



CHARLESTON POLICE DEPARTMENT

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CHIEF OF POLICE LUTHER REYNOLDS

The Illumination Project is a valued contribution to the history of the Charleston Police Department. It brought together members of the Charleston community to begin the conversations that led to improvements in relationships between the community and the police. Following those conversations, the City of Charleston made a commitment to perform the organizational analytical work through the 2019 Racial Bias Audit. Both the Illumination Project strategies and the recommendations of the Racial Bias Audit were used to develop a five year Strategic Leadership Plan, which is a roadmap for implementation of these ideas for each division of the Charleston Police

Department. That plan was made possible through the generous assistance of Dr. Robert W. Kahle of the Riley Center, College of Charleston. Dr. Kahle and his students supported community outreach efforts for the Strategic Leadership Plan and the production of this report. Reverend Kylon Middleton's leadership in the transition from the Illumination Project to the next evolution of policing reform in Charleston is deeply appreciated.

This final report on the Illumination Project is an objective evaluation by the newly hired Director of Procedural Justice with the goal to identify the final status of Illumination Project strategies. Wendy H. Stiver joined the Charleston Police Department to fill this role with the primary responsibility to manage the implementation of the 2019 Racial Bias Audit recommendations. She was not involved in the Illumination Project and was thus able to offer an objective evaluation of the project for this report. This report is intended to demonstrate the outcome of the Illumination Project in terms of the final status of each strategy. Some of those strategies are now woven into the department's roadmap for the future and will continuously evolve as the members of the department and community are inspired to innovate and create new strategies.

The Illumination Project was an opportunity to communicate and to begin talking about the future. It's now time to transition from talking to walking. I am grateful for the opportunity to walk with the citizens of Charleston and with the exceptional men and women of the Charleston Police Department. We have much work to do and it is with much respect for all those who have contributed to the spirit of continuous growth and development.



DEPUTY CHIEF NAOMI BROUGHTON



When I reflect on the Illumination Project I feel a sense of pride, accomplishment and progress. Of all the initiatives in my 38 years of law enforcement, I am most proud of my role in the Illumination Project. After the Mother Emmanuel mass shooting, Chief Greg Mullen wrote:

"The grace, forgiveness, and unity that brought citizens together from all walks of life to demonstrate and protest their disdain for the vicious act of hate and call for healing and reconciliation captured the hearts and minds of people around the world ... It demonstrated with such clarity the power and resilience of the human spirit ... It would be unacceptable, because of the exceptional response, to fail to seize upon the momentum and strong relationships demonstrated between citizens and police that were manifested during this tragedy. Thus an initiative that would strive to continue to strengthen the relationships between police and citizens grounded in trust and legitimacy was born – The Illumination Project."

The Mother Emanuel mass shooting changed Charleston forever. Charleston immediately sought to collectively heal by leaning into the community for support and strength. Law enforcement must embrace ideologies of community-oriented policing that consistently seek input and communication with the public. The Mother Emanuel mass shooting was the watershed moment that positioned my Department to elevate community participation by way of the Illumination Project. It allowed officers of all ranks to meet with the community, to discuss issues, and have a voice in the changes made to the organization. The greater purpose, was to strengthen citizen-police relationships and to bolster trust and legitimacy.

Community leaders and faith-based organizations were key components of this initiative. The community listening sessions were productive and thought-provoking. Personally, it allowed me to look at issues through a different lens and to consider how citizens and the community felt about CPD. It allowed me to think critically and make changes on incredibly important issues such as: policies and practices when engaging with members of the LGBTQ community, rehabilitative programs for those suffering from homelessness, alternatives to incarceration, the benefit of citizen advisory groups, and much more.

The strategies outlined in the Illumination Project Strategic Leadership Plan are relevant as ever. We continue to work toward these goals under Chief Luther Reynolds' leadership. When I reflect on the many listening sessions and the opportunity to bring all races, genders and religions under one roof to pray and to sing and work together, I am reminded of the profound importance of the Illumination Project, and I am inspired to continue to find new ways to uphold the spirit of the project's purpose for the benefit of our city.

I am grateful for the people who were instrumental in the project: Chief Greg Mullen, Mayor John Tecklenburg, Margaret and Bob Seidler, Dr. Kylon Middleton, Rich Robinson of the Coastal Chaplaincy, the Faith Based Community of Charleston, the members of the Charleston Police Department, and the citizens of Charleston. The Illumination Project is featured at the Law Enforcement Museum in D.C. and it made Charleston a better place. I am honored to continue this good work as we seek to find new avenues to build trust with our community, together as one.

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EXECUTIVE SUMMARY

OVERVIEW OF THE ILLUMINATION PROJECT

The Complete Illumination Project Report was published in September 2016. For more detailed information about the Illumination Project, the report can be found on the City of Charleston website at charleston-sc.gov. This final report is not intended to provide detailed information about the project, but to offer a final status report for the Illumination Project. This brief overview offers context for the final report but does not include depth of information about the project, leadership and processes created in 2016.

