Case Study
Charlotte–Mecklenburg Police Department

Purpose

The primary purpose of this project was to develop a Real Time Crime Center (RTCC) toolkit. The toolkit includes provides a blueprint and supportive documents that can assist law enforcement agencies that are starting, or further developing, an RTCC (which may include potentially integrating a crime analysis division/unit). Agencies that use the toolkit will be able to further expand and enhance their crime analysis capabilities by establishing an RTCC. The toolkit is designed to enable most agencies with the foundational building blocks to integrate the toolkit lessons into their policies, procedures, and departmental cultures. The toolkit is written and prepared to meet the needs of a wide range of agencies, including those with nonexistent, limited, or sophisticated crime analysis capabilities, as well as start-up or fully developed RTCCs. Examples of the sections in the toolkit include the following:

- A framework for developing an RTCC
- A set of options for integrating an RTCC with crime analysis capabilities that already exist, or that might be developed, simultaneously or in the future
- A recommended summary of hardware and software enhancements that would be useful for establishing an effective RTCC
- Suggestions for identifying, recruiting, and hiring capable RTCC and crime analysis staff members

Introduction

The Charlotte–Mecklenburg Police Department's (CMPD) law enforcement philosophy is focused on effective crime control and a strong community presence, enhanced through the integration of crime analysis and technologically advanced systems that increase the effectiveness of the department. CMPD has a nationwide reputation for expanding and innovative use of technology in policing and has been recognized at national conferences and in major law enforcement publications. To further enhance CMPD's capabilities for solving crime in real time, CMPD requested funding to develop a toolkit, including the purchase of software technology that further integrated the situational awareness provided by the RTCC with the data-driven capabilities of CMPD's Crime Analysis Division (CAD). The development of an RTCC toolkit and technology allowed CMPD and other agencies to proactively identify and respond to crime and disorder concerns and threats and to increase the speed and effectiveness of RTCC operations.

Agency Background

The Charlotte–Mecklenburg Police Department (CMPD), which employs 1,849 officers and 252 civilians, has a law enforcement philosophy focused on effective crime control and strong community presence, enhanced through the integration of crime analysis and technologically advanced systems that increase the effectiveness of the department. CMPD has a nationwide reputation for expanding and innovative use of technology in policing. CMPD continues to evolve and grow in response to population growth, community expectations, fluctuations in resources,

crime changes, and the challenges of hosting large events, including the 2012 Democratic National Convention (DNC).

During the DNC, CMPD operated the precursor to the current RTCC—the Video Observation Center. Building on the Video Observation Center, the RTCC was launched in 2013 through additional funding provided by the City of Charlotte. The RTCC continuously monitors the city using more than 1,000 surveillance and Charlotte Department of Transportation cameras, an automated license plate reader system, and more than 400 electronically monitored pre-trial suspects. The RTCC operates 20 hours per day (data systems backup and maintenance occurs during the other four hours), 7 days per week, 365 days per year. Staffing for the RTCC includes a captain, a sergeant, and 12 RTCC detectives, most of whom are sworn officers. The RTCC highlights the proactive crime-reduction and prevention capabilities of CMPD. Through efficient monitoring and use of support applications, the RTCC staff often initiates action when real-time information suggests the development of an emerging crime trend or when a serious crime, such as a homicide, occurs.

Crime Analysis Capabilities

Originally established in 2001 and separated as a stand-alone unit in 2008, the CMPD Crime Analysis Division (CAD) is a support unit responsible for continually leveraging technology and employing a set of systematic, analytical processes to provide timely, targeted information and data related to crime patterns and trends. CAD staff members provide direct information and intelligence support to patrol operations and specialized units for their continued use in planning the deployment of resources aimed at reducing and preventing crime at the neighborhood level. In addition, the CAD is responsible for developing and deploying geographic information systems (GIS) technology and other support toolsets for CMPD. CMPD has a team of management analysts assigned to support all types of crime and problem analysis required. The range and types of crime analysis currently conducted at CMPD include:

- Criminal investigative analysis: The study of serial criminals and/or victims to assist in linking together and solving current serial criminal activity.
- Intelligence analysis: The study of organized criminal activity to assist sworn personnel in the understanding of current criminal networks and swift apprehension of individuals to subsequently prevent additional criminal activity.
- Tactical crime analysis: The study of recent criminal incidents and activity by examining characteristics such as how, when, and where crime occurs to identify patterns, trends, and potential suspects.
- Strategic crime analysis: The study of crime and law enforcement information integrated with sociodemographic and spatial factors to determine long-term patterns of activity, assist in problem solving, and plan for and evaluate responses to crime problems.

The capacity of CMPD to perform crime analysis is extensive. The Crime Analysis Division consists of 20 full-time staff members. Three of the 20 staff members concentrate their skills and efforts on the information technology needed by patrol divisions, and a fourth ensures that all jurisdictional maps and addresses are continually accurate. The remaining analysts have varied assignments tailored to their individual skills. CMPD has a diversity of crime analysts, and each

analyst is selected and assigned to specific units and responsibilities (tactical, criminal investigative, intelligence, and strategic crime analysis) to match his or her interests, skills, and abilities.

Scope of the Project

The primary goal of the project was to develop a toolkit that could be used by a range of other law enforcement agencies interested in learning about and potentially establishing an RTCC. A project logic model was developed and used to guide the project team in the development of the toolkit.

During the first six months of the project, the project team reviewed the current staffing, technology, and capabilities of the RTCC in Charlotte, North Carolina. The team worked with CMPD to document the development and evolution of both the RTCC and the Crime Analysis Division. At present, CMPD has a fully staffed Crime Analysis Division (CAD) that has been operational for more than 20 years. CMPD considered the role and impact of the Crime Analysis Division as it developed an RTCC. CMPD eventually decided to staff the RTCC primarily with sworn detectives (although one civilian was hired, a former dispatcher; later an officer, who moved over to the RTCC; and a wounded warrior [civilian], who was hired at a later time). Following is the position description for the RTCC detective:

> CMPD Real Time Crime Center detective position description: Interested candidates should have a minimum of two years of experience. Technological skills or experience is preferred. The primary duties of the Real Time Crime Center detective include monitoring priority calls for service and/or significant events by conducting real-time monitoring and mining of technological resources, with the goal of positively impacting crime. Real Time Crime Center detectives are expected to possess a strong working knowledge of available technological resources, such as video cameras, license plate readers, electronic monitoring, and social media, among others, to identify potential suspects and solve crimes. Real Time Crime Center detectives are subject to call-back to respond to crime scenes and critical incidents. The ability to closely work as part of a team and effectively communicate relevant information to officers and detectives is an essential job function. The Real Time Crime Center operates daily from 0700 to 0300, with detectives working ten-hour shifts on a rotating schedule.
>
> Any officer interested in this position should possess the following characteristics: self-initiated—requires little supervision and takes on tasks without being directed; creative—develops information from traditional and nontraditional resources; knowledgeable—legal, operational, and tactical, as well as technologies; proficient—strong working knowledge of investigative resources and technology assets; collaborative—works effectively in a team environment; communicative—high degree of oral, written, and interpersonal skills; committed—willing to put in the time and effort; flexible—both in schedule and in approach.

