

SAFE Charlotte
Safety and Accountability
for Everyone



Charlotte

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Charlotte

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A holistic approach gets to the core of the issues. p.06



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01 All in for SAFE Charlotte

**A holistic approach gets to the
core of the issues.**

The answers are not easy or quick, but the people of Charlotte have never been afraid of hard work and difficult conversations.

A safer Charlotte goes beyond reimagining policing and public safety. It means tackling fundamental and systemic issues, and the factors that ensure a community of equity and opportunity, including unemployment, housing, transportation and workforce development.

For the past several months, the Charlotte City Council, City Manager, city leaders and staff have been working with residents and community leaders to review the city services that can create a safer Charlotte. By viewing the different components on their own, and as elements in a holistic solution, the city continues to make immediate gains and develop long-term strategies.

The city is taking action today and gearing up for tomorrow.

Thank you for your ideas and continued collaboration as we build a safer Charlotte together.

Support

safe, healthy and inclusive neighborhoods; including policing, fire protection, & the environment

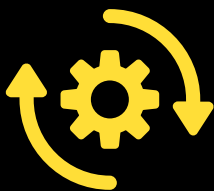
Build

affordable housing and provide opportunities that align with creating great neighborhoods



SAFE

Charlotte



Implement

a comprehensive mobility network and advance strategies to create a livable connected City that embodies our environmental sustainability & resiliency goals

Create

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

02 Acknowledgments

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





Trevor Allen, *North Carolina Justice Academy Director*

Geoff Alpert, *The University of South Carolina Department of Criminology and Criminal Justice, Professor*

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The Rev. Peter Wherry, *Mayfield Memorial Missionary Baptist Church, Pastor*



03 Charlotte City Council Taking Action for a **SAFE** Charlotte

Charlotte City Council committees
have taken on important work to
address key policy questions.

Budget and Effectiveness Committee

- **Police budget review by services area:** Review how police resources are used to promote safe communities and decrease violence in the city.
- **Violence prevention data matrix and public scorecard:** Create a data framework to assess the effectiveness of violence prevention measures.

Great Neighborhoods Committee

- **Nuisance abatement and residential impact policy:** Determine the city's policy for addressing opportunities, challenges and consequences in conducting nuisance abatement for residents, while mitigating resultant housing displacement.
- **Review vision plans for Corridors of Opportunity:** Define the policy for using city plans to advance opportunities within corridor areas.

Intergovernmental Relations Committee

- **Nuisance abatement regulation and challenges:** Identify ordinances or laws that can be adjusted to streamline the nuisance abatement process.
- **Citizens Review Board (CRB) process and subpoena power:** Develop a legislative strategy to advance granting subpoena power for the CRB.
- **Criminal Justice Advisory Group participation:** Define the city's role in collaborating with the advisory group, determine the effectiveness of collaboration and identify opportunities to collaborate with Mecklenburg County on re-entry.

