million investment in fiscal year 2022 to further support grassroots organizations, helping them build capacity and serve more people.

## 2

**Recommendation Two:**

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

Working with the RAND Corporation, the city analyzed whether civilians could be used to dispatch responses to low-risk 911 calls for service, such as parking violations, noise complaints and road blockages. Extensive interviews with the community revealed mixed feelings about replacing officers with a civilian for low-risk calls. The city has determined that further evaluation is needed before a specific policy recommendation can be made.

**Next Step:**
Continue to monitor best practices for expanding the use of civilians in police responses, particularly around low-risk calls for service.

## 3

**Recommendation Three:**

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

The RAND Corporation analyzed traffic stop data, arrest data and complaint data using criminal justice-supported statistical methods — examples include daylight saving time-based benchmarking and analysis of search and yield rates of contraband during police stops — to evaluate disparities in police-civilian contact, calls for service and responses.

Critically, RAND differentiates between racial disparity, which can be measured statistically, and racial bias, or individual perceptions and feelings that are difficult to define and measure.  Full results of the initial research can be found in the SAFE Charlotte Report Summary. Following are areas of interest that RAND highlighted with statistically significant findings.

# Independent Analysis Index

| Area of Interest | Analysis Conducted | Report Summary Reference |
|---|:---:|:---:|
| **Officer-Civilian Contacts** | ✔ | **P. 9** |
| **Decision to Use Force in Traffic Stops** | ✔ | **P. 9** |
| **Rates of Pedestrian and Vehicle Stops by Racial/Ethnic Group** | ✔ | **P. 11** |
| **Rates of Pedestrian and Vehicle Stops by Racial/Ethnic Group** — Veil of Darkness Test | ✔ | **P. 13** |
| Significant Take-Aways **Veil of Darkness Test** | ✔ | **P. 14** |
| **Proportion of Citizen Complaints in Communities** | ✔ | **P. 15** |
| **Racial Profiling Complaints in Communities** | ✔ | **P. 15** |
| **Yield Rates of Contraband** | ✔ | **P. 15** |
| Significant Take-Aways: **Officer-Civilian Contacts** | ✔ | **P. 16** |
| **Individual Officer Analysis** | ✔ | **P. 16** |
| Significant Take-Aways: **Relationship Between Officer's Decision to Stop a Driver and a Driver's Race** | ✔ | **P. 16** |
| Snificant Take-Aways **Relationship Between Officer Characteristics and Policing Outcomes** | ✔ | **P. 18** |
| **Review of CMPD Policies and Strategies** | ✔ | **P. 19** |
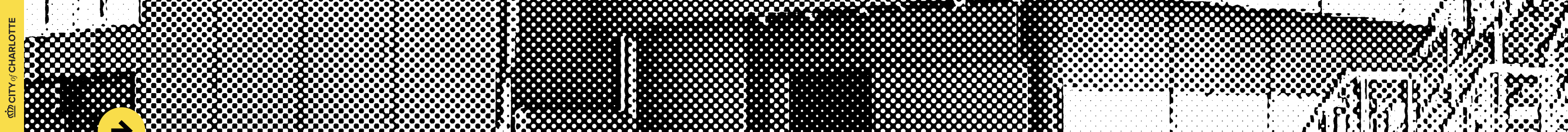
**Recommendation Three Continued:**

**Next Steps**

CMPD will work to:

- Improve and enhance data collected in CMPD's Internal Affairs Case Management System (IACMS) to capture more contextual data about officer-resident contacts.
- Link between IACMS and other data sets, mainly calls for service, traffic stops and arrests and charges, to provide a more holistic view of officer-resident interactions.
- Add data validation checks to the Traffic Stop Data Collection system.
- Further review RAND analysis findings that warrant more understanding and next steps.
- Use of Force at Traffic Stop – Incorporate more details of officer-resident interactions into Use of Force

at Traffic Stop data to more precisely detect disparities.

- CMPD will launch a Strategic Policy Unit comprised of civilian roles to proactively research, review and update as needed CMPD policies, directives and plans.
- Continue to refine the model used for individual officer analysis to improve accuracy and establish an outlier review process within CMPD Professional Accountability Bureau personnel.
- Improve CMPD's Commission on Accreditation for Law Enforcement Agencies (CALEA) reporting for a more holistic view of use of force instances, including the race and ethnicity of civilians involved, and context or preceding circumstances.

**Recommendation Four:**

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

The City of Charlotte designated funding in the fiscal year 2022 budget to double the number of Community Policing Crisis Response Teams (CPCRT) that pair a clinician with an officer to respond to mental health and homelessness calls and added funds to pilot a new unit of civilian responders — emergency medical technicians and clinicians — to respond to certain mental health-related calls.