The Charleston Illumination Project began as a response to the murders of nine parishioners at a Bible study class in the basement of the Mother Emanuel AME Church on June 17, 2015 (Illumination Project Complete Report, 2016). The project was accomplished in a 12-month period between September 2015 and September 2016 and culminated in a three-year strategic plan (2017-2020) which divided responsibilities between the Charleston Police Department and the community of Charleston (Illumination Project Complete Report, 2016). The objective was to “illuminate,” or shine a light on, the corners of the community needing improved relationships between citizens and police (Illumination Project Complete Report, 2016). The mission of the Illumination Project was to further strengthen citizen/police relationships grounded in trust and legitimacy (Illumination Project Complete Report, 2016). The central effort of the Illumination Project was a series of listening sessions, small group conversations between citizens and police (Illumination Project Complete Report, 2016). The purpose of these conversations was to gather ideas about what both police and citizens could do to improve their relationship. (Illumination Project Complete Report, 2016)

OUTCOME OF THE ILLUMINATION PROJECT - THREE YEAR STRATEGIC PLAN

The 2017 – 2020 Strategic Plan produced through The Illumination Project had five goals. Each goal had objectives, strategies and measures of success.

Goal 1 | Different Cultures and Backgrounds: Develop better understanding between citizens and police of different cultures, backgrounds, and experiences to build mutually beneficial relationships.

Goal 2 | Respectful, Trusting Relationships: Build a mutually respectful, trusting relationship between citizens and police.

Goal 3 | Training Curriculum: Develop and implement a training curriculum to enhance citizen and police understanding of each other's roles, rights and responsibilities.

Goal 4 | Policies and Procedures: Develop and use best practices to improve citizen and police relationships through policies and procedures.

Goal 5 | Community Policing: Expand the concept of community-oriented policing in all segments of our community.

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Within these five goals, 86 strategies were identified, 66 of which were derived from citizen Listening Sessions, 12 from National Study recommendations and 8 from the Charleston police staff (Illumination Project Complete Report, 2016). Identifying these strategies began with the 858 citizens participating in Listening Sessions prioritizing their own ideas (Illumination Project Complete Report, 2016). From that list the best ideas for police actions and citizen actions that would improve the relationship were suggested as priority ideas to the two leadership groups for the effort, the Citizen Steering Group and Community Resource Group (Illumination Project Complete Report, 2016). Ten of these ideas were translated into strategies and recommended for immediate implementation in 2016 (Illumination Project Complete Report, 2016). Public written comment sessions refined the highest priority ideas and the leadership groups endorsed these revisions. (Illumination Project Complete Report, 2016) Regarding research, community and police surveys were conducted to gather data (Illumination Project Complete Report, 2016). The data served as a benchmark for citizen and police attitudes that were used in developing the strategies and measures that formed the foundation of the Strategic Plan (Illumination Project Complete Report, 2016). These strategies were divided between those assigned to the police for implementation and ownership and those assigned to the community (Illumination Project Complete Report, 2016).

PROJECT IMPLEMENTATION AND RACIAL BIAS AUDIT

Shortly after the Illumination Project began, community organizations called for a Racial Bias Audit of the Charleston Police Department (Post and Courier, 2019). The department worked to implement the Illumination Project strategies while the city and community navigated the audit, which was completed in 2019. This is relative to the Illumination Project because it was an overlapping initiative, but each project had its own focus. The Illumination Project was an effort to improve police community relations through partnerships and community influence in police strategies. The audit was an analysis of disparity in traffic stops, uses of force, arrests and citations, among other police projects. The Illumination Project recommended the need for such an analysis in strategy 4.2.2 (Illumination Project Complete Report, 2016) and the audit recommended expanding on some of the Illumination Project strategies in recommendation 33.1 (CNA Racial Bias Audit, 2019), so the two projects were not mutually exclusive. Both efforts were valid contributions to improvements in the Charleston Police Department and both are incorporated in a five-year strategic plan for 2020-2025 (Charleston Police Department Strategic Leadership Plan, 2020).

FINAL ILLUMINATION PROJECT EVALUATION METHODOLOGY

This final report was completed by the Charleston Police Department Director of Research and Procedural Justice, Wendy H. Stiver, hired in April 2020. This evaluation was conducted with a review of the Complete Illumination Project Report of 2016, related media reports and recorded public presentations, the Illumination Project website, an Illumination Project tracking database with quarterly reporting, the CNA Racial Bias Audit of 2019, the 2020 Strategic Leadership Plan, policies of the Charleston Police Department and a draft visual progress report prepared by graduate students of the College of Charleston Riley Center and College of Charleston Community Assistance Program (CAP). Chief Luther Reynolds, command staff members and key members of the Charleston Police Department were interviewed to determine the outcomes of the Illumination Project. This review of the

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Illumination Project was to primarily report on the final disposition of the recommended strategies and not to quantitatively evaluate the effectiveness of those strategies. There is a qualitative evaluation of the sustainability of those strategies as they were implemented. Those strategies are classified in this report by their current status, as listed in one or more of the following categories.

