



“Are You Illuminated?”



**Charleston
Illumination
Project**

May 2017 - Nov. 2017 Status Update

PICTURED ABOVE: FARMACY KICK-OFF EVENT AT MALL PARK, NOVEMBER 2017

2017

[Goal #1: Develop better understanding between citizens and police of different cultures, backgrounds, and experiences to build mutually beneficial relationships](#)

HIGHER EDUCATION:

Actively seeking to contribute to the creation of diverse partnerships and enhance community safety, CPD has joined sides with local, higher education entities. The teams have been able to develop and deliver curriculums that are meant to broaden awareness and increase understanding of present day and historic facets of relationship building between police and minority communities.

A Civil Rights presentation, developed in conjunction with professors from the Charleston County Library and the College of Charleston, has been presented to each pre-academy class in 2017 and will be rolled out in quarterly sessions to the entire department in 2018. It is an excellent presentation of the history of Charleston with an emphasis on the Civil Rights causes that have actually happened in the city.



Civil Rights Presentation: Pictured left to right: Captain Brian Ambrose, Deputy Chief, Naomi Broughton, Interim Chief, Jerome Taylor, with partners from College of Charleston and Charleston County Library; Professor Bernard Powers, Professor Harlan Green, and Professor Nic Butler



PRISONER RE-ENTRY PROGRAM:

CharlestonPD partnered with the Turning Leaf Project, which is a reentry program for previously incarcerated men. The program provides education and support after release and includes a job training partnership with the City of Charleston.

A new class was started and there have been 30 students to complete the program. There are several individuals in part-time positions with two (2) participants currently awaiting full-time employment with the city. The project plans to expand its screen printing services and is working to create a self-generating employment opportunity. The project is also exploring the possibility of opening new businesses such as moving and storage services and landscaping. Several grants have been submitted and are awaiting approval.



TURNING LEAF
CHANGING LIVES RESTORING HOPE

SURVEY STATS

Recent efforts were underway to conduct surveys in communities covered by the Community Action Teams.

From January - August 2017, 36 citizens took part in a departmental survey regarding the overall satisfaction of quality service provided by our department.

52.78% responded with Excellent

22.22% responded with Above Average

22.22% responded with Average

0% responded with Below Average

2.78% responded with Poor

COMMUNITY LIASIONS

As a way to identify and select diverse community members to serve as Community Liaisons, the inaugural Policing 101 was successfully held in the 1st quarter with Illumination project participants. A second session was presented in November to an Introduction to Criminal Justice class at Trident Technical College.



Eastside/Team 1 - Listening Lesson



Lt. Antonio & Officer Cherry at the Hispanic Empowerment Day on Johns Island

Goal #2: Build mutually respectful, trusting relationships between citizens and police

LISTENING SESSIONS:

To date, listening sessions have been held with the following groups:

Eastside Partner groups and CPD Patrol Team 1; Group included: Concerned Citizens of the Peninsula & Lowcountry, Laundry Matters and Eastside Community Development Corporation.

Latino Community, CPD Patrol Team 3, CPD Latino Liaison and Victim Advocate Group included: Johns Island Latino Community Clergy Association, Pastor Hector Sanchez, Vice President; Lydia Cotton, founder of ARTPOT.



Listening Session with Latino Community

Hispanic Community Meeting Reunión Comunitaria Hispana

in Johns Island



with the Charleston City Police Department and Victim Advocate
Nos acompañarán el Departamento de Policía y el Departamento de Víctimas

¡Vamos a trabajar juntos!
Let's work together!

Fecha: Jueves 28 de septiembre del 2017
Hora: 7:00 PM
Lugar: Iglesia de Dios
2726 River Rd, Johns Island, SC 29455



Additional groups included the Mayor's Youth Council, Ashley Hall School, Camp Hope's Haut Gap Middle School site, and First Baptist High School. Some groups have also met more than once to address citizen concerns and have continued efforts to produce satisfactory solutions.

Okra Soup United, the Charleston Illumination Project. Group included: Grace Church Cathedral, including youth group, Mt. Zion AME Holy Trinity Reformed Episcopal, and new police officer recruits.



Okra Soup United, Listening Session



LINKS, Inc. Future Leaders Roundtable

A total of 1144 citizens & officers have participated in 2017 listening sessions

CONQUERING THE LANGUAGE BARRIER:

In order to ensure that the department is able to effectively serve members of the community who do not speak fluent English, the Charleston Police Department has secured the services of the Language Line Interpreter Service. With this service, officers are able to call a phone number and get an interpreter on the line for the language spoken by the party with whom they are trying to communicate.

This service has proven to be helpful when officers are unable to locate anyone on-scene or in-service who can speak a given language. CPD has three (3) Spanish speaking officers and one (1) Japanese speaking officer.





