



CHARLOTTE-MECKLENBURG

CHARLOTTE-MECKLENBURG POLICE DEPARTMENT

2021-23 ROADMAP

MISSION STATEMENT

CMPD implements solutions and expands collaborative relationships within our organization and community to enhance trust, fairness and respect, and to increase public safety.

VISION STATEMENT

We envision becoming the trusted, respected and sought-after community partner by serving our citizens and taking care of our employees.

Positive progress will be defined by...

- A strong community that will embrace collaboration
- We better reflect the community that we serve
- Becoming the model for other law enforcement organizations
- Being the safest major city

We will achieve our vision through:

1. Crime Management
2. Community Collaboration
3. Professional Accountability
4. Employee Wellness

VALUES

We value...

- **Oath of Office** – Uphold the United States and North Carolina Constitutions.
- **Human Life** - Seeing the value of every person.
- **Integrity** - Promising to uphold the highest standards of integrity, being honest and ethical in all our actions.
- **People** - Treating all people with dignity, respect, fairness and compassion.
- **Community** – Meeting everyone where they are, working together to achieve a shared vision.
- **Inclusion** – Fostering a diverse and equitable culture that is committed to embracing all differences.



CORE FOUR PRIORITIES

Under Chief Jennings's direction, CMPD will evolve to become the future organization that our staff, stakeholders & community are asking for. As members, we will focus on these Core Four strategies in every aspect of our work.



Community Collaboration

Community Collaboration is a process of participation by people, groups and organizations working together to achieve results. Each member must be willing to plan and share vision, mission, power, resources and most importantly, goals. Collaboration builds trust, ensures accountability and defines success.

What is our goal? *A community that trusts and openly supports police.*



Professional Accountability

Professional Accountability is a mindset of our employees to improve ourselves and the relations and outcomes we have with our customers and all the people we interact with and serve. As an agency we are transparent about corrective action and responsive to our community about how we police ourselves. We provide understandable data, information & stories about process & results.

What is our goal? *Professional behavior is demonstrated by each of our employees.*



Crime Management

Crime Management is how we work to prevent crime from occurring. It is working with each element of the crime triangle to find alternative outcomes for people involved in criminal activity.

What is our goal? *Police, the criminal justice system and the community change a person's behavior from crime to acceptable social norms through intervention and positive impact.*



Employee Wellness

Employee Wellness is focused on supporting better mental and physical health at work for all employees. These efforts include physical and mental fitness programs, education and incentives, interventions for and improved access to care and social support for our employees.

What is our goal? *Our workforce is actively engaged in physical, social, and emotional wellness activities.*



CHARLOTTE-MECKLENBERG POLICE DEPARTMENT

2021-23 STRATEGIC PLAN

Updated Winter 2020

MESSAGE FROM CHIEF JENNINGS

The last several months have been spent listening to feedback and insights that will allow us to shape the future direction of our department.

From that feedback, we have developed the CORE FOUR strategic priorities that will guide the future of our organization as the world of policing changes.

Employee Wellness is any activity designed to support better mental and physical health at work; these efforts include physical and mental fitness programs, education and incentives, interventions for and improved access to care and social support for our employees.

We recognize the unique stresses our employees are experiencing. We will use research and employee feedback to better identify personal needs and apply resources to our organization for positive change and outcomes.

This includes safety, finance, work-life balance, growth, development and employee recognition and involvement.

Professional Accountability is an internally-driven mindset; a commitment to yourself and others to improve the interactions, relations and outcomes we have with our customers—all the people we interact with and serve. It is understanding your role and responsibilities and how they relate to our organizational goals.

It is vital that we as a police department have a strong customer service mentality throughout our organization. This must be consistent and an integral part of our culture.

Our uniform appearance, our training and performance evaluations, our internal checks and balances, even the daily work of how we police our communities—each of these areas are being reviewed and improved to ensure this value is strongly present at the core of our agency.

Community Collaboration is a process of participation by people, groups and organizations working together to achieve desired results. Each member must be willing to plan and share vision, mission, power, resources and most importantly, goals. Collaboration builds trust, ensures accountability and defines success.

We cannot successfully build trust-based community relations until we recognize how our citizens want to be served. This will require all of us coming together to make the community safer and CMPD better.