26	30%	Strategies specifically listed in 2020-2025 Strategic Leadership Plan
16	19%	Strategies reflected in 2020-2025 Strategic Leadership Plan (but not specifically referenced)
33	38%	Strategies addressed by the 2019 CNA Racial Bias Audit
16	19%	Completed strategies
17	20%	Discontinued or uninitiated strategies
27	31%	Strategies for citizen participation and implementation

RESEARCH

The Illumination Project included a survey of citizen sentiments towards the police in general and the Charleston Police Department specifically. More than 1,000 citizens were surveyed, and the results were reported by race and ethnicity (Illumination Project Complete Report, 2016). The report indicates that citizens were given a link to the survey after attending a listening session (Illumination Project Complete Report, 2016). While the Illumination Project called for an assessment of the three-year strategic plan, it does not appear that one was conducted. There are several ways to approach a quantitative evaluation of the Illumination Project impact on the community and Charleston Police Department. The survey could be re-administered, either to the whole community or to listening session participants through any contact information that may have been gathered during the project or publicly promoting a survey and specially inviting those participants to take the survey. A survey could be conducted to determine the general awareness of the Illumination Project, along with other variables to assess how many citizens participated in the community driven elements of the Illumination Project strategic plan. There are specific measurements attached to each strategy, which could be used to define effectiveness of the strategies, but some are limited to outputs and not outcomes.

Quantitative and objective study of the Illumination Project in 2020 would be complicated by significant issues. Since the key metrics of the Illumination Project are citizen perception of the police and police perception of the community, the measurement of change would be a survey instrument and ideally the same survey used in the project. The influence of the CNA Racial Bias Audit could have an effect on perceptions of the Illumination Project impact. Another key confounding issue is the national civil unrest following the death of George Floyd in Minneapolis. A large protest event occurred in Charleston on May 30 and that event led to rioting in downtown Charleston. Both the lost legitimacy and trust for police in general and CPD's response to the rioting could significantly influence citizen survey responses. Yet another influencing factor could be the Covid 19 pandemic of 2020, which posed multiple disruptions to the community and community policing efforts.

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OVERALL ASSESSMENT

Interviews of key Charleston Police Department personnel showed a strong familiarity with the basic tenants of the Illumination Project and historical context. Their overall sentiment towards the Illumination Project was generally positive. Commanders were able to identify strategies that are ongoing but were not able to answer questions about the status of some strategies with highly specific goals. They demonstrated awareness of a command level documentation file with status reports on those strategies. That suggested that those strategies were not sustained or implemented in a sustainable manner. In some cases, specific metrics were identified for the Illumination Project strategies and staff members referred to department practices that generally reflected ideas in the strategies but did not meet the specific metrics. For the purposes of this evaluation, those strategies are listed as unimplemented or discontinued, but consideration could be granted to the spirit of the initiative or strategy.

The nature of the project assigned some of the strategies to the police department and some to the community. At one point, the College of Charleston Riley Center and College of Charleston Community Assistance Program (CAP) had some ownership for tracking or managing the project but shifted to assisting the department with the development of a five-year strategic plan.

The Illumination Project tracking file contained quarterly update reports on CPD efforts to adhere to recommendations but did not capture updates on citizen led initiatives. Rather, it demonstrated that CPD assumed ownership of many of those strategies. This does not confirm that citizens did not make efforts to initiate citizen led strategies, but rather that the reporting or organization of those efforts was not recorded in CPD documentation.

Community strategies and responsibility for implementation generally transferred to the police department or were not sustained. Many of the policing strategies are valued by police leadership and officers and were embedded in the 2020-2025 Strategic Leadership Plan with direct references to the Illumination Project in footnotes. Other strategies are indirectly included in the plan or reflect ideas that are also represented in the plan. One of the strengths of the project was its use of community engagement and consent to support existing strategies. The strategies were grouped into goal areas. The draft evaluation and visual progress report (attached) evaluated these strategies relative to implementation status, particularly whether or not they were completed, ongoing, in progress or discontinued/uninitiated.

The primary reasons for the discontinuation or failure to implement strategies appeared to be due to the lack of ownership for those strategies by an organization with the mission to support sustained citizen led efforts or the use of narrowly defined strategies, like the Cops and Barbers initiative. While this approach is a valued community partnership, it is so narrowly focused that it excludes many other potential partnerships. The five-year strategic plan calls for more generalized community outreach efforts, which might include a partnership with local barbershops. There were other strategies deemed unfeasible by CPD or not implemented because they called for the creation of multiple citizen groups and the addition of many meetings. As CPD found low attendance and participation in those groups and meetings, they consolidated them to more efficiently manage personnel time, with the Citizens Police Advisory Council (CPAC) serving as the primary formal citizen group.