INCREASED NEIGHBORHOOD WATCH:

Crime Watch meetings were increased by 5% since 2016 and held in several neighborhoods including: Terabrook, Carolina Bay, Grimball Gates, Jamestowne Village, Old Windermere and South Windermere. An additional meeting was added at the request of State Representative Wendell Gilliard for the Old Towne/ Heathwood/Lenevar/Wespannee area. More presentations were given at existing crime watch areas such as Rural Housing and Sandhurst, Riverland Woods, and for the board at Cain's Crossing.

[Goal #3: Develop and implement a training curriculum to enhance citizens and police understanding of each other's roles, rights, and responsibilities](#)

TRAINING & CURRICULUM:

The Integrating Communications, Assessment and Tactics (ICAT) guide takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics, and puts them together in an integrated approach to training. ICAT is anchored by a Critical Decision-Making Model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions.

A review of CPD's current curriculum shows that the department is very advanced in the presentation of civil rights, community policing, the Illumination Project, Fair and Impartial Policing, and related training. In a few instances, the department has declined some training due to the overall content being outdated or irrelevant to today's police/citizen activity.

Due to the Police Executive Research Forum's (PERF's) recommendation, the department is now anticipating the recommended ICAT training in the last quarter of this year for block training in 2018.

MENTAL HEALTH - EXTERNALLY:

New partnerships with police to improve how supervisors and patrol officers deal with mentally ill, emotionally challenged or alcohol and drug addicted members of society have been formed.

A recommendation to begin a Telepsych Pilot Program with the Mobile Crisis Unit on scene, to assess a distressed person and recommend treatment has begun. The communication between parties is conducted via "Skype". EMS and police stand-by and facilitate the call to Mobile Crisis to see what, if any, immediate action needs to be taken to aid the patient. If immediate care is not necessary, a future appointment is made with Charleston Mental Health. If immediate care is necessary, Mobile Crisis may initiate additional steps to expedite such care.

MENATAL HEALTH - INTERNALLY:

A successful partnership with MUSC has been established to offer behavioral "state of mind" psychological examinations to all CPD employees assigned to specialized areas. Pre-employment examinations are also given to all sworn officers.

DE-ESCALATION:

All CPD officers have received de-escalation training in the 2016-2017 block training rotation. In 2017, the department incorporated de-escalation as the essential core concept in all areas of training, from defensive tactics to firearms. De-escalation is presented as the best way to handle almost all incidents.

To identify subject matter experts to provide advance instruction in the areas of Interpersonal Communication, De-escalation, Sensitivity, and Community Oriented Policing Services (COPS) initiatives, resources from the Dolan Group were made available to the department. Community policing and Veterans in Crisis courses were presented in August and September. We have 450 seats total for this training.

JOB SHADOWING:

All new recruits spend five days with the School Resource Officer (SRO) as a part of their Patrol Officer Training Program, which started in Fall of 2016.

This allows new recruits to be exposed to the duties and job details of school resource officers. In the summer of 2017, recruits were also integrated into Camp Hope as camp counselors and have also been involved in other events such as Friday Night Lights, Listening Sessions, etc.



Camp Hope camper in Archery Class

[Goal #4: Develop and use best practices to improve citizen and police relationships through policies and procedures](#)

EMBRACING THE LGBTQPA COMMUNITY:

In April of 2017, a training criteria addressing the issues of the Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Pan-sexual, and A-sexual (LGBTQPA) community was developed with input from local organizations. Alliance for Full Acceptance (AFFA) and We Are Family, worked with the department to provide relevant information and produce a comprehensive policy. In June 2017, the policy was disseminated to all officers and can be found online in [Policy 8.3](#).



Charleston Pride Parade, 2017

DISSEMINATION OF INFORMATION:

Several initiatives to enhance transparency with the public have been put into place. The department has participated in the White House Police Data Initiative. Citizens can find the following information posted on the City of Charleston Open Data Portal:

-Monthly Response to Resistance/Aggression Data (number of involved officers, race and gender of involved officers, number of involved citizens, race and gender of involved citizens, reason for the use of force, type of force used, injuries to officers and citizens involved)

-Monthly Citizen-Generated Investigations Data (Summary of the complaint, number of involved officers, race and gender of involved officers, number of involved citizens, race and gender of involved citizens, allegation(s), disposition(s))

-The Professional Standards Office (PSO) Annual Report

-Quarterly Activity Reports

- Filing a Complaint Newsletter. This document explains the process on how to file a complaint with the police department

-Social media page - Facebook


-To date 90% of the department's policies are available on-line

-The department's Field Guide for Civil Disturbance was reviewed and modified in October 2016 as an update for best practices.

Quarterly summaries for Use of Force have been completed by the Professional Standards Office (PSO). This report is published online monthly and can be found online at www.charleston-sc.gov.

PERFORMANCE EXPECTATIONS:

As of June 2017, a thorough review of the department's policy manual or the field guides showed no mention of "quotas" or "performance expectations" in regards to enforcement activities among officers in the department. Additionally, language was added to the policy restricting the use of any statistical quotas to determine performance. More information on the department's performance policy can be found online in [General Order 48, Section 1](#) of the department's policy manual.