Safe Communities Committee

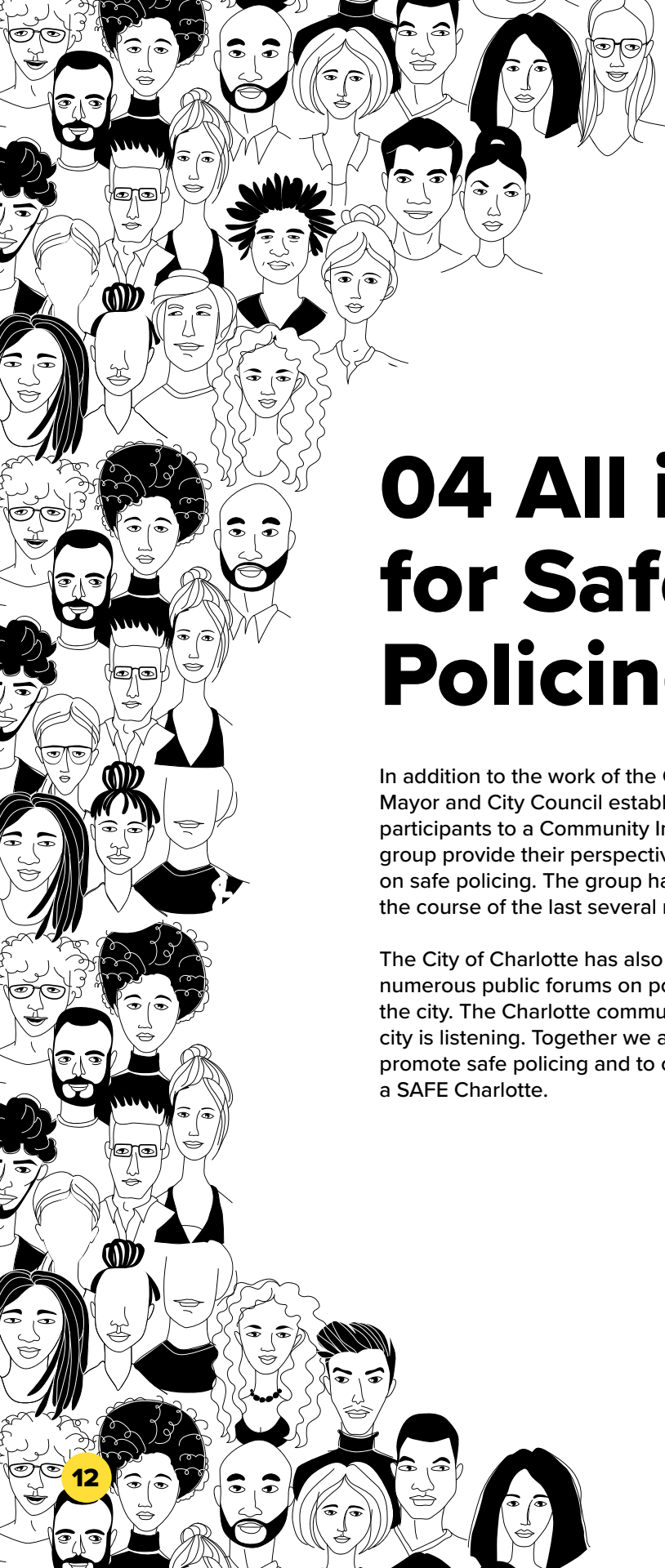
- **Police services audit:** Determine the core services that accomplish the mission of Charlotte-Mecklenburg Police Department.
- **Review enforcement data:** Identify needed policy changes based on current enforcement data.
- **Violence prevention strategy:** Create a framework for a holistic violence prevention strategy.

Transportation, Planning and Environment Committee

- **Development and design considerations to increase security:** Determine ways to further advance safety within the city's planning and development.
- Determine if the city's urban design standards for safety and security align with best practices.

Workforce and Business Development Committee

- **Workforce development plan to reduce high unemployment:** Identify policy options for the city to reduce unemployment.
- **Required workforce development policy criteria for city funding:** Develop processes to promote workforce development opportunities through city-funded programs.
- **Workforce plan for Corridors of Opportunity:** Develop policies to promote workforce development and opportunities within the corridor areas.
- **Strengthen workforce development within the diversion program:** Develop options to advance workforce development in diversion programs, which could apply to all programs from transit to housing.



04 All in for Safe Policing

In addition to the work of the City Council committees, the Mayor and City Council established and appointed diverse participants to a Community Input Group. Members of the group provide their perspectives and make recommendations on safe policing. The group has met every other week over the course of the last several months.

The City of Charlotte has also received feedback during numerous public forums on policing and safety held across the city. The Charlotte community is speaking out, and the city is listening. Together we are changing police policy to promote safe policing and to create a firm foundation for a SAFE Charlotte.



**Ban Chokeholds
& Strangleholds**



**Require
De-Escalation**



**Require Warning
Before Shooting**



**Require Exhaust All
Alternatives Before
Shooting**



Duty To Intervene



**Ban Shooting At
Moving Vehicles**



**Require Use Of
Force Continuum**



**Require
Comprehensive
Reporting**

**CMPD
achieves full
compliance with
8 Can't Wait**

Completed Improvements

✓ The Charlotte-Mecklenburg Police Department (CMPD) has achieved full compliance with 8 Can't Wait.