The Illumination Project seems to have contributed to improvements in both police community relationships and in the police department. As detailed above, there was no quantitative assessment or post-project survey to validate that observation with regard to the changes in perceptions between the police and community. The project did contribute to building relationships aligned to produce progress. The current philosophy of the Charleston Police Department is that no effort is static, and no project is conclusive. These ideas live in the organization as an impetus for continuous growth.

ACCOUNTABILITY

At the time of the Illumination Project, the general approach to accountability for the outcomes of police-citizen encounters was largely assigned to the non-compliance or resistance by violators. Several of the Illumination Project strategies assume this perspective and recommend that community influencers educate citizens on their responsibility to comply with police officers. Since the project, there has been a shift in national sentiment of police accountability for the outcomes of encounters. Calls for de-escalation training and policies, along with criminal and civil penalties for police officers in tragic outcomes have led to greater ownership by police departments. The idea of educating citizens to practice obedience to police officers is ill advised in this context and the Charleston Police Department has assumed responsibility for accountability with the implementation of de-escalation and peer intervention training, along with increased auditing and review procedures.

RECOMMENDATIONS

Should Charleston or another city replicate the Illumination Project as a method of improving police community relationships and apply the same approach to the division of strategies with half assigned to the community for implementation, the project should include a community organization with ownership for tracking and supporting citizen led strategies. If researchers are involved in project design and implementation, the research plan should be fully funded for both pre and post assessments of citizen and police sentiments. Ideally in a three-year implementation plan, there might be continuous or annual assessments of strategy outcomes to guide those efforts throughout the project. The strategies might offer examples of specific programs to deploy but should not be narrowly defined. If strategies call for partnerships with institutions like public health or education, there should be a formal organizational structure, like a community coalition/task force, supported by memorandums of understanding and data sharing agreements to sustain those strategies. Consulting support for a project of this nature should include support for the development of organizational structures.

POST - ILLUMINATION PROJECT

THE 2019 RACIAL BIAS AUDIT

The City of Charleston contracted with CNA to conduct an audit of racial bias in the Charleston Police Department in 2019 and the final report was published November 7, 2019 (Racial Bias Audit of the Charleston, South Carolina, Police Department, 2019). The Illumination Project identified many strategies to improve police-community relationships, including the establishment of the Citizen Police Advisory Council (Racial Bias Audit of the Charleston, South Carolina, Police Department, 2019). Although these efforts were important steps in strengthening relationships between police and community stakeholders, continued concern about potential racial

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bias, also brought forth during a Charleston Area Justice Ministry (CAJM) Nehemiah Call to Action Assembly in 2016, led the City Council to vote in favor of an independent audit of the CPD in November of 2017 (Racial Bias Audit of the Charleston, South Carolina, Police Department, 2019). Further adding to this urgency were the findings from the College of Charleston's Avery Research Center for African American History's Report, The State of Racial Disparities in Charleston County, South Carolina 2000-2015, which noted racial disparities and the linkage to structural racism and economic inequality (Racial Bias Audit of the Charleston, South Carolina, Police Department, 2019). The call for an audit also stemmed from growing interest among city officials and the community to address concerns about racial bias in the CPD's procedures and practices (Racial Bias Audit of the Charleston, South Carolina, Police Department, 2019). Subsequently, the City Council, city officials, and community stakeholders worked together to develop a request for proposals, review the proposals, and select an independent auditor (Racial Bias Audit of the Charleston, South Carolina, Police Department, 2019). In January 2019, the City of Charleston, through a competitive bid, selected the CNA Institute for Public Research (CNA) to conduct a racial bias audit of the CPD (Racial Bias Audit of the Charleston, South Carolina, Police Department, 2019).

Goals and Objectives of the Audit

CNA's audit was designed to accomplish the following:

- Assess, monitor, and assist the CPD, in concert with the community, in uncovering any aspects of implicit bias or systemic and individual racial bias.
- Assess the effect of enforcement operations on historically marginalized and discriminated-against populations, particularly those in the African American community.
- Provide recommendations for reforms that improve community-oriented policing practices, transparency, professionalism, accountability, community inclusion, fairness, effectiveness, and public trust, taking into account national best practices and community expectations.
- Engage the community to understand both the experiences and the expectations of interactions with CPD.

Implementation

The Charleston Police Department created two new positions to internally support the implementation of the audit findings and recommendations, a Director of Research and Procedural Justice and a Compliance Manager. The City of Charleston created a Diversity, Racial Reconciliation and Tolerance manager position. To support a higher level of analysis of data relevant to racial bias, the Director of Research and Procedural Justice is working to contract independent university-based researchers and support the continued development of data systems as recommended by the audit to overcome obstacles to effective analysis.