During the second six months, the project team examined the ways in which the RTCC addresses crime problems in real time and the ways in which other agencies had capitalized on the RTCC's capabilities. For example, CMPD made a decision in 2000 to integrate the Charlotte Department

of Transportation's (CDOT) cameras into what would later evolve into the RTCC video infrastructure. A flowchart on the development of the CMPD RTCC offers some guidance on a number of critical decisions that were made in Charlotte, and it may be useful for other agencies. The flowchart can be accessed under the Organization and Culture category of the toolkit.

When the RTCC became fully operational in 2013, the CDOT was part of the evolutionary process; its traffic camera infrastructure was a force multiplier for what CMPD had previously developed and implemented over the years, and since 2012, when the city hosted the Democratic National Convention (DNC). The DNC included a large sum of money to purchase technology, and much of that technological infrastructure formed the foundation for the RTCC.

In Charlotte, the CDOT owns the majority of the RTCC cameras (more than 1,000 cameras at any given time). A CDOT employee is assigned to the RTCC. He/she is a signal systems specialist who monitors traffic flow during peak hours (6:30 a.m. to 9:30 a.m. and 3:30 p.m. to 6:30 p.m.) from the RTCC. CDOT employees also have access to some of the CMPD databases in order to send out accident/traffic information and send e-mails to local media, emergency services, bus systems, and utilities to proactively alert them when lanes are blocked or traffic flows are interrupted. The CDOT specialists also send out real-time updates on traffic patterns and relay the information to the RTCC screens as incidents occur. The signal specialists try to keep traffic flowing and can change traffic signal patterns as necessary. They also work with signal timing engineers to respond to citizen complaints submitted through 3-1-1 (the nonemergency alternative to 9-1-1). During nonpeak hours, CDOT specialists work at a CDOT center that is housed in another building, but since the RTCC has a modernized infrastructure, they utilize it for peak-hour activity.

Incidentally, CMPD also has a separate Command Center that is similar in some respects to the RTCC. It was technologically designed in a similar manner (numerous work stations, live video feeds, large video monitors on the walls, etc.) to the RTCC, but it is staffed and operational only at certain times (e.g., on July 4, New Year's Eve, during large public events). Otherwise, the room is typically empty and remains unused. Other departments may want to consider a "scalable" RTCC design, which would allow the agency to ramp up operations during peak times, as opposed to having a separate command center.

During the final six months of the project, the project team prepared the toolkit and also examined and documented the organizational structure of the CAD and the RTCC and considered alternative models for inclusion in the toolkit. In Charlotte, the RTCC had direct access to the chief of police. In contrast, the Crime Analysis Division reported to the deputy chief of administration. The decision to allow the RTCC direct access to the chief of police had implications regarding the "organizational profile and status" of the RTCC versus the CAD. CAD had been operational for numerous years, and its work is clearly highly valued within the organization and by the chief. Much of what CAD does guides the department and its overall mission. The range of work products (which include criminal organization flowcharts, call record details, CompStat materials, cell phone tower mapping, offender profiles, etc.) is extensive and fundamental to resolving many cases and meeting numerous organizational objectives.

Software Enhancements

During the project period, CMPD worked with a software firm to install a GIS-based software that integrates disparate applications into one web-based platform. This software is expected to merge the traditional "pin" map with the RTCC. Within this framework, RTCC detectives, CAD analysts, and selected police officers will be able to search and find a pin location through the GIS software, select a specific location, and view a camera feed from this location. This technology is used in conjunction with the 600-plus cameras currently operating in Charlotte and would alert RTCC and crime analysis staff members of key situations and events that are captured on camera and subsequently drive relevant data to the appropriate responding officers and detectives. The integrated software reduced the need for RTCC detectives to log on to multiple different applications and allows them to work across several systems without having to toggle between systems. This technology further enables real-time collaboration via shared situational awareness across the CMPD and externally with other organizations.

Project Successes

One of the primary successes of the project was creating and completing development of a short video that summarizes the technologies and activities of the RTCC in Charlotte. That video can be viewed here—https://www.youtube.com/watch?v=nQz7YCzM0LA—and it should help other agencies to easily understand what a RTCC is, how it operates, what kinds of technologies can be integrated, and how this process works in Charlotte.

Project Lessons Leaned

Several useful lessons were learned during the project. One is focused on the integration of external sources of video into the RTCC in Charlotte. CMPD worked with several large companies in the uptown area of Charlotte to utilize and access their video feeds. Access to additional video cameras in high-pedestrian-traffic areas provides RTCC detectives with valuable real-time video feeds. Commercial burglary and robbery detectives have mentioned that the integration of private video feeds (for example, from convenience stores) would greatly improve their ability to identify a suspect quickly and potentially avoid further offenses and victimizations. Currently, when officers and detectives respond to a commercial crime, video footage is often available but cannot be quickly accessed by management for various reasons (for example, managers are not sure how to access the information, there are technology issues, or the data is stored off-site). Delays receiving the footage make apprehension more difficult. If these video feeds were available in real time, RTCC detectives would be able to quickly scan the feeds for suspect descriptive information (clothing, direction or departure, cars used, etc.) and provide it to officers before they even arrived on-scene, making immediate suspect apprehension much more feasible. For those who want to explore this issue more thoroughly, the Institute for Law and Justice has a report on the trends and practices of partnerships between public and private security.