CMPD had previously banned chokeholds, holds that restrict air flow, and has expanded the ban to prohibit the use of holds that restrict blood flow.

Officers now have a duty to intervene if another officer is using excessive force.

Shooting at moving vehicles is banned, except for certain extreme circumstances.

Officers must report whenever they point their weapon at someone.

CMPD modified policy to reiterate the use of reasonable means before using deadly force.

✓ Formalized a policy against “no knock” warrants, which was not a previous practice of CMPD.

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

✓ Required officers to continuously observe people in police care

✓ Enhanced body-worn camera technology and automatic reporting

Implemented Signal Sidearm which uses Bluetooth to activate body-worn cameras each time a patrol officer's firearm is drawn.

Officers are required to report if they draw their weapon, increasing reporting and accountability.

✓ Increased focus on our most vulnerable residents

The Safe Outcomes program enables CMPD to obtain critical information prior to an emergency that assists emergency response to calls for service involving an individual with Alzheimer's disease, blindness, autism, Down syndrome, deafness or hardness of hearing, attention deficit/hyperactivity disorder (ADHD), and developmental disabilities that may affect the way individuals interact and respond to law enforcement officers.

✓ Created Text-to-911 capabilities

Text-to-911 is now available for deaf or hard of hearing individuals and circumstances when speaking on the phone may be dangerous such as domestic violence or active shooter situations.

✓ Adopted initiatives to prevent violence and reduce crime in partnership with committed nonprofit organizations

The Community Violence Data Dashboard helps the community better understand violent crime and other factors that impact violent crime, including poverty, education and employment. It also helps partners, plan, implement and evaluate violence prevention strategies.

Violence Interruption approaches violence as a public health issue and employs community members as the first line of defense to de-escalate tensions before violence occurs. Trained violence interrupters and outreach workers target areas most affected by violence and use their credibility to mediate conflict and change norms.

The city has designated \$500,000 for the **JumpStart Micro Grant Program** to support grassroots work in the areas of crime fighting and prevention, conflict mediation, family stability, addressing racial segregation and creating opportunities for Charlotte youth and their parents.

A Hospital-Based Violence Intervention Program with Atrium Health's Carolinas Medical Center will engage with patients who are seen in the emergency room and/or admitted to the hospital for injuries caused by violence to reduce retaliation, re-injury and provide support to improve safer long-term outcomes.



Changes Underway

● The city is working to empower the Citizens Review Board (CRB) to:

- Review cases where an officer witnesses another officer using excessive force.

● Ensuring officers are culturally competent by:

- Requiring officer training in 2021 to teach social justice, empowerment, intersectionality, power and privilege, oppression, and the changing policing landscape.
- Active and ongoing assessment to safeguard against membership with hate groups.
- Improving rules of conduct to protect against racial, gender, religious and/or sexual orientation profiling.

● Improving mental health response by:

- Redirecting non-emergency 911 calls to a non sworn health emergency service provider.
- Expanding the number of officers with Crisis Intervention Training (CIT).

● Working with stakeholders to:

- Grant subpoena power for the CRB.
- Conduct a legal review of the benefits of expanding the role of the Civil Service Board.
- Refer elimination of cash bail to Criminal Justice Advisory Group for review.



Together we are
changing police
policy to promote
safe policing &
to create **a firm
foundation for a
SAFE Charlotte.**



Recommendations and Next Steps



01

Provide \$1 million from the city's current budget to help Charlotte-based nonprofits address violence in the community.

02

Work with an external partner to develop a comprehensive recommendation to convert low-risk sworn duties to nonuniform units.

03

Work with an external partner to provide an independent analysis of areas such as police-civilian contact, and police calls and responses.

04

Expand the Community Policing Crisis Response Team (CPCRT) and develop a nonsworn officer responder model for mental health and homeless calls.

05

Engage a university or independent organization to evaluate selected youth programs on an annual basis.

