The BJA Executive Session on Police Leadership **is a multi-year endeavor started in 2010 with the goal of developing innovative thinking that would help create police leaders uniquely qualified to meet the challenges of a changing public safety landscape.**

In support of an integrated approach to creating safe and viable communities across America, the project directors recruited 20+ principals from a range of disciplines. The principals, in turn, led national field teams of practitioners focused on the work of policing and the organization of the future.

To gain new insights on leadership, the *BJA Executive Session on Police Leadership* **engaged police chiefs in documenting their own paths and invited leaders to participate in various audio and video forums to tell their stories and discuss the future of policing and police leadership.**

Please visit our website, http://bjaleader.org**, to learn more about this project and to access a broad array of interactive, multimedia resources.**

The principals are supported in their work by a team that includes project co-directors Darrel W. Stephens and Bill Geller, project strategist Nancy McKeon, and BJA Senior Policy Advisor Steve Edwards.

Five Police Departments Building Trust and Collaboration
**Innovations in Policing Clinic
Yale Law School
Charlotte-Mecklenburg, North Carolina**

What We Learned

by
Caroline Van Zile

What We Learned in Charlotte-Mecklenburg

Charlotte's story provides a blueprint for wholesale reform. Although the complexity of Charlotte's reforms may make them harder to replicate in combination, even when taken separately the CMPD's efforts and goals are instructive. Its innovations over the last several years represent a stride forward for a major metropolitan department that was achieved with minimal friction. As a result, they have garnered positive reviews from citizens and have remained in place over time.

While Charlotte has rightly earned a reputation as a national model for collaborative policing techniques and has made serious headway in building trust with disadvantaged communities, the CMPD still faces numerous obstacles. One of the hardest lessons from Charlotte is that building trust and collaboration may not have an immediate effect on crime rates.

Three Things the Field Can Learn from Charlotte

1. *Emphasize Trust And Collaboration within the Police Department*

   - Adopt a mission statement and specific goals that focus on trust and collaboration.
   - Train, evaluate, and reward officers based on these goals.
   - Use multiple methods to measure progress, including robust and regularly administered citizen surveys.

2. *"Sweat the Small Stuff" to Build Trust with the Community*

   - Work with community members and organizations to address even the smallest signs of disorder or complaints, from trashcans overflowing to nuisances like crumbling awnings.
   - Ensure that community leaders are equipped to deal with disorder as well.
   - Guarantee that each neighborhood has a leadership group that meets regularly and require at least one officer to attend every neighborhood meeting.

3. *Increase Transparency and Communication*

   - Designate two officers as community coordinators for each response area.
   - Coordinators attend every community meeting in their response area, get to know residents, and follow-up with victims of crime.
   - Ask coordinators, along with the lieutenants who lead each response area, to compile newsletters on a monthly basis to keep community members informed.
   - Ensure the Internal Affairs Division shares its assessment and other pertinent information with the community when police misconduct is suspected or force is used against civilians.
   - Work with the Community Relations Committee to guide citizens through the complaint process.

The Yale Law School Innovations in Policing Clinic is made up of Rebecca Buckwalter-Poza, Kyle Delbyck, Jamil Jivani (lead author for Milwaukee case study), Jeremy Kaplan-Lyman (lead author for Seattle case study), Jessica So, Trevor Stutz (lead author for High Point case study), Carolyn Van Zile (lead author for Charlotte-Mecklenburg case study), and Alyssa Work (lead author for Philadelphia case study).

……….

The principals on our team include John Crombach, Gail Christopher, Darrel Stephens and James Forman, Jr.