Another primary challenge during the project was fully understanding and documenting the conflicting purposes and roles of the RTCC and the CAD at CMPD. It was clear to the project team that the extensive work of the CAD and of crime analysts was also considerably different from that of the RTCC and an RTCC operator/detective. Therefore, sections of the toolkit help to

clarify the different roles and responsibilities of these two units, describe the varying skill sets required for employment in each, and help other organizations think about how best to structure both of these units within their own agencies.

One final lesson learned was that the impact of the RTCC on crime trends remains unclear. It was obvious that the technology used at CMPD was interesting, and it was equally apparent that the camera/LPR infrastructure would assist with law enforcement response and investigative processes. In fact, the detectives in the CMPD RTCC video clearly suggested as much. However, the long-term impact of an RTCC on crime patterns and trends remains uncertain. The extensive costs of setting up and staffing an RTCC need to be justified by its effectiveness. Agencies should consider these resource costs relative to the achieved benefits as they assess whether establishing an RTCC makes sense in their communities and departments.

Conclusions and Implications for Policing

The toolkit is designed to allow most law enforcement agencies to learn about what an RTCC can offer, understand how an RTCC can be set up in a local agency/community, and identify the resources needed to get started. The toolkit clarifies the varying roles of an RTCC versus a crime analysis division/unit and identifies the skills required for employees who work in both environments. The toolkit provides suggestions for developing a standard operating procedure (the CMPD example is included below) that might be used as a model for other agencies; offers guidelines for developing partnerships with interested constituencies within and outside of the organization; and offers recommendations for measuring the effectiveness of RTCC activities. Finally, the toolkit considers the future evolution of RTCCs and examines other technologies that may be integrated.

It seems clear that policing continues to evolve quickly with the adoption and implementation of new technology, greater community access to video, improved transparency, and more efficient responses to crimes in progress. The development and evolution of RTCCs will certainly improve operational efficiency in many situations and across a number of law enforcement agencies. Further, the expanded use of video and other technologies can greatly improve the chances of capturing some offenders in real time and can substantially improve the likelihood of convictions in the future.

I. PURPOSE

The purpose of this SOP is to define the structure and functions of the Crime Analysis Division. The Crime Analysis Division acts as analytical support for all major operations and investigative divisions/units within the CMPD, providing decision support mechanisms to align departmental activities with community needs. The members of the unit provide criminal intelligence and management analysis resources to the Office of the Chief, Field Services, Investigative Services, Support Services, and Administrative Services to assist in the accomplishment of the overall mission and goals of the organization. Division staff members serve as the agency's overall data experts along with being responsible for developing and deploying Crime Analysis, Criminal Intelligence, and Geographic Information Systems technology and toolsets for the CMPD.

II. STRUCTURE AND ACCOUNTABILITY

A. Manager: The Crime Analysis Division is directed by a civilian Crime Analysis Manager who is directly accountable to the Administrative Services Bureau Major. The Administrative Services Bureau Major is directly accountable to the Administrative Services Group Deputy Chief.
B. Supervisors: Personnel assigned to the Crime Analysis Division report to one of two civilian supervisors directly accountable to the Crime Analysis Manager. Analysts with patrol division assignments are directly accountable to the Crime Analysis Supervisor. All other analysts and staff members are directly accountable to the Information Technology Supervisor. The Crime Analysis Supervisor has primary oversight of analytical support functions related to Field Services and Support Services; the Information Technology Supervisor has primary oversight of analytical support functions related to criminal intelligence and investigations along with division technology projects.
C. Staffing: All personnel assigned to the Crime Analysis Division are directly accountable to their assigned Supervisor designated in the City of Charlotte PeopleSoft personnel system. These personnel consist of 2 Senior Management Analysts, 11 Management Analysts, 1 Business Support Specialist/Developer, 1 CAD Map Administrator/GIS Analyst, and 1 Investigative Technician. Each analyst is assigned multiple patrol divisions, investigative units, and/or departmental programs to serve as their primary analytical liaison.
D. Work Hours: Primary hours of operation are 0800-1700 Monday through Friday. All division personnel are subject to potential schedule alterations and on-call responsibilities to fulfill criminal intelligence requests, support command center activations, and/or provide technical support for system implementations, upgrades, or malfunctions that impact the division's service delivery.

III. PROCEDURES

A. The Crime Analysis Division is responsible for continually leveraging technology and data, employing a set of systematic, analytical processes to provide timely, targeted information related to patterns, trends, and active investigations. Staff members provide information and criminal intelligence support for use in planning resource deployments, preventing and solving crimes, and seeking successful case outcomes. All types of crime analysis

are conducted by the division, including tactical crime analysis, criminal investigative analysis, criminal intelligence analysis, strategic crime analysis, and administrative analysis. Analytical support is also provided to other specialized divisions directly accountable to the CMPD, including providing call center analytical support to the Communications Division and assisting the department's Public Affairs Office with responses to public information requests. Work products produced by division staff include, but are not limited to, the following:

a. Criminal intelligence bulletins
b. Crime analysis and officer activity overviews
c. Offender and group/gang profiles
d. Threats to officers
e. Timelines (crime series and offender based)
f. Criminal organization charts and flowcharts
g. Link charts (direct and indirect associations)
h. Electronic monitoring patterns/correlations (CMPD and NCDPS)
i. Tracker maps/correlations
j. Call detail record patterns and cell tower sector maps
k. Pursuit maps
l. Crime concentration and change maps
m. Patrol workload and staffing analyses
n. Advanced text search results

B. The Crime Analysis Division is responsible for compiling and publishing data used in COMPSTAT accountability sessions. These weekly crime control strategy meetings are staffed by two analysts to provide interactive mapping and information support.

C. The Crime Analysis Division serves as the central repository of criminal intelligence data gathered by department members to ensure the consistent capture, analysis, and dissemination of sensitive data, following guidelines as governed by 28 CFR Part 23, NCGS Chapter 132, and CMPD directive 800-001. Information or data collected, stored, and/or disseminated must comply with all State and Federal Law, CMPD directives, and Federal Intelligence guidelines. CMPD criminal intelligence will be stored in a secured, central repository and can only be shared outside or within the agency on a "need to know" basis. All CMPD intelligence files are to be considered sensitive in nature and not to be released to the media or general public without prior approval from the Administrative Services Deputy Chief.