06

Enhance recruitment efforts and develop a program to provide additional residency incentives to officers living in priority areas, including a down payment incentive.

Recommendation 1

Provide \$1 million from the city's current budget to help Charlotte-based nonprofits address violence in the community.

Build local capacity for violence prevention efforts

The Charlotte-Mecklenburg Police Department (CMPD) can't do it alone. There are numerous grassroots individuals and groups doing significant violence prevention work throughout Charlotte, often on a shoestring budget. The city proposes to provide increased public assistance to help smaller organizations grow their capacity and effectively track outcomes.

Recommendation 2

Work with an external partner to develop a comprehensive recommendation to convert low-risk sworn duties to non-uniform units.

Divert 911 calls to new, non-uniform roles

The City of Charlotte should have more than 1,500 officers on patrol, but at any given moment, fewer than 1,300 are allocated to respond to all calls for service. These calls, which most often come through 911, can be anything from life-threatening emergencies to low-risk issues like noise complaints and reports of illegal parking. Any plan to reimagine policing must ensure officers can focus their time on high-priority calls for service.

Based on feedback from the Charlotte-Mecklenburg Police Department, proposed changes from the Community Input Group and practices in other cities, Charlotte will work to create safe roles for nonuniform representatives to respond to lower priority calls, freeing sworn officers to focus their energy on building relationships with the community and preventing crime. The city must now determine a service model for how such a system would work in Charlotte.

Recommendation 3

Work with an external partner to provide an independent analysis of areas such as police-civilian contact, and police calls and responses.

Meet the unique law enforcement needs of our community

The Charlotte-Mecklenburg Police Department (CMPD) invests considerable time and energy into training its sworn officers to protect and serve neighborhoods equitably. Every neighbor in Charlotte who calls on police should expect timely response, courteous interaction, integrity and follow-through.

The data CMPD gleans from its internal calls for service is valuable, but not sufficient for a comparative study that takes into account Charlotte's diverse communities and each area's unique needs. With an outside perspective, the city hopes to ensure excellence in all aspects of policing.



Recommendations and Next Steps

Recommendation 4

Expand Community Policing Crisis Response Team (CPCRT) and develop a nonsworn officer responder model for mental health and homeless calls.

Expand mental health response

When mental health emergencies arise, the Charlotte-Mecklenburg Police Department (CMPD) deploys sworn officers and licensed mental health clinicians to persons and families suffering from behavioral health crises or substance abuse disorders. By increasing the number of CPCRT clinicians, the city can decrease the number of injuries and incarcerated mentally ill individuals by acting as an entry point into mental health treatment.

The Community Policing Crisis Response Team (CPCRT) has:

- Responded to more than 2,800 calls for service.
- Conducted 370 assessments from January to August 2020.
- Diverted 62% of community members involved in mental health and homeless calls for service from jail or psychiatric hospitals. Without CPCRT intervention, 8% of these citizens would have gone to jail.

The city will also develop a response model that pairs a medically-trained professional such as an EMT and a counselor or other clinician for problems that don't need a law enforcement officer. In addition to crisis de-escalation and stabilization, this model could provide people with information, referral to further help, advocacy, and transportation to their next step in treatment.

Recommendation 5

Engage a university or independent organization to evaluate selected youth programs on an annual basis.

Positively impacting at-risk youth

In 2019, individuals under the age of 24 were responsible for more than 60% of homicides and comprised more than 35% of homicide victims. The Charlotte-Mecklenburg Police Department (CMPD) Community Services Division has 34 programs designed to build relationships and trust between young people and law enforcement, and intercept at-risk behaviors and low-level criminal behavior in young people to improve the trajectory of their futures.

An independent review of youth programs can help CMPD identify the most effective programs to guide future allocation of resources.