THE 2020-2025 STRATEGIC LEADERSHIP PLAN

The 2020-2025 Strategic Leadership Plan was a collaborative effort with the College of Charleston Riley Center and College of Charleston Community Assistance Program (CAP) to build a vision for the future of the Charleston Police Department by incorporating both the strategies of the Illumination Project and the recommendations of the 2019 Racial Bias Audit conducted by CNA. Projects are iterative and temporal, typically dependent on funding support and best applied to evaluate new ideas for consideration as long-term systemic adaption. The Illumination

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Project produced many ideas that were deemed sustainable and absorbed into the operational framework of CPD through the Strategic Leadership Plan.

COASTAL CRISIS CHAPLAINCY PARTNERSHIP PROJECT

Through the Illumination Project, the City of Charleston experienced a new level of police-community dialogue through its listening sessions that generated many positive recommendations. It is this very ‘talking’ process that has equipped us for our progression to a new ‘walking’ process (Coastal Crisis Chaplaincy Partnership Project, 2020). The Partnership Project is a new process of community-police engagement to build trust through presence, partnership, and shared progress (Coastal Crisis Chaplaincy Partnership Project, 2020).

Police-Chaplain teams will walk neighborhoods together as a presence that affirms the dignity and safety of community members through grassroots-level community engagement and interaction (Coastal Crisis Chaplaincy Partnership Project, 2020). This new form of “police presence” in selected communities will become our “peace presence,” as chaplains walk alongside police (Coastal Crisis Chaplaincy Partnership Project, 2020).

The unique presence of a chaplain walking alongside a police officer, changes the dynamic of the interaction. (Coastal Crisis Chaplaincy Partnership Project, 2020). These unique non-enforcement interactions dissipate fear, balance the power differential, and promote peace (Coastal Crisis Chaplaincy Partnership Project, 2020). As police and chaplains together engage with community members, these interactions shift to experiences that affirm dignity, preserve self-worth, and promote security and trust (Coastal Crisis Chaplaincy Partnership Project, 2020).

FINAL STATUS OF ILLUMINATION PROJECT STRATEGIES

ILLUMINATION PROJECT STRATEGIES LISTED IN 2020-2025 STRATEGIC LEADERSHIP PLAN

These items are specifically enumerated in the Strategic Leadership Plan. Each project goal chart connects the Illumination Project goals and strategies with the strategic plan goals and objectives with the relevant CNA Racial Bias Audit recommendations for quick reference. The Illumination Project goals and strategies are listed below each chart. Some goals and strategies meet multiple category classifications and are repeated in this report in multiple sections. Unless the listed strategy is relevant to the CNA Racial Bias Audit, the Charleston Police Department does not intend to conduct internal or external further evaluation of the Illumination Project outcomes, due to the complications previously discussed and the need to focus resources on continued improvement.

The Different Cultures and Backgrounds Goal

Illumination Project	Strategic Plan	CNA Audit
1.4.3	Central Investigations Objective 2.3 Central Investigations Goal 3 Central Investigations Objective 3.1	-
1.4.4	Central Investigations Goal 3 Central Investigations Objective 3.2	-

Goal 1: Develop better understanding between citizens and police of different cultures, backgrounds, and experiences to build mutually beneficial relationships.

Illumination Project Strategy 1.4.3: Collaborate with citizens who are disproportionately impacted by crime to develop crime reduction strategies to improve relationships and gain cooperation.

Strategic Leadership Plan Central Investigations Objective 2.3: Participate in the Addiction Crisis Task Force (ACTForce) to facilitate support services for overdose victims in order to reduce the likelihood of future drug overdoses.

Strategic Leadership Plan Central Investigations Goal #3: Provide victim advocacy services and mental health resources - Victim Advocates will provide outreach to victims of serious crimes to ensure that they have sufficient resources to prevent re-victimization. They will also develop victim intervention programs.

Strategic Leadership Plan Central Investigations Objective 3.1: Victim Advocates will provide adequate victim support services.

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Illumination Project Strategy 1.4.4: Expand local mental health institution partnerships with police to improve how supervisors and patrol officers deal with mentally ill, emotionally challenged, or alcohol and drug-addicted members of society.

Strategic Leadership Plan Central Investigations Goal #3: Provide victim advocacy services and mental health resources - Victim Advocates will provide outreach to victims of serious crimes to ensure that they have sufficient resources to prevent re-victimization. They will also develop victim intervention programs.

Strategic Leadership Plan Central Investigations Objective 3.2: The Mental Health Clinician will be engaged to facilitate communication between CPD and Charleston Mental Health in order to provide adequate mental health services.