D. Threats to Officers: Officers who encounter or receive information about subjects who represent a potential threat to area emergency personnel or emergency response equipment will forward that information to CrimeAnalysis@cmpd.org after review and approval by the officer's immediate supervisor. Crime Analysis personnel will evaluate the submission and obtain background information on the subject to include a photograph, criminal history, previous police encounters, and any other intelligence that adds value to threat dissemination. Vetted threats will be entered in CMPD's Threats To Officers application and disseminated using the application's programmed e-mail notification process.

E. EcoATM and Pawn: The Crime Analysis Division serves as the central repository for all ecoATM pawn reports/data. A designated analyst serves as the CMPD contact with the vendor, performing routine analyses, compiling and disseminating criminal intelligence,

and assisting officers with recovery of stolen property. In addition, a designated analyst is responsible for routine analysis of Pawn Tracker data, compiling and disseminating criminal intelligence and investigative leads.

F. Open Source Intelligence: The Crime Analysis Division is responsible for scanning social media/open sources for potential criminal activity and threats to officers to enhance CMPD's crime detection, prevention and solvability efforts. Division efforts are concentrated on the following law enforcement reasons for monitoring: reasonable suspicion of involvement in criminal activity such as shootings and other crime series, gang activity, threats to officers, and planned activities that can draw large crowds. It should be noted that some of the information monitored describes First Amendment protected activities. The CMPD recognizes that Americans have constitutionally protected rights to assemble, speak, and petition the government. The CMPD safeguards these rights and only reports on First Amendment protected activities for operational planning in the interest of assuring the safety and security of the public including demonstrators and public safety personnel. The CMPD will continue to communicate these events with other law enforcement partners in an effort to facilitate the CMPD's mission of protecting the lives, property and rights of all people, to maintain order, and enforce the law impartially.

G. NIBRS/UCR: The Crime Analysis Division serves as the Uniform Crime Reporting agent of the CMPD to the SBI and subsequently the FBI with a designated analyst serving as the CMPD contact for all correspondence with SBI and FBI UCR representatives. Responsibilities include monthly NIBRS/UCR submissions to the SBI; UCR statistical summaries and related work products compiled for the CMPD Public Affairs Office; serving as the departmental expert for all CMPD personnel regarding UCR crime classifications and clearance rules; and quarterly audits of unfoundings, reclassifications, and adherence to UCR guidelines.

H. Support for Special Programs: The Crime Analysis Division is responsible for providing analytical support for departmental programs that include Priority Offender Strategy Team (POST), Nuisance Enforcement Strategy Team (NEST), Juvenile Priority Offender Strategy Team (JPOST), and Juvenile Diversion.

I. Special Projects: The division manager or a division supervisor will approve special projects/requests prior to initiating analytical support.

J. Call Back: Analysts serve in one of two callback rotations – (1) criminal intelligence support or (2) command center activation.
    a. On-call criminal intelligence support is available for active homicide investigations, shooting series, TRAP property crimes series, and immediate threats to officers. The on-call intelligence support number 704-336-8781 will automatically route you to the scheduled analyst. The scheduled analyst will immediately notify the Crime Analysis Division manager and supervisors when activated.
    b. Command center activations will be communicated to the Crime Analysis Division Manager and Supervisors when requiring analytical support.

K. The Crime Analysis Division is responsible for administering and auditing CMPD's user accounts and contractual service agreements with public records database services to include vendor solutions such as LexisNexis/Accurint, TLO, and CLEAR. The Crime Analysis Division is also responsible for administering and monitoring CMPD's user accounts with the North Carolina Department of Commerce, Division of Employment Security (DES).

L. The Crime Analysis Division is responsible for the deployment and administration of Geographic Information Systems (GIS) capabilities throughout the CMPD and coordination with City of Charlotte and Mecklenburg County GIS professionals and enterprise teams to leverage existing GIS resources and eliminate duplication of effort. Division staffing includes a CAD Map Administrator (GIS Analyst) position dedicated to supporting the GIS requirements for the police department's Intergraph Computer Aided Dispatch (CAD) System. In addition, this position serves as the addressing and base mapping coordinator for the CMPD.

M. The Crime Analysis Division Information Technology Supervisor is responsible for maintaining all server-based GIS and crime analysis software required to meet service demands. This server-based software includes: ArcGIS, VisuaLinks, PenLink, uReveal, and Kapow Katalyst. Web-based applications created and maintained by the Crime Analysis Division are as follows: Officer Mapping System, CMPD Live, Crime Analysis, On Demand Reports, Address Search, and F7. Crime Analysis Division staff are also responsible for developing logic for SQL Server and Oracle ETL data sources primarily consolidated in the CMPD's Operational Data Store (ODS) to support reporting and analysis.

N. The Crime Analysis Division is responsible for administering and performing software installations for the following desktop applications: ArcGIS, XTools, SnagIt, SyncBack, VisuaLinks client, CrimeNtel client, TimelineMaker, PenLink client, and Managing Patrol Performance (MPP). Division supervisors and senior staff have additional desktop software maintenance and configuration responsibilities as well for customizations required by division staff to successfully complete assignments.

O. The Crime Analysis Division is responsible for creating business intelligence processes and automated report distributions to deliver role-based, meaningful information to police personnel in a consistent and time sensitive manner. Automated reports produced and maintained by division staff include, but are not limited to, the following:

a. COMPSTAT report packages
b. Executive Staff report package
c. Command Staff report package
d. Beat Profile report packages
e. EM crime correlation reports by beat and crime type
f. Recently released DOC and MCSO inmates
g. Transit/rail station crimes and arrests
h. Gun crime activity
i. Active Priority Offender Strategy Team (POST) offenders
j. Arrest charges dropped for no probable cause (NPC)

IV. REFERENCES

800-001 Use of Public Records and Department Information
800-007 Communications and Reports
800-015 Criminal Intelligence
CALEA

Charlotte Mecklenburg Police Department
Standard Operating Procedure (SOP) for the Real Time Crime Center

I. PURPOSE

This procedure outlines the general responsibilities, duties, and job tasks of the department's Real Time Crime Center (RTCC) and its personnel. The RTCC will support Patrol and Investigative units by utilizing available technology and information systems to offer situational awareness to officers as they respond to various calls for service as well as investigative support during the initial investigation.