We must be willing to engage and collaborate with community activists, elected officials and anyone else who is willing to come together with reasonable, respectful and responsible dialogue to discuss how to move policing forward. This starts with each of you.

Crime Management is how we work to prevent crime from occurring and how we work with each element of the crime triangle to find alternative outcomes for people involved in criminal activity.

This isn't crime reduction, rather a strategic approach to crime. We will use a heavy investment of departmental resources and initiatives to find alternative solutions to add to our standard tool kit.

We must involve stakeholders more effectively to find alternative solutions for low-level arrests and develop new partnerships for police work. Our efforts will be especially focused on reducing and preventing violent crime.

Our goal is to have the CORE FOUR established and functioning by January 1, 2021.

I appreciate the different opinions and ideas concerning the direction of the department. I respect and welcome the contribution and encourage you to continue to provide feedback about this process. *The only way we will achieve success is by working together.*





COMMUNITY COLLABORATION

Community Collaboration is a process of participation by people, groups and organizations working together to achieve results. Each member must be willing to plan and share vision, mission, power, resources and most importantly, goals. Collaboration builds trust, ensures accountability and defines success.

Where are we going? A community that trusts and openly supports police.

What can everyone at CMPD do to support Community Collaboration?

Listen with an empathic ear.

Be open to change and less resistant, defensive.

Work together across silos toward one vision.

Working Group:

Executive Champion: Deputy Chief Estella Patterson | **Co-Champion:** Major Jackie Bryley

Leadership Team: Major Dave Robinson, Major Tonya Arrington, Sandy D'Elosua

LONG-TERM GOALS & ANNUAL INITIATIVES

What We Are Doing (Goals)	The Impact We Are Seeking... (Outcomes)	How We Will Do It (2021 Initiatives)
<p>Reach & Engage the Silent Majority who Support Us</p>	<p>Those who are not activists are comfortable with supporting us openly.</p> <p>More visible community support of the CMPD, especially during times of crisis.</p>	<p>INCREASE CMPD'S PRESENCE AT HIGH-IMPACT COMMUNITY EVENTS: Participate in community events and programs. <i>By the end of 2021, we will...</i> Be present at those high-impact events identified.</p> <p>INCREASE YOUTH ENGAGEMENT OPPORTUNITIES: Drive youth engagement in partnerships and collaboration with other organizations. <i>By the end of 2021, we will...</i> Engage with division-based community programs supporting youth and publish information that provides a network of resources for families, children, and young adults.</p> <p><i>By the end of 2021, we will...</i> Expand PAL program to challenged neighborhoods by providing free registrations for youth participants. We will garner community support by working with business partners for donations to repair baseball fields, soccer fields, basketball goals, etc.</p>
<p>Community Collaboration in Solving & Preventing Crimes</p>	<p>Increase in Crime Stopper Tips and Community Partnerships</p>	<p>SHIFT THE MINDSET: Every officer is a community/neighborhood officer, shifting from "calls for service officer". Officers are responsible to the neighborhood as the ambassadors and go-to person. <i>By the end of 2021, we will...</i> Have established better relationships between community leaders and officers beyond the traditional connections of community coordinator officers. All officers are connections for the community.</p> <p>COMMUNITY RESOURCE CENTER: Support collaborative efforts to holistically combat domestic violence and violence against children <i>By the end of 2021, we will...</i> Co-locate DV and SAU with other survivor resources in a central, safe place and provide investigative skills to complement their work by apprehending perpetrators of violence.</p> <p>PUBLIC HEALTH APPROACH: Partner with the City and its partners to prevent violent crime in our community. <i>By the end of 2021, we will...</i> Monitor violent crime offenses in targeted communities; help partners plan, implement & evaluate violence prevention efforts.</p>
<p>Build a Support System of Community Leaders</p>	<p>Community leaders who understand the CMPD's role in managing crime in our community.</p>	<p>SUPPORT THE WORK OF OTHERS: Join local professional, service & community groups whose mission intersects with issues related to safety and crime. <i>By the end of 2021, we will...</i> Regularly participate in local professional, service, and/or community groups to provide a police perspective to their conversations and educate groups about the work of policing and its role within the community and the criminal justice system.</p> <p>COMMUNITY LEADER ENGAGEMENT / COLLABORATION BOARD: Build & host an advisory board to meet 3 times/year to share & gain feedback. <i>By the end of 2021, we will...</i> Build one fully functioning board per division.</p>
<p>Messaging – Internal & External</p>	<p>The community-at-large trusts and respects CMPD.</p>	<p>FREQUENCY & METHOD: Increase methods & frequency via marketing to promote what CMPD is doing, i.e., do a better job to get the word out. <i>By the end of 2021, we will...</i> Have the CMPD Mobile App up and functional with over 10k users. App will enable community members to relay information to officers, provide crime tips, and educate the public on CMPD functions & events.</p> <p>MESSAGING: Communicate in the community the great work that the department does to boost morale and confidence of the employees. <i>By the end of 2021, we will...</i> Host regular officer of the month presentations with community representation, CompStat sessions that speaks to accomplishments and showcase great arrests, violence-reduction initiatives, and other meaningful work.</p>



