



# APCO 2017

August 13-16 | Denver, CO

## Lessons Learned Charlotte Protests 2016

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# CHARLOTTE PROTESTS 2016

## Lessons Learned



No Police  
Operations  
Discussion

# Charlotte, NC

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# Charlotte-Mecklenburg Quick Facts

## 2016 Population:

789,541 City of Charlotte  
1,002,416 Mecklenburg County  
847,700 CMPD Jurisdiction  
2.3 Million Charlotte metro area

## Total Square Miles:

303 City of Charlotte  
546 Mecklenburg County  
438 CMPD Jurisdiction

## CMPD Employees:

1,903 sworn  
514 civilian  
376 volunteers  
31 Reserve Officers



# Charlotte-Mecklenburg

## Quick Facts

### CMPD's Communications Division

- Primary PSAP for Mecklenburg County
- 160 civilian employees
- 16 Supervisors
- 1 Sworn employees
- 911 call answering
- Police Radio Dispatch
- DCI/NCIC



# Timeline of Events

[Timeline Video](#)

# What was the immediate impact on Communications?

- **Automatically moved all employees to 12 hour shifts**
- **Notify employees of changes and where to report-increase of man power**
- **2 locations to report (Headquarters and back up center due to staffing)**
- **Emotional Impact on personnel**

# Areas of Lessons Learned

- 1. Operations of the communications center**
- 2. The psychological and emotional impact on the employees**
- 3. Radios ready to support the mission**
- 4. Supporting the Command Center**

# Communications Operations

## The night of the shooting

Cameron Redwine  
Video

### 1. Get the telecommunicator an assistant

- Taking notes
- Monitoring radio traffic

### 2. Use a white board to track rapidly evolving events and information

### 3. Manage stress in the center

- Employee working the channel
- Mood of the room as the night evolves into riots



**INCIDENT LOCATION**

**# DETAINED & 72'D** #

**ON SCENE COMMANDER (CONTACT)** #

**STAGING AREA**

**# NON-CEU UNITS**

**CEU SERGEANTS**

**REPORTING TO:**

WAREHOUSE: 1419 N. GRAHAM ST.

**CENTRAL**

**HICKORY GROVE**

**SOUTH**

**METRO**

**UNIVERSITY**

**WESTOVER**

**EASTWAY**

**PROVIDENCE**

**FREEDOM**

**NORTH TRYON**

**INDEPENDENCE**

**AIRPORT**

**NORTH**

**STEELE CREEK**

**K-9 455 CSS**

- 1.
- 2.
- 3.
- 4.
- 5.

**NON CEU DRIVERS (NAMES)**

- 1.
- 2.
- 3.
- 4.
- 5.

**MISCELLANEOUS REQUESTED RESOURCES**

- CONFIRM REQUESTS ARE MADE OVER THE AIR**
- EVERBRIDGE NOTIFICATION**
- CREATE CALLS FOR SERVICE**
- 1419 N. GRANAM ST. AST-LOGISTICS | QUICK RESPONSE**
- STAGING LOCATION ADDRESS FOR CEU CRITICAL INCIDENT CIVIL UNREST**
- DEACTIVATE WAREHOUSE ALARM**
- ASSIGN 2 DISPATCHERS TO CEU1**
- REQUEST CFD PAC TEAM TO STAGE**
- PATCH CFD 1K—COMMAND IF NEEDED**
- REQUEST MEDIC CEU UNITS TO STAGE**
- FOLLOW UP WITH INCIDENT COMMANDER**

# Communications Operations

## The Protests

Capt Poston  
video

- 1. Emergency shift schedules prepared for state of emergency**
- 2. Have a mass alert contact system in place- Everbridge**
- 3. Site Security- protecting your employees**
- 4. Put your best & most experienced people in the Command Center**

# Communications Operations

- Evacuate to Back Up Center

Crystal Oxendine  
Video

1. Prepare ahead of time
2. Evacuation plan in place for your communications center
3. What equipment will we need to take with us?
4. Site Security- at the back up center
  - New location, new concerns

# Managing Psychological and Emotional Responses

## The Protests and move the back up center

1. Recognizing the emotions in the room
2. Do your employees have faith in you as a leader?
3. Do your employees know what is happening right now?  
You may know, do they know?
4. Are you maintaining communication throughout the incident?
5. Solicit feedback from your employees-allow your employees to have a voice.

Wesley Rogers  
Video

# Radios Ready to Support the Mission

1. Do you have a cache of radios available?
2. Is the radio template up to date to meet needs?
3. Does the Civil Emergency Units have assigned encrypted channels
4. Is there sufficient radio battery's and chargers for CEU?
5. Are communications staff educated CEU operations?
6. Do you have a CEU "call out" protocol for communications?

# Command Center



# The Command Center

- 1. Command Center needs the current radio templates.**
  - Showing location of ALL talk groups
  - Printed and laminated in the center
- 2. Provide “cheat sheets” or helpful guides for command staff**
  - Important numbers, city and state radio shop
  - IT support numbers
  - Encrypted versus non-encrypted channels
- 3. Staff with at-least two communications employees**
  - Should have two console radios (MCC-7500) Motorola
  - Two separate talk groups next to each other
- 4. Dispatchers should have daily line-ups of officers**
  - This includes the special units, CEU etc.
- 5. Ensure dispatchers have all resources they would normally have**
  - Phones, frequently used number list, line ups

# SUMMARY

- Identify the good and the bad
- Have backup center ready at all times
- Keep staffing contacts and emergency shifts current
- Manage emotions in the room



# What did we learn that is most important?

Prepare NOW for what can occur tomorrow

# QUESTIONS OR COMMENTS?



**Thank you**

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