II. POLICY

It is the policy of the RTCC to leverage technology to assist units, both patrol and investigations, during the initial stages of response and through the preliminary investigation of priority calls or events that are significant in nature. The RTCC also conducts proactive monitoring of available resources to aid in the prevention of crime and assessment of the deployment of additional resources.

III. DUTIES, RESPONSIBILITIES, AND ACCOUNTABILITIES

A. Sergeant

1. The sergeant will provide overall leadership and supervision, maintaining discipline through coaching and counseling.

2. The sergeant will ensure that the goals of the unit are attained in an efficient and effective manner.

3. The sergeant will work to maintain a team philosophy and an open line of communication between the members of the unit as well as other divisions within the Police Department.

4. The sergeant will ensure compliance with and complete administrative duties as required by departmental rules, regulations, procedures, and directives.

5. The sergeant will evaluate callback requests by determining the number of detectives needed, if any, on a case by case basis and in accordance with unit call back protocols.

6. In the absence of the Captain, the sergeant may be given the authority to act as the Commander of the unit.

B. Detective

1. Detectives will possess/develop a strong understanding of available resources (primarily technological in nature) that can be utilized to impact crime, the ability to research what is needed within those resources, and the ability to communicate that information to units within the department who can best use the information in proactive enforcement and/or criminal investigative efforts.

2. Detectives will support priority calls for service and/or events that are significant in nature by conducting real time assessments of available technological resources. Detectives will determine the value of information and how that information should be disseminated.

3. Detectives will gain and maintain an overall understanding of significant crime trends across PD jurisdiction.

4. Detectives will conduct proactive monitoring of available technological resources and report relevant usable information derived from those resources in an accurate, timely, and ongoing manner to better enable PD to impact crime.

5. Detectives will work with Computer Technology Solutions and Crime Analysis as needed to maximize abilities and carry out system maintenance.

6. Detectives will maintain an open line of communication between the RTCC and other divisions within the Police Department.

IV. OPERATIONAL PROCEDURES

A. Monitor Calls for Service

1. Monitor for priority events

   a. Switch to appropriate talk group;

   b. Monitor call comments and related radio traffic;

   c. Check assets/resources/databases;

   d. Report any findings to responding/investigating officers.

2. Public Events and Large Crowds

   Examples include sporting events, street festivals, outdoor concerts, etc. The RTCC will utilize available technological resources in the area of relevant events to look for suspicious activity leading up to and during the

event and report any activity as soon as possible/practicable to appropriate personnel.

B. Monitor Cameras and ALPR's

1. Based on crime trends, or requests, and, as time allows, detectives will monitor specific cameras during the course of their day.

2. Detectives will periodically check for camera positioning as well as any needed camera maintenance. Detectives will notify the appropriate personnel of any malfunction.

3. Detectives will monitor the ALPR system and address alerts that are initiated.

4. Detectives will "Push" license plate numbers into the ALPR system when requested and when the request meets unit criteria.

5. Periodically detectives will review the plate numbers that are "Pushed" to determine if the need to keep them in the system is still valid.

C. Databases

1. Databases will be used within the guidelines of departmental policy and federal, state, and local laws and regulations.

2. Databases used include, but are not limited to, the following:

Lexis Nexis or other contracted informational databases

a. KBCOPS

b. CMPD Gang Database

c. Pawn Shop Database

d. NCIC

e. Electronic Monitoring Database

f. Moniker/Nickname Database

g. Field Interview Database

h. CJLEADS

i. NCAWARE

j. ShotSpotter

k. COPLINK

l. ALPR

D. Call Back

A callback rotation will be in effect for response outside regular hours of operation and/or if additional staffing is needed during regular operating hours. The rotation and frequency of callback will be reflective of the number of personnel assigned to the center and the staffing levels during shifts. The on call supervisor will be responsible for determining whether a callback response is warranted and if so, assuring that detectives have been notified and are responding accordingly.

E. Scene Response

1. Unit members will respond to scenes as deemed necessary by the chain of command.

2. Additional detective(s) may respond to the RTCC if deemed necessary, and after normal hours.

3. While at the scene unit members may utilize the computer equipment at the scene or will act as a liaison between detectives handling the scene and detectives at the RTCC.

F. Follow-up and Pro-Active Investigations

1. Detectives may review historical data on the ALPR as requested by investigating officers and within unit criteria.

2. RTCC detectives will be mindful that the use and review of video recordings should be for a legitimate law enforcement purpose or one that involves possible civil liability for the City.

3. Detectives may assist investigating officers by instructing the requesting officer on the use of the systems.

4. Detectives may be tasked to assist during surveillance operations (i.e., for Vice, Gang).

a. A member from the requesting unit may respond to the RTCC for the actual surveillance.

b. RTCC detectives will assist the investigating officer by instructing the requesting officer on the use of the system.

c. RTCC detectives should remind the requesting officer that the cameras can only be used for law enforcement purposes.

G. Documentation

Detectives will document involvement in cases utilizing the unit approved database and departmental records management system.