Some of these programs include:

- The Cops Care program for middle and high school students and CMPD officers to have conversations about police interactions, from constitutional rights at a traffic stop to how to report police behavior.
- REACH Academy, which works to build positive relationships between youth who harbor a mistrust of police and CMPD officers.
- CMPD's Youth Diversion Program, an alternative to arrest that maintains accountability and provides behavior redirection. Since the program's inception in 2013, 90% of participating youth did not reoffend.
- Young offenders ages 17 to 24 who have committed a first time, non-violent, low-level felony, can participate in the Reach Out program and earn an expungement of their offense. This collaborative effort between CMPD, Mecklenburg County District Attorney's Office and Division of Adult Correction and Juvenile Justice provides all the opportunities young adults need to change the trajectory of their lives. Approximately 95% of participating youth find jobs and 96% do not reoffend.

Recommendation 6

Enhance recruitment efforts and develop a program to provide additional residency incentives to officers living in priority areas, including a down payment incentive.

Improve recruitment and residency

Living in the communities where they work allows officers to create vital and long-lasting relationships and build trust. The city is exploring ways to enhance and refine incentives to increase the number of officers living and working in the city, including:

- Considering take-home vehicles for each officer who lives within the jurisdiction.
- Expanding residency incentives to officers living outside the city but within the other parts of the county that CMPD responds to.





05 Beyond Policing: The Big Picture

All-in approach

Law enforcement reforms and violence interruption programs are part of the solution to creating a safer Charlotte. The city's all-in approach seeks to help residents thrive with improved opportunities for affordable housing, jobs, and safe, reliable transportation.



Affordable Housing

Build and expand access to opportunity through housing investments

The city's affordable housing work is guided by the Housing Charlotte Framework, which was developed in collaboration with the community and approved by City Council unanimously in 2018. The three main priorities from this framework include building new affordable housing, preserving existing units and promoting family self-sufficiency.

Housing investments and related decisions are guided by three core considerations:

1. Increasing capacity to serve households earning 80% or less of the area median income.
2. Serving residents vulnerable to housing displacement.
3. Using housing to build and expand access to opportunity

Programs span across the affordable housing spectrum, from preventing homelessness to promoting homeownership. Housing rehabilitation, commercial gap financing for below-market-rate housing development and down payment assistance are just some of the many efforts underway to increase affordable housing access in the city.

Completed Improvements:

- Allocated more than \$34 million since 2018 to support individuals and families experiencing homelessness, prevent evictions and foreclosures, and provide rent and utility assistance.
- Provided \$74.3 million through the Housing Trust Fund to create and preserve 4,127 affordable units since 2017.
- Earmarked more than 2 million for the Acquisition, Rehabilitation and Resell Program to create new homeownership opportunities for low-to-moderate-income households in the city.
- Secured more than 857 new voluntary affordable housing units through rezoning requests since 2017.
- Provided housing rehabilitation, including emergency repair assistance, to more than 800 low-to-moderate-income households since 2017. This helped individuals and families remain in their homes, while improving the safety of the homes and quality of life of the residents.
- Published an updated rental housing handbook to help renters know their rights prior to signing a rental or lease agreement.

Changes Underway:

- Expanding the Safe Home Rehabilitation program in the Beatties Ford/Rozzelles Ferry Corridor of Opportunity with a \$1.33 million grant from Lowe's Foundation.
- Exploring a naturally occurring affordable housing (NOAH) rental subsidy program, to create new long-term rent subsidies for 30% area median income households to live in high-quality NOAH projects.

Recommendations and Next steps:

- Explore amendments to state law that allow people with eviction records to satisfy the judgement and have the eviction stricken from their credit history, removing a barrier to homeownership.
- Explore a Staying in Place program to help long-term residents remain in their homes.
- Explore a homeownership incentive program for active Charlotte-Mecklenburg Police Department officers purchasing homes in the city, to build strong relationships and mutual trust between police and the communities they serve.

Created & preserved
4,127 affordable
units since 2017

Economic Development

Recruit employers, create jobs and build a pipeline of job training

Communities are safer when people have good-paying jobs to support themselves and their families.

Companies continue to move to Charlotte and create new jobs, but too often the people in our most challenged neighborhoods do not have the skills needed to fill them.