CRIME MANAGEMENT

Crime Management is how we work to prevent crime from occurring. It is working with each element of the crime triangle to find alternative outcomes for people involved in criminal activity.

What is our goal? Police, the criminal justice system and the community change a person's behavior from crime to acceptable social norms through intervention and positive impact.

What can everyone at CMPD to support Crime Management?

Value what the
community thinks.

Acknowledging
what we do matters
when the systems
work together.

Transparency where
and when we can, at
all times.

Working Group:

Executive Champion: Deputy Chief Coerte Voorhees

Co-Champion: Major Ryan Butler

Leadership Team: Major Cecil Brisbon, Major Tonya Arrington, Crystal Cody

LONG-TERM GOALS & ANNUAL INITIATIVES

What We Are Doing (Goals)	The Impact we are Seeking... (Outcomes)	How We Will Do It (2021 Initiatives)
<p>Evaluate and Elevate Crime Stats Reporting</p>	<p>Our reporting & conversations will be human centered and aligned with the community's desires and outcomes.</p>	<p>IMPROVE COMMUNICATION/MESSAGING OF CRIME STATISTICS: Deliver relevant data to the community via appropriate settings and channels. <i>By the end of 2021, we will...</i> Develop a Community Violence Dashboard.</p> <p>CMPD APP - DATA CONNECTION TO OPEN DATA: Produce real-time data, communication, and alerts through MyCMPD. <i>By the end of 2021, we will...</i> Have real-time communication, alerts and push crime stats to MyCMPD app.</p> <p>MORE EFFECTIVE COMMAND MEETINGS: Improve idea sharing department-wide through learning sessions and effective command meetings. <i>By the end of 2021, we will...</i> Develop and implement a CORESTAT Model of crime reporting and Include the community by through quarterly or bi-monthly attendance at crime briefings.</p>
<p>Improve the Community's Feelings & Perceptions of Safety</p>	<p>Improve the community's perception of CMPD.</p>	<p>PRESENCE, VISIBILITY, APPROACHABILITY: Increase the physical presence and visibility of CMPD and become more approachable to the community. <i>By the end of 2021, we will...</i> Increase Physical Presence & Visibility - walking beats, bike patrols and Increase approachability - community contact.</p> <p>CONSISTENT COMMUNICATION: Improve communication through consistent outreach in channels that the community engages with regularly. <i>By the end of 2021, we will...</i> Be more consistent and effective with the modes and methods of communications with the public</p>
<p>Focus on Violent Crimes</p>	<p>Reduction in violent crimes. Enhance ADW Meetings.</p>	<p>PROSECUTION OF VIOLENT OFFENDERS: Reduce violent crimes through strong partnerships, education, and transparent communication. <i>By the end of 2021, we will...</i> Build a strong partnership with the DA and tell whole case story about number of arrests and releases.</p> <p>REPEAT VIOLENT OFFENDERS: Don't cast a wide net, fish with a hook. <i>By the end of 2021, we will...</i> Develop a new strategy working w/ our partners and focus on offenders and report out on focus results.</p> <p>AWD MEETINGS: Data-driven to include Crime Gun information and strategies to influence other CJ partners to focus on the chronic offenders. <i>By the end of 2021, we will...</i> Revamp ADW meetings to include specific crime series with the impacted divisions.</p>
<p>Increase our Customer Service Focus</p>	<p>Shift our culture to and treat our victims like our moms and grandmas would like to be treated.</p>	<p>CASE AUTOMATION: Serve the community with compassion by employing more efficient, quicker, and automated communication to victims. <i>By the end of 2021, we will...</i> Automate the case communication to victims.</p> <p>INSTILL A CUSTOMER SERVICE MENTALITY: Utilize training and resources to create a culture of excellent customer service. <i>By the end of 2021, we will...</i> Improve our follow up overall and teach Customer Service skills in the Training Academy + Signage as well as MySuccess Reinforcement.</p>
<p>Implement an Adult Diversion Program</p>	<p>Develop and implement an arrest alternative for low level adult offenders. Reduction in convictions for first-time offenders or those accused of minor convictions (as well as alcohol or drug addiction).</p>	<p>DEVELOP THE PROGRAM: Develop a program model based on best-practice research. <i>By the end of 2021, we will...</i> Develop the model, use current juvenile diversion program as a template, implement a program, and communicate program to internal and public.</p>