H. Evidence Retention

1. Detectives will retain electronic evidence collected in accordance with State law and departmental policy.

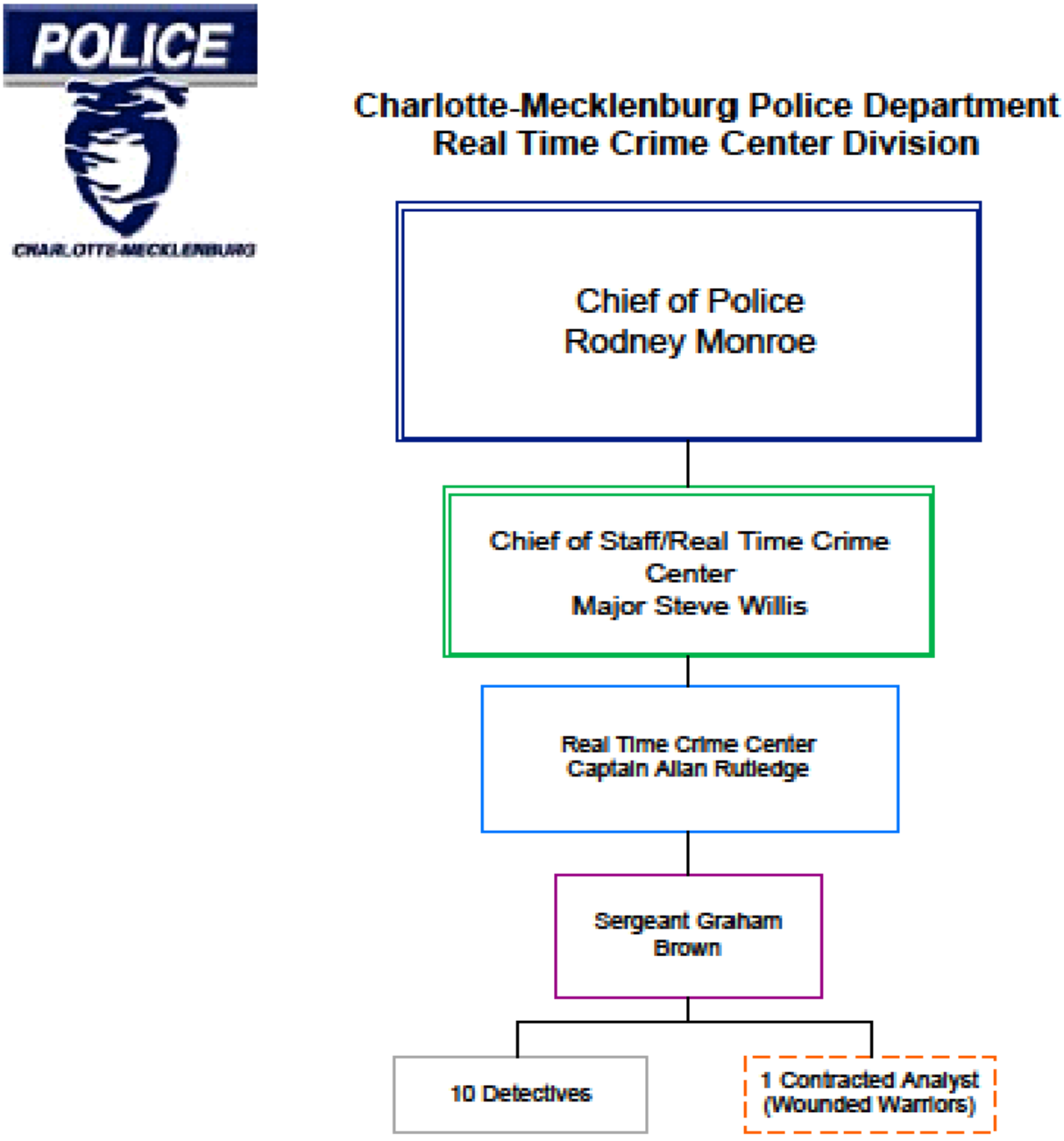
2. Detectives will maintain a log that includes the complaint number and the officer retrieving the electronic evidence.

3. In cases that do not fit the criteria of being for a law enforcement purpose, or civil liability to the City/County, (i.e. civil matter for an automobile accident), the complainant must have a court order prior to any search/retention by a Detective.

V. REFERENCES

800-001 Use of Public Records and Department Information
800-016 First Amendment Activities
Automated License Plate Reader SOP
CALEA