The city is intentionally recruiting a variety of businesses committed to improving economic opportunity and joining with community partners to provide mentorship and job training. The shared goal is to create a thriving economic climate for all.

Completed Improvements:

- Since 2018, the City's Business Recruitment Team has recruited or retained 13 businesses, including Honeywell, Lowe's, Centene, and Chime Solutions resulting in 10,600 new jobs. These new jobs offer opportunities from entry-level to experienced executives, and the companies are committed to creating upward mobility for their employees.
- Completed a Technology Talent Study to understand the advantages of Charlotte's tech market and highlight opportunities for women and minorities to be employed in tech positions.
- Deployed \$2.5 million in grant support to help local workforce development agencies increase capacity, upskill Charlotte's jobseekers and invest in new technologies. The goal of these efforts is to get unemployed and underemployed residents back to work.
- Launched the Thrive Hiring Grant that incentivizes mid-sized Charlotte companies to hire local residents by offsetting the risk of hiring during a pandemic.

Changes Underway:

- Creating community partnerships to increase job training opportunities.
- Refocusing workforce development strategies to have a measurable success rate for placing residents in jobs and retaining those jobs.
- Deploying \$35M+ in Access to Capital grants for local small businesses to help them survive and employ their workforce during the pandemic.
- Undergoing a Labor Market Study to understand the challenges and barriers that residents in our Corridors of Opportunity face when obtaining employment. Insights from this study will drive new strategies to address those barriers and place residents into jobs.
- Under the Open for Business Strategy, the city is deploying over \$50 million in funding to help industries significantly impacted by the pandemic stay afloat. Programs include supporting small businesses as they keep their doors open and staff employed, industry funds

to help those in hospitality that have felt the impacts of COVID-19, and workforce development programs that help our residents get back into jobs. The initiative and programs live on the Open for Business website, www.charlotteopenforbusiness.com.

- As a part of the Open for Business initiative, we launched the Renewable Energy and Efficiency Workforce (RENEW) Training Program that provides paid workforce training in skilled trades like HVAC and electrical to 60 participants.

Recommendations and Next steps:

- Develop a comprehensive jobs plan to place people in jobs that guide the city's work, investment and partnerships in our community. This plan will cover the spectrum of job types, industries, locations and actionable items to create and place people into sustainable careers.



**Creating community
partnerships to
increase job training
opportunities**

Transportation

Build safe roads and transportation systems

One of the largest barriers to employment and upward mobility is a lack of reliable and efficient transportation. Safely and conveniently connecting people with employment and each other is crucial to creating safe and vibrant neighborhoods.

Completed Improvements:

- Made significant investments in public transportation with the LYNX Blue Line and CityLYNX Gold Line phase 1.
- Adopted a comprehensive traffic safety initiative, Vision Zero, which focuses on eliminating traffic fatalities and serious injuries, which have a negative effect on families, neighborhoods and entire communities. One tenth of Charlotte streets make up the city's High Injury Network and account for all serious injury and fatal crashes. Nearly 70% of the High Injury Network is located in socioeconomically challenged neighborhoods.
- The city's urban design staff continues to work with the Charlotte-Mecklenburg Police Department to create safer parks and public spaces with improved lighting, safe access points and other design elements.