The Respectful, Trusting Relationship Goal

Illumination Project	Strategic Plan	CNA Audit
2.2.1	Community Outreach Objective 1.1	32.1 32.2 34.1
2.2.3	Community Outreach Objective 2.1	-
2.4.2	Community Outreach Objective 2.4	-

Goal 2: Build a mutually respectful, trusting relationship between citizens and police.

Illumination Project Strategy 2.2.1: Citizens participate in quarterly staff meetings with top police officers from each patrol team.

Strategic Leadership Plan Community Outreach Objective 1.1: Officers and civilian employees should problem solve with community members outside of enforcement policing. Problem solving efforts and solutions should be documented and recorded in RMS utilizing the Problem Solving Module.

Illumination Project Strategy 2.2.3: Develop and encourage citizen participation in surveys to assess citizen satisfaction based on trust and respect as called for in procedural justice principles and to suggest new programs.

Strategic Leadership Plan Community Outreach Objective 2.1: Administer surveys to community members regarding their fear of crime, trust of police officers, and general attitude towards CPD's efforts.

Illumination Project Strategy 2.4.2: Share CPD accomplishments of employees and the organization with the community at large and other interested organizations via various media formats.

Strategic Leadership Plan Community Outreach Objective 2.4: Increase social media presence through strategic implementation. Department members to post recruitment efforts, community encounters, stories, and relationships on social media outlets.

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The Training Curriculum Goal

Goal 3: Develop and implement a training curriculum to enhance citizens and police understanding of each other's roles, rights and responsibilities.

Illumination Project	Strategic Plan	CNA Audit
3.1.1	Training and Professional Standards Objective 4.2	40.3
3.1.2	Patrol Objective 2.2	21.1 21.2 22.1 22.2 22.3 23.1 24.1 47.1
3.2.1	Training and Professional Standards Objective 1.1	40.2
3.2.2	Training and Professional Standards Objective 4.1 Training and Professional Standards Objective 4.2 Training and Professional Standards Objective 4.3	27.1 30.1 43.1
3.2.3	Training and Professional Standards Objective 4.3	27.1 30.1 43.1
3.2.4	Central Investigations Objective 1.4 Central Investigations Goal 2	-
3.4.2	Community Outreach Objective 3.1	25.1
3.5.1	Community Outreach Objective 2.3 Community Outreach Objective 3.1 Community Outreach Objective 3.2	25.1
3.6.2	Community Outreach Objective 2.4	-
3.6.3	Training and Professional Standards Objective 4.1 Training and Professional Standards Objective 4.2	27.1

Illumination Project Strategy 3.1.1: Gain citizen input for training, new equipment, and procedures through groups such as the proposed community liaison group.

Strategic Leadership Plan Training and Professional Standards Objective 4.2: Enhance training on interpersonal skills, cultural awareness and sensitivity, non-enforcement Outreach, and fundamentals of community policing.

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Illumination Project Strategy 3.1.2: Provide input for a process to make it easy and secure for citizens to make a complaint and/or provide a compliment about a police officer; use a variety of methods including a notification letter of the complaint and disposition.

Strategic Leadership Plan Patrol Objective 2.2: To ensure that citizens and officers know that all complaints and allegations are handled thoroughly and fairly for all that are involved with a documented response.

Illumination Project Strategy 3.2.1: Conduct a training assessment to validate present curriculum is relevant, consistent with case law, current professional standards, and other agencies/businesses to build trust.

Strategic Leadership Plan Training and Professional Standards Objective 1.1: To ensure that all officers are receiving a consistent high level of training.

Illumination Project Strategy 3.2.2: Expand CPD training curriculum for officers and supervisors with consideration of the following topics: Concepts in unconscious bias, problem solving, and partnership building, cultural sensitivity, procedural justice principles (Internal and External), officer wellness, language skills, cultural differences and norms within diverse groups, communication/people skills/conflict resolution skills for/with citizens, Guardian Mindset concept, generational differences, enhanced Constitutional Law with a specific focus on the legal parameters of officer-initiated contacts using classroom and scenarios-based formats, scenario-based training on decision-making and real life situations, crisis intervention team concepts for all officers (during Block-Training program), supervisory skills and practices to investigate Use of Force incidents, basic and advanced Community Policing curriculum, interacting with mentally ill and emotionally-challenged citizens.

Strategic Leadership Plan Training and Professional Standards Objective 4.1: Enhance departmental training regarding diversity issues facing officers and the community.

Strategic Leadership Plan Training and Professional Standards Objective 4.2: Enhance training on interpersonal skills, cultural awareness and sensitivity, non-enforcement outreach, and fundamentals of community policing.

Strategic Leadership Plan Training and Professional Standards Objective 4.3: Develop scenario-based training to build skills and abilities in areas that help build respect and trust: communication, personal interactions, and de-escalation techniques.