Charlotte Mecklenburg Police Department - RTCC Chain of Command



Effective April 15, 2015

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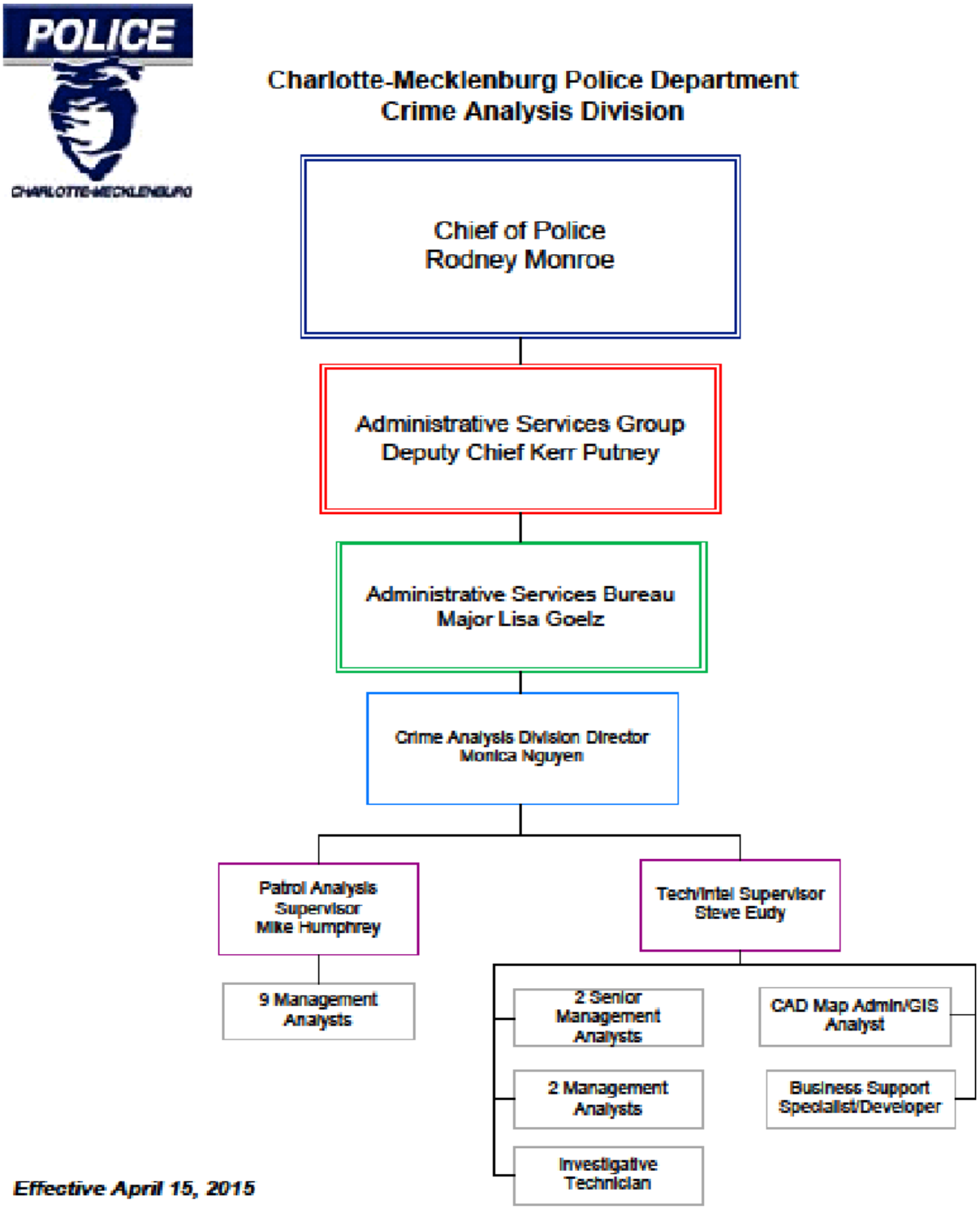
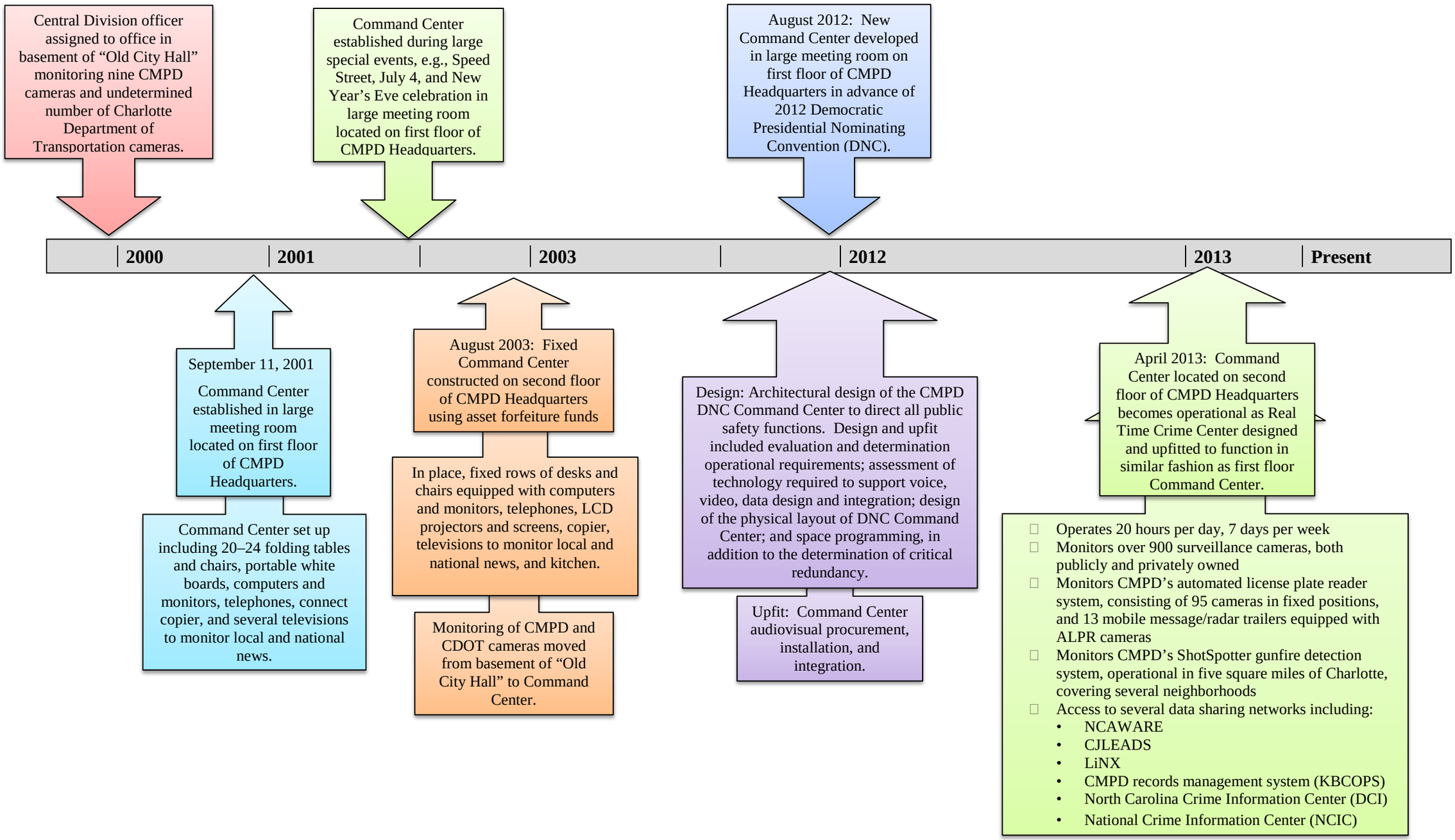
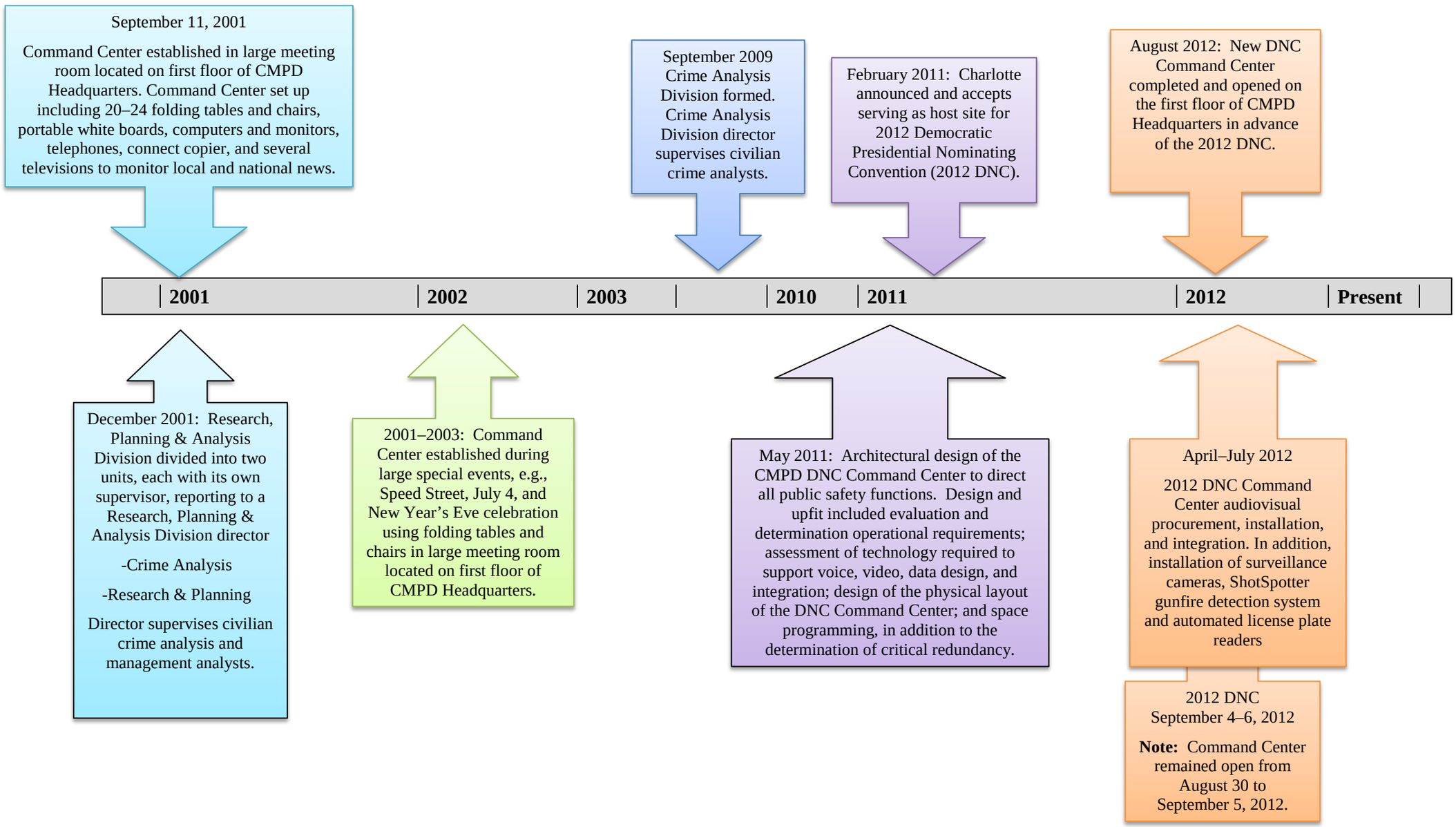
Charlotte Mecklenburg Police Department - Crime Analysis Division Chain of Command