**Next Steps:**

- Develop a civilian mental health response pilot program.
- Convene a community advisory group comprising stakeholders from different disciplines such as the Charlotte Fire Department, CMPD, Mecklenburg County, MEDIC and nonprofit providers, to guide the program.

**Recommendation Five:**

## Evaluate Youth Programs

The City of Charlotte created a partnership with the University of North Carolina at Charlotte to organize the goals and determine next steps for CMPD's youth programs.

**Next Steps:**

- Add civilian positions to support CMPD youth programs.
- Partner CMPD and the City of Charlotte Innovation & Technology Department to identify and assess specific metrics associated with each youth program's goals and objectives.

- Prioritize specific programs for evaluation and expansion, including:
  - CMPD's Youth Diversion Program.
  - Reach Out.
  - Envision Academy.
  - REACH Academy.
  - Career Pipeline.

**Recommendation Six:**

## Improve CMPD Recruitment and Evaluate Training Programs

Initially focused on recruitment, the city expanded this recommendation to include an analysis of ways to improve the training that new recruits and patrol officers receive throughout their careers.

**Next Steps:**

- Create three civilian positions, including a curriculum developer, a learning development manager and a training specialist, to support CMPD Training Academy staff. CMPD hired the training specialist in September 2021.
- Review course-specific recommendations from IACP's report and prioritize courses for enhancement.
- Research the staffing models of training academies in similarly sized police departments.

- Further the development of a process for identifying and prioritizing future training needs, such as creating a training advisory committee and incorporating officer performance data in decision-making.
- Develop a plan to strengthen duty-to-intervene training in curricula for current officers and new recruits. CMPD implemented a strengthened duty-to-intervene policy in June 2020 as part of the department's 8 Can't Wait initiative.

# Corridors of Opportunity

**4**

The City of Charlotte is focusing revitalization efforts on six key corridors as part of the Corridors of Opportunity program:

**Beatties Ford Road/Rozzelles Ferry Road**

**West Boulevard**

**Freedom Drive/Wilkinson Boulevard**

**Graham Street/North Tryon Street**

**Sugar Creek Road/I-85**

**Albemarle Road/Central Avenue**

In August 2021, the City of Charlotte and Mecklenburg County launched the Alternatives to Violence program along Beatties Ford Road that uses a public health model to stop violence before it begins by detecting and interrupting conflicts, identifying and treating high-risk individuals, and changing social norms that exacerbate violence.

In addition, the city has allocated $19 million for infrastructure improvements, affordable housing, small business support and redevelopment projects in various corridors.

**Next Steps:**
- Continue to implement improvements in the Beatties Ford Road/ Rozzelles Ferry Road and West Boulevard corridors, including plazas, murals, pedestrian amenities, new bus stops and more.
- Expand the Alternatives to Violence program to other corridors.
- Finish gathering community input from the Sugar Creek Road/I-85 and Albemarle Road/Central Avenue corridors to create playbooks for each corridor by early 2022, which will define a community vision for each corridor.
- Initiate community engagement and planning along the Graham Street/ North Tryon Street and Freedom Drive/Wilkinson Boulevard corridors.

# The Alternatives to Violence program has partnered with the Greenlight Fund and Wells Fargo to continue for another two years.

# The City of Charlotte is All-in

## All-in Approach

Law enforcement reforms and violence interruption programs are only part of the solution to creating a safer Charlotte.

The City of Charlotte's all-in approach also focuses on helping residents thrive because of improved opportunities for affordable housing, jobs and safe, reliable transportation.

During the past year the city has continued to make progress in these vital areas.

### Affordable Housing

The city's approach to providing affordable housing includes building new affordable housing units, preserving existing units and helping individuals and families stay in their homes.

### Build and Preserve Affordable Housing Units

- Provided $20 million through the Housing Trust Fund to create and preserve 1,173 affordable housing units.
- Partnered with market-rate-housing developers to voluntarily commit to 33 affordable units in market-rate communities along the Blue Line transit corridor. Developers also committed $400,000 to support affordable housing through the Charlotte City Council-approved Transit-Oriented Development Density Bonus Program.
- Created 271 new voluntary affordable housing units through rezoning requests.

### Help Individuals and Families Stay in Their Homes

- Allocated $47.8 million to support individuals and families experiencing homelessness, prevent evictions and foreclosures, and provide rental and utility assistance. This includes $31.4 million in COVID-19-related emergency rental, mortgage, utility and deposit assistance for 11,203 households.
- Mediated more than 100 eviction cases and negotiated payment plans and late fees through the city's Dispute Settlement Program.
- Launched the Financial Navigators Program in 2020 to support low-to-moderate-income households negatively impacted by the pandemic through financial counseling and resources such as loan forgiveness and emergency financial assistance programs.
- Provided housing rehabilitation, including emergency repair assistance, to more than 180 low-to-moderate-income households. This helped individuals and families remain in their homes while improving the safety of the homes and quality of life of the residents.