PROFESSIONAL ACCOUNTABILITY

Professional Accountability is an internally-driven mindset; a commitment to yourself and others to improve the relations and outcomes we have with our customers—all the people we interact with and serve. It is understanding your role and responsibilities and how they relate to our organizational goals.

Where are we going? Create a positive approach to accountability that promotes growth and alignment.

What can everyone at CMPD to support Professional Accountability?

Listen to hear, not
to answer.

Peer-to-peer
accountability.

Treat everyone as a
person.

Working Group:

Executive Champion: Deputy Chief Steve Brochu | **Co-Champion:** Kellie High-Foster

Leadership Team: Major Jackie Hulsey

Direction from the Chief and Deputy Chief:

- Enhance Professional Appearance
- Refine Early Intervention System (EIS)

LONG-TERM GOALS & ANNUAL INITIATIVES

What We Are Doing (Goals)	The Impact We Are Seeking... (Outcomes)	How We Will Do It (Initiatives)
<p>Decrease Recidivism as it relates to CMPD Policy Violations</p>	<p>Measurable reduction in recidivism.</p>	<p>REFINE TRAINING & INTERVENTION SYSTEMS: Build a process of documentation, follow-up, and training to improve processes of intervention, using resources as appropriate. <i>By the end of 2021, we will...</i> Refine current training or create new to address interventions.</p> <p>ESTABLISH CONSISTENT REINTRODUCTION PROCESS: Develop a formal process for reintroduction of employees that have policy violations that does not negatively affect morale. <i>By the end of 2021, we will...</i> Be able to bring people back without morale shift and directly relate to formal mentor that can help with reintroduction.</p> <p>DEVELOP PROFESSIONAL ACCOUNTABILITY COMMITTEE: Refine current accountability structure to highlight positive contributions and build a culture of peer-to-peer behavior corrections. <i>By the end of 2021, we will...</i> Peers correct each other's behavior (anonymously) and gain acknowledgement that accountability is also about positive contributions.</p>
<p>Increase Professional Development through ownership, career development and growth</p>	<p>Formal career progression with promotional ability or movement between roles.</p> <p>Increase in long-term retention.</p> <p>Customer service impact – survey results show positive impact in the service CMPD provides to victims of crime.</p>	<p>CREATE A CULTURE OF PERSONAL ACCOUNTABILITY: Build a culture of personal accountability through professional development opportunities and incentives designed to develop well-rounded employees. <i>By the end of 2021, we will...</i> Every employee understands the culture and expectations for personal accountability.</p> <p>INSTILL A CUSTOMER SERVICE MENTALITY: Change the culture so that customer service is intrinsic to CMPD's DNA. <i>By the end of 2021, we will...</i> Increase the awareness of customer service and improve the skills that drive the customer service mentality. This includes enhancements to the victim / officer interaction and follow up. Access to case information and developments (informed victim mindset). KBCOPS technology improvements to notify and inform victim.</p> <p>DRIVE PERSONAL AND SUPERVISORY ACCOUNTABILITY: Develop growth & development plans (3-5-year outlook) to drive personal accountability and supervisory accountability. <i>By end of 2021, we will...</i> Enhance mentoring process throughout the organization to include job skills training, professional & soft skills (interviews) and develop career plans and outline opportunities for advancement for employees.</p> <p>INCREASE RETENTION: Increase long-term agency recruitment & retention. <i>By the end of 2021, we will...</i> Be equitable in recruitment strategies and promote diversity.</p> <p>BUILD A CULTURE OF PERSONAL ACCOUNTABILITY: Aligning culture and behaviors with changes in service deliver model and organizational goals. <i>By the end of 2021, we will...</i> Define, assess, and begin to change current culture.</p>



EMPLOYEE WELLNESS

Employee Wellness is any activity designed to support better mental and physical health at work; these efforts include physical and mental fitness programs, education and incentives, interventions for and improved access to care and social support for our employees.