Illumination Project Strategy 3.2.3: Promote de-escalation as a core principle of CPD's training program.

Strategic Leadership Plan Training and Professional Standards Objective 4.3: Develop scenario-based training to build skills and abilities in areas that help build respect and trust: communication, personal interactions, and de-escalation techniques.

Illumination Project Strategy 3.2.4: Participate in Police Executive Research Forum's (PERF) Critical Issues meeting to stay abreast of emerging issues.

Central Investigations Objective 1.4: Expand white-collar investigation capabilities.

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Central Investigations Goal #2: Identify serious crime trends - Identify crime trends and disseminate information for the purpose of preventing any escalation in criminal activity.

Illumination Project Strategy 3.4.2: Provide job shadowing for new police officers with an SRO - an approach allowing officers to get to know youth in a positive way and influence the career success of new officers.

Community Outreach Objective 3.1: Increase positive, non-confrontational police interactions in elementary-aged children.

Illumination Project Strategy 3.5.1: Create a plan to increase participation in the Citizens Police Academy and Youth Academy, making sure that there is a diverse group of participants regardless of their existing relationships with police.

Community Outreach Objective 2.3: Increase participation in CPD's Citizen Academy that is held twice a year and create a Youth Academy.

Community Outreach Objective 3.1: Increase positive, non-confrontational police interactions in elementary-aged children.

Community Outreach Objective 3.2: Increase participation in CPD's Explorers Program and Youth Citizen Academy.

Illumination Project Strategy 3.6.2: With citizen assistance, expand the current CPD's social media program and provide daily information about police efforts and quality of life tips for the community.

Community Outreach Objective 2.4: Increase social media presence through strategic implementation. Department members to post recruitment efforts, community encounters, stories, and relationships on social media outlets.

Illumination Project Strategy 3.6.3: Identify subject matter experts to provide advanced instruction in the areas of interpersonal communication, de-escalation, sensitivity, and Community-Oriented Policing Services (COPS) initiatives.

Training and Professional Standards Objective 4.1: Enhance departmental training regarding diversity issues facing officers and the community.

Training and Professional Standards Objective 4.2: Enhance training on interpersonal skills, cultural awareness and sensitivity, non-enforcement Outreach, and fundamentals of community policing.

CHARLESTON POLICE DEPARTMENT

The Policies and Procedures Goal

Illumination Project	Strategic Plan	CNA Audit
4.1.1	Community Outreach Goal 1	33.2 33.3
4.1.2	Community Outreach Objective 2.4	-
4.3.1	Special Operations Goal 3 Administrative Services Objective 1.2	35.1 38.1 39.1
4.3.2	Special Operations Goal 3 Administrative Services Objective 1.2	35.1 38.1 39.1
4.4.1	Special Operations Goal 3 Administrative Services Objective 1.2	35.1 38.1 39.1
4.4.2	Special Operations Goal 3	35.1 38.1 39.1
4.4.3	Community Outreach Goal 1 Special Operations Goal 3	33.2 33.3 35.1 38.1 39.1
4.6.3	Training and Professional Standards Objective 4.3	27.1 30.1 43.1
4.6.6	Patrol Objective 1.3	-

Goal 4: Develop and use best practices to improve citizen and police relationships through policies and procedures.

Illumination Project Strategy 4.1.1: Develop processes to engage citizen leaders to share with their neighbors the importance of respectful citizen/police relationships.

Community Outreach Goal #1: Build community partnerships and problem solve to improve trust between the police and citizens.

CHARLESTON POLICE DEPARTMENT

Illumination Project Strategy 4.1.2: Identify, where needed create, then disseminate instructional material, both using traditional methods and social media, to youth and adults about proper protocols to follow during citizen/police encounters to reduce the likelihood of conflict and confrontation.

Community Outreach Objective 2.4: Increase social media presence through strategic implementation. Department members to post recruitment efforts, community encounters, stories, and relationships on social media outlets.

Illumination Project Strategy 4.3.1: Develop an inspirational recruiting video to expand outreach and interest in policing as a career.

Special Operations Goal #3: Recruitment - Identify and employ the best candidates available.

Administrative Services Objective 1.2: Develop plans for staffing/retention/recruitment to align with current and future needs. This should incorporate use of workload analysis and plans for current and future staffing needs based on growth or programs.

Illumination Project Strategy 4.3.2: Create a mechanism to encourage and recruit youth and adults to join law enforcement as a career.

Special Operations Goal #3: Recruitment - Identify and employ the best candidates available.

Administrative Services Objective 1.2: Develop plans for staffing/retention/recruitment to align with current and future needs. This should incorporate use of workload analysis and plans for current and future staffing needs based on growth or programs.

Illumination Project Strategy 4.4.1: Review and update CPD's recruiting plan with a specific focus on opportunities to broaden its diversity in relation to sex, race, language, life experiences, cultural background, and underrepresented populations.