### Economic Development

Communities are safer when people have good-paying jobs to support themselves and their families. The city continues to create a thriving economic climate for all by recruiting employers, creating jobs and building a pipeline of job training.

### Recruited New Employers

- Created 17,695 new jobs, ranging from entry-level to experienced executives, with companies committed to creating upward mobility for their employees.

### Supported Local Businesses

- Granted $48.5 million to support local businesses.
  - $45 million in Access to Capital grants that supported 3,000 small businesses, music venues and the hospitality industry to help them survive and employ their workforces during the pandemic.
  - $1.5 million in Small Business Innovation Fund grants that supported 45 small businesses making innovations in business operations.
  - $2 million awarded to 11 small business partners that implemented programs that directly impacted more than 15,000 small businesses.

### Building Job Training Pipeline

- Completed an in-depth labor study in the Corridors of Opportunity. The results will be used to devise strategies that address barriers to employment and place residents in jobs.
- Provided workforce training to 60 participants in skilled trades including heating, ventilating and air conditioning, and electrical trades.

**Next Steps:**
Build and expand business recruitment and job training initiatives, especially in the Corridors of Opportunity.

### Transportation

The city is committed to connecting people with employment and each other for safe and vibrant neighborhoods.

- Opened the CityLYNX Gold Line streetcar for service this year connecting the east and west sides of Charlotte through Uptown.
- Improved bus service.
- Grew community outreach and tailored bus routes to better serve the riding public.
- Built safer intersections.

**Installed:**
- 25 traffic signals.
- 7 school zone flashers.
- 2 pedestrian hybrid beacons.
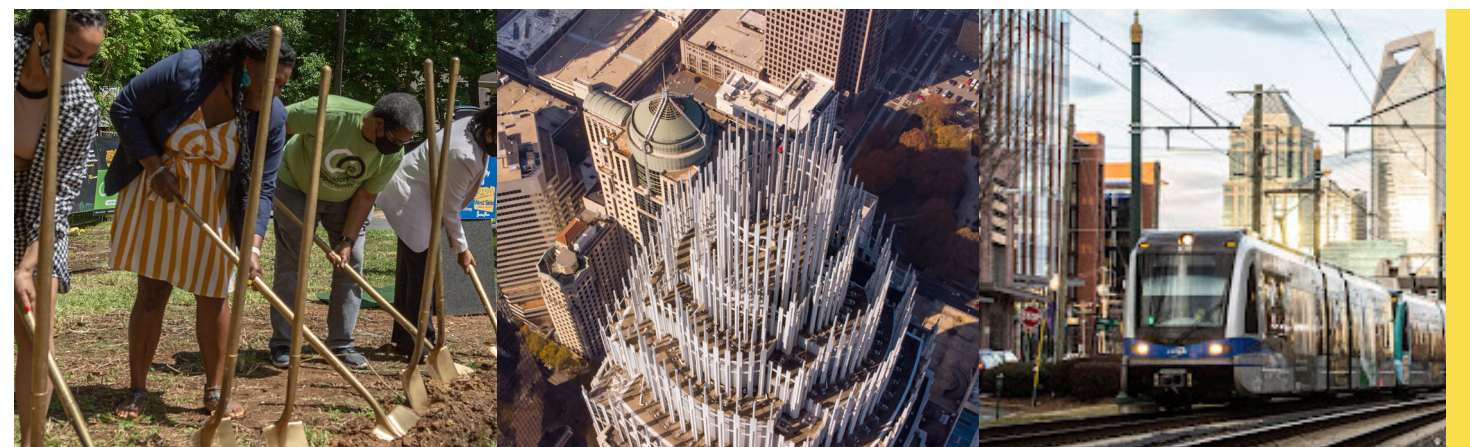- 12 leading pedestrian intervals.
- 25 traffic cameras.
- 83 pedestrian safety and crossing projects.

### Constructed More Sidewalks and Bike Lanes

Built 18 miles of new sidewalks and created more than 12 miles of new bike lanes.

### Installed Safer Lighting

Installed 234 street lights.

## For more information visit the SAFE Charlotte web pages.

https://charlottenc.gov/safecharlotte

## We give special thanks to these committed individuals who served on the Community Input Group and everyone who has provided feedback on how to achieve a SAFE Charlotte.

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**Dr. Britney Broyhill,** Atrium Health, Senior Director of Advanced Practice

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**Robert Dawkins,** Action NC, Political Director

**Cindy Decker,** Charlotte-Mecklenburg Police Department (CMPD) Bridge the Difference

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