Where are we going? Our workforce is actively engaged in physical, social, emotional wellness activities.

What can everyone at CMPD to support Employee Wellness?

Encourage Mental
Health assistance.

Communicate &
Promote available
resources and
programs.

Support Work/Life
Balance.

Working Group:

Executive Champion: Deputy Chief Pearsall | **Co-Champion:** Major Brian Foley

Leadership Team: Major Dave Johnson

LONG-TERM GOALS & ANNUAL INITIATIVES

What We Are Doing (Goals)	The Impact we are Seeking... (Outcomes)	How We Will Do It (Initiatives)
<p>Improve Wellness Trends</p>	<p>Improvement in overall physical & mental health of the CMPD workforce.</p>	<p>EXPAND EAP RESOURCES: Expand the number of free sessions and menu of options available to employees. <i>By the end of 2021, we will... Expand to more than 6 EAP Sessions.</i></p> <p>BUILD A "ONE STOP SHOP": Expand programs and services in the employee wellness center by bringing resources together in one location. <i>By end of 2021, we will... Improve accessibility and see in increase in individuals using the resources.</i></p> <p>ADDRESS MENTAL HEALTH: Establish and formalize training and approaches to address mental health. <i>By end of 2021, we will... Implement the training the Chief has approved on mental health and emotional management tools (FBI) and clarify misunderstanding about what and where within department.</i></p> <p>EXPAND WELLNESS RESOURCES: Improve the importance of physical exercise as an essential tool in dealing with job related stress & establish extra-city collaboration with other agencies for wellness resources. <i>By end of 2021, we will... Reduction to injuries & light duty and engage with City to identify existing and new programs/resources and socialize availability to CMPD staff.</i></p> <p>COMMUNICATE DEPT PSYCHOLOGIST'S ROLE: Define the departmental psychologist's roles and responsibilities and communicate to employees. <i>By end of 2021, we will... Set expectation of Dr. E's involvement and broadly communicate availability and access to Dr. E (more people know about him) and define his role.</i></p>
<p>Recognize & Reward Intangible Successes (Proactive)</p>	<p>Improvement in employee satisfaction and morale.</p>	<p>UPDATE SYSTEMS OF RECOGNITION: Refine, update, and standardize systems of recognition and formalize in CMPD's culture. <i>By end of 2021, we will... Implement more informal and more frequent recognition, ie., "Roll call recognition", Employees of the Month, incentives/WIFM, improve awards and recognition to be meaningful.</i></p> <p>MARKET CMPD'S GOOD WORK: Improve branding and increase marketing of good work department is doing. <i>By end of 2021, we will... Educate staff on different functions of the department and engage "Unit Spotlight - Did you know?", PIO.</i></p>
<p>Enhance Commitment to Work Life Balance (benefits)</p>	<p>Increase Employee Satisfaction in the area of Work/Life Balance. How we look at staffing, scheduling, and executives managing the workload with enough people to get the work done with flexibility.</p>	<p>PROACTIVE STAFFING & TIME OFF: Create systems to provide staff time-off opportunities and create better coverage processes. <i>By the end of 2021, we will...Build in post shift shortages in off-duty system to help with coverage and give opportunities for overtime.</i></p> <p>REVISIT UNIFORM, EQUIPMENT AND GROOMING POLICIES: Identify the balance between public perceptions of police and wants/needs of staff to formalize policies. <i>By end of 2021, we will... Identify a balance between public perception versus uniform/equipment functionality.</i></p> <p>REVAMP EXEMPT CIVILIAN COMPENSATION: Analyze exempt civilians' compensation when they are doing similar jobs to sworn staff. <i>By end of 2021, progress looks like... We will work with internal group to identify current roles and complete a comparative analysis.</i></p> <p>INCREASE FAMILY BENEFITS: Increase retention through programs that benefit families. <i>By end of 2021, we will... Increase programs for family support (assistance to family members) and expand CMPD Hope.</i></p>