Evolution of the CMPD RTCC



Evolution of the CMPD Crime Analysis Division Since 2000



Charlotte, NC Police Real Time Crime Center/Crime Analysis: Logic Model 2017

Resources	Activities	Outputs	Short-Term Outcomes	Intermediate Outcomes	Long-Term Outcomes
The resources to be used to establish and implement the project include the detectives and technology applications used in the CMPD's Real Time Crime Center (RTCC), the CMPD's crime analysis staff capabilities to integrate crime analysis with the RTCC technology applications, and the subject matter experts to further enhance the CMPD capabilities for solving crime in real time.	Describe and document the technologies that are used and the data sources that are developed in the RTCC	Describe the organizational capacity necessary to capitalize on newly developed technologies and data sources that are generated from the RTCC	Meet and interview technology experts and data managers to understand the purpose of various technologies and data sources that are used to inform RTCC operators. Identify list of technologies that are used to develop new data and determine where and how that data is used by CMPD	Identify and recommend useful RTCC technologies and clarify ways in which captured data can be archived, retrieved, and analyzed in the future by CAD, RTCC, agency leaders, the courts, and other constituents	To further enhance the CMPD's capabilities for solving crime in real time and provide guidance for similar implementation to interested police agencies
	Document the establishment, launch and continued growth of the RTCC at CMPD	Chronological summary of the steps that were taken and the resources that were acquired to establish the RTCC	Work with CAD staff to trace the historical development of the RTCC using available training, organizational and SOP materials and supplementing with interviews of key personnel who were involved in the process	Work with CAD staff to document the ongoing evolution of the RTCC as new technologies and capabilities are added, as personnel are becoming more proficient and/or efficient, and as CAD and the RTCC synergize their efforts to capitalize on real time crime data and information	
	Prepare RFP to solicit vendors to procure technology application used to integrate disparate and independently functioning applications (cameras, license plate readers, etc.) into a seamless web-based platform	Qualified vendor selected and retained	Training CMPD staff by vendor on the operation and use of the application software	CMPD staff can operate the application software without vendor support	
	Fully implement the technology software to integrate disparate and independently functioning applications	Deliver relevant data to the appropriate responding officers and detectives with greater speed and efficiency	Provide RTCC and Crime Analysis staff the ability to obtain and analyze information in the immediate vicinity of an event.	Solve crime in real time and integrate situational awareness (collect, interpret, and process information) provided by the RTCC with the data driven capabilities of the Crime Analysis Division.	

Resources	Activities	Outputs	Short-Term Outcomes	Intermediate Outcomes	Long-Term Outcomes
	Integrate the traditional GIS mapping process within the RTCC operations	RTCC detectives, crime analysts, and selected police officers will be able to search and find a GIS location at which a crime occurred	Access all current applications simultaneously including data and/or video from license plate readers, electronic monitors, surveillance cameras, NC and Charlotte Department of Transportation cameras, and ShotSpotter in close proximity to the selected GIS location	Provide relevant data, in real time, to the appropriate responding officers and detectives.	
	Identify processes, directives, and standard operating procedures of the RTCC and Crime Analysis Division	Identify the capabilities of the RTCC and the Crime Analysis Division	Fully document the capabilities of the RTCC and the integration of crime analysis capabilities	Identify any areas for improvement to the integration of the RTCC and crime analysis capabilities	
	Document how the CAD and RTCC work independently and in cooperation for short and long-term activities	Provide a recommended model (or more than one model) for other agencies (perhaps of similar size and with comparable crime challenges) that are interested in developing a CAD, a RTCC, or both	Fully document the current interactions and integrations between the CAD and RTCC at CMPD	Consider the fiscal and operational implications of having to choose between one or the other (CAD or RTCC) in terms of costs, resources required, and capabilities relative to desired benefits, and consider whether prioritizing one over the other is recommended, or whether both can or should operate independently and be developed simultaneously	
	Develop a toolkit	Develop a toolkit for CMPD and police agencies to intergrade and enhance their analytic capabilities between a real time crime center and crime analysis	Troubleshoot the Toolkit	Finalize the Toolkit	