Policies 

Goal #5: Expand the concept of community-oriented policing in all segments of our community**DEPARTMENT PERFORMANCE ASSESSMENT:**

(Strengths, Weaknesses, Opportunities, and Threats) SWOT Assessments have been conducted on the police department.

June 30, 2017, a project plan was completed for entire city.

Process improvement is a systematic approach to evaluating operations, identifying areas for improvement, and then implementing recommendations which will result in streamlined services, increased productivity, and high customer satisfaction levels.

In 2006, the Process and Service Improvement Division was created to foster a process and quality improvement environment which focuses on the continuous improvement of the products and services the City provides to its internal and external customers. Initially, the City of Charleston chartered Process Improvement Teams (PITs) which were cross-functional teams that evaluated large scale processes to identify opportunities to improve efficiency and effectiveness.

PERFORMANCE INNOVATION PROGRAM:

We want to take our process and quality improvement initiatives to the next level. To help the City accomplish this goal, we are proposing a Performance Innovation Program, which is a three tiered approach that is based on the City of Denver's Peak Academy.

The Peak Academy's mission is to train and coach employees at all levels to improve the way government works. Through innovation, employees do more with less. Peak Academy teaches City employees various tactics for identifying process improvement needs within their agencies based on the principles of Lean Six Sigma.

Lean focuses on how to eliminate waste, improve efficiency, and ultimately create a higher standard of government.

The first phase of our program will focus on Rapid Process Improvement Events. Rapid Improvement Events are quick evaluations where specific Department processes will be evaluated and recommendations for

improvement developed.

Nine (9) staff members from eight (8) Departments completed Peak Academy training. A project plan will be developed and Rapid Improvement Events will occur in all City Departments.

The second phase of the program is forming a partnership with a consultant to help guide continuous improvement, analytics, and operational analysis, citywide. A RFP was developed and will be issued in September. We estimate that a firm will be selected by December and projects will begin in 2017.

The process improvements and cost savings identified by the Rapid Improvement Teams and the work of the consultant will be tracked and reported to the City's executive leadership and City Council on a regular basis.

The third phase of the program is to create and implement an Organizational Development Program, promoting process innovation. Ultimately our goal is to train all City Staff to identify and eliminate inefficiencies as well as create innovative processes.

Based on the process outlined above we will see quick process improvements at the Department level with the work of our Rapid Improvement Teams. We will also see major improvements through the large scale cross-departmental projects undertaken by our consultant. Finally, the Organizational Development Program will transform our culture into a customer-focused, creative, sustainable, and data-driven government.

Nine (9) City of Charleston staff members are part of our Process Improvement Team:

- Susan Poteat (Process Improvement)
- Jordan Lanier (Permit Center)
- Jason Mitchell (HR)
- Lt. Rusty Myers (Police)
- Cassandra McSwain (Fire)
- Wes Chappell (Parks)
- Mason Ackerman (Public Service)
- Allison Weaver (Recreation)
- Katie McCain (PPS)

FARMACY:

Earlier this year, a coalition of human service agencies was established to collaborate on solutions based on the "social determinants of health" philosophy. The philosophy is used to identify ways to create social and physical environments which promote good health in the community. Our version of this philosophy is called the Farmacy.

The Farmacy group has been meeting weekly. As a result, the pilot project on the Eastside launched on August 23rd, 2017. The group provides information, education, and fruit and vegetables to the community on Wednesdays. The location for the gatherings have been at Mall Park.



We have also purchased a Ford van with a colorful wrap to assist with this pilot. It will also be available for Community Outreach as needed. The partners involved include MUSC, Roper, Access Health, Fetter Clinic, Mental Health, and Charleston Center. This pilot will be evaluated after 90 days to gauge success and the need for modification. The official public kickoff was held on November 15th at Mall Park. The event was well attended by citizens.



Farmacy Kick-Off at Mall Park, Nov. 2017

SOCIAL MEDIA PLAN:

To assist with the dissemination of current events and the latest news updates, various efforts have been made to increase social media views and activity.

Twitter, Facebook, and Instagram are the main social media outlets, used within the department. Instagram is relatively new for the department, but growing steadily.

As of June 9, 2016, social media handles read as follows: Twitter – 17,921 followers; Facebook – 7,619 likes; Instagram – 160 followers.

As of July 27, 2017, social media handles read as follows: Twitter – 31,641 followers; Facebook – 10,084 likes; Instagram – 805 followers.

Twitter is the department's largest social media presence due to on-the-spot dissemination of short and concise information. Twitter covers all areas of department news including, but not limited to BOLOS, department announcements, robberies, missing persons, and soft new stories for public information. Twitter is controlled and monitored by the Public Information Officer (PIO).

Facebook and Instagram also share stories relating to public information and cover more outreach events and activities happening within the communities we serve. These handles are controlled and monitored by the PIO and the Community Outreach Coordinator.