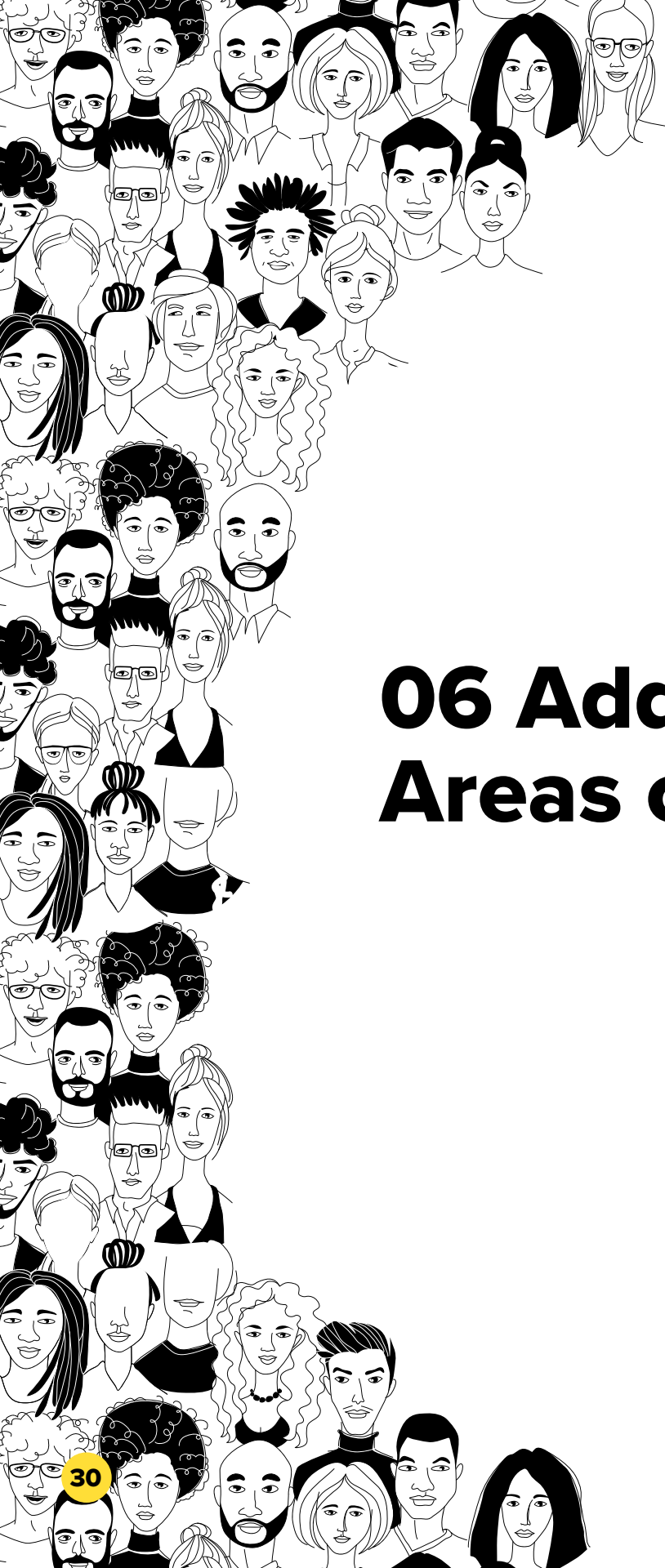
Changes Underway:

- Continue under Vision Zero to build and upgrade intersections, sidewalks and crosswalks to improve both traffic and pedestrian safety. In addition, upgrade street lights from outdated high-pressure sodium lamps to brighter, more efficient LED lamps.
- CityLYNX Gold Line Phase 2, which is under construction.
- Phase 3 of Envision My Ride, the Charlotte Area Transit System's ongoing, three-part initiative to redesign and improve the current bus system to better serve the Charlotte region.

Recommendations and Next Steps:

- In partnership with Duke Energy, seek opportunities to implement smart lighting throughout the city to increase traffic and pedestrian safety.
- Prioritize the safety and comfort of travelers using all modes when planning and implementing mobility projects. Focus safety investments on the High Injury Network.

**Connecting people
with employment &
each other** is crucial
to creating safe
and vibrant
neighborhoods

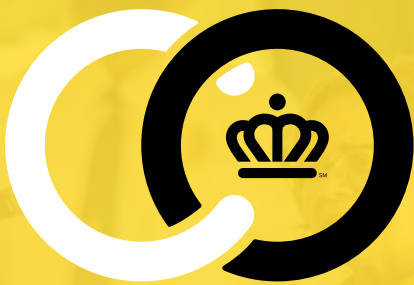
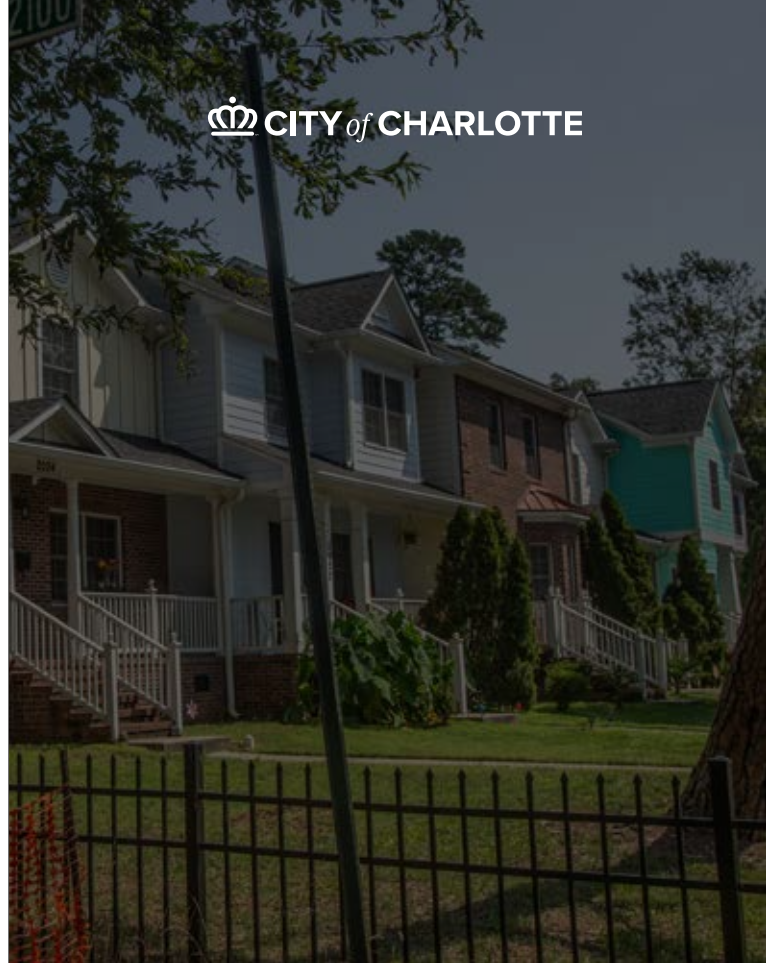


06 Additional Areas of Focus

Strength and Stability of Neighborhoods

The city employs a comprehensive or complete approach to placemaking in neighborhoods. This approach fosters vibrant, diverse, and economically strong communities with a highly connected network of streets around activity nodes. These activity nodes include a mix of office, retail and residential land uses. Goals of the city's neighborhood improvement initiatives include:

- A well-connected network of streets, sidewalks, greenways and bike lanes that link to and enhance existing community assets.
- Easy accessibility to transit and the larger, regional network of streets.
- Better connections between neighborhoods and major employment, institutional and retail areas.
- Successful public-private partnerships that leverage investments and catalyze changes occurring in neighborhoods.
- Greater coordination with public safety, code enforcement, social services and education.
- Enhanced engagement with residents in determining which investments meet our collective aspirations.



Corridors of Opportunity

Corridors of Opportunity

Beautiful, safe and prosperous communities are places where families can grow strong and build legacies for the future. Corridors are vital to the health of Charlotte's communities, serving as links that connect people to the resources and businesses they need to live and thrive.

With a \$24.5 million investment, the City of Charlotte is renewing its commitment to six key corridors and will focus revitalization efforts on initiatives that include bolstering community programs and projects; building on the momentum of past investments; and filling in gaps in infrastructure and transportation, workforce and business development, housing and code enforcement, public safety, and urban design.

The goal is to provide high-quality public services that build opportunity in these corridors:

- Beatties Ford / Rozzelles Ferry
- West Boulevard
- Freedom Drive / Wilkinson
- Graham Street / North Tryon
- I-85 / West Sugar Creek
- Central Avenue / Albemarle Road

What now?

Go to the sign-up page and give us your feedback.

<https://charlottenc.gov/CityClerk/Pages/CityClerk.aspx>