Special Operations Goal #3: Recruitment - Identify and employ the best candidates available.

Administrative Services Objective 1.2: Develop plans for staffing/retention/recruitment to align with current and future needs. This should incorporate use of workload analysis and plans for current and future staffing needs based on growth or programs.

Illumination Project Strategy 4.4.2: Identify and apply for state and federal grants to assist with recruiting initiatives that expand opportunities for outreach and personal contacts.

Special Operations Goal #3: Recruitment - Identify and employ the best candidates available.

Illumination Project Strategy 4.4.3: Schedule quarterly meetings with community members representing gender, ethnic, racial, and LGBTQ communities to discuss diversity in recruiting and hiring.

Community Outreach Goal #1: Build community partnerships and problem solve to improve trust between the police and citizens.

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Special Operations Goal #3: Recruitment - Identify and employ the best candidates available.

Illumination Project Strategy 4.4.3: Schedule quarterly meetings with community members representing gender, ethnic, racial, and LGBTQ communities to discuss diversity in recruiting and hiring.

Community Outreach Goal #1: Build community partnerships and problem solve to improve trust between the police and citizens.

Illumination Project Strategy 4.6.6: Expand the "beat integrity" philosophy that calls for officers to be assigned to the same geographic area so they build relationships and can better solve problems.

Patrol Objective 1.3: To ensure that the citizens do not feel as though the police department is occupying their neighborhoods, but that they are part of their neighborhoods. To accomplish this, the Patrol Division will utilize permanent shifts and beat integrity in the patrol teams. Officers will have a greater opportunity to engage with citizens that have similar schedules in the same areas over a period of time to build relationships.

Illumination Project Strategy 4.6.3: Review and assess current policies relating to mass demonstrations to create a tier response that focuses on de-escalation and preservation of rights.

Training and Professional Standards Objective 4.3: Develop scenario-based training to build skills and abilities in areas that help build respect and trust: communication, personal interactions, and de-escalation techniques.

Administrative Services Objective 1.2: Develop plans for staffing/retention/recruitment to align with current and future needs. This should incorporate use of workload analysis and plans for current and future staffing needs based on growth or programs.

The Community Policing Goal

Goal 5: Expand the concept of community-oriented policing in all segments of our community.

Illumination Project	Strategic Plan	CNA Audit
5.1.3	Patrol Goal 3	-
5.2.1	Central Investigations Objective 5.1 Patrol Objective 2.4	28.1

Illumination Project Strategy 5.1.3: Partner with educators to identify different approaches for dealing with at-risk youth outside the criminal justice system.

Patrol Goal #3: Increase community trust and relationships. Build on current and foster new relationships between the Charleston Police Department and the community that they serve.

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Illumination Project Strategy 5.2.1: Expand citizen/police interaction in challenged neighborhoods during non-crisis or enforcement situations by increasing communication about current programs and community outreach opportunities.

Central Investigations Objective 5.1: CID Detectives and Supervisors and Forensic Services Division personnel will attend community events that build relationships and inform the public regarding crime trends and forensic science capabilities.

Patrol Objective 2.4: Show the community the positive actions of the officers during their daily activities and at special events.

ILLUMINATION PROJECT STRATEGIES REFLECTED IN STRATEGIC LEADERSHIP PLAN

These strategies are not specifically enumerated in the Strategic Leadership Plan, but they are referenced or related to goals or objectives in the plan. The Community Outreach goals and objectives are the most relevant elements of the Strategic Leadership Plan. They are intentionally broader than the focused community engagement strategies in the Illumination Project, to promote innovation and flexibility in the manner of engaging the community. It is important to note the historical context of community outreach in American policing and acknowledge that the capacity of a police department to implement community outreach creatively with broader objectives in 2016 was the not the same as it is in 2020.

The Different Cultures and Backgrounds Goal

Illumination Project	Strategic Plan	CNA Audit
1.1.2	Community Outreach Goal 1 Community Outreach Goal 2	33.1 33.2 33.3
1.2.1	Community Outreach Goal 1 Community Outreach Objective 1.1 Community Outreach Goal 2	33.1 33.2 33.3 34.1
1.2.3	Community Outreach Objective 1.1	33.1 33.2 34.1
1.4.2	Foundational Goal 3	-

Goal 1: Develop better understanding between citizens and police of different cultures, backgrounds, and experiences to build mutually beneficial relationships.

Illumination Project Strategy 1.1.2: Grow Neighborhood Watch efforts by increasing participation and identifying contact people.

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This is a strategy affected by evolving technology, particularly social media as a form of Neighborhood Watch. The Nextdoor App is an example and CPD uses Nextdoor to communicate with neighborhoods. In a sense, it's a more effective Neighborhood Watch, as the app can immediately alert residents to crime patterns or concerns and residents can quickly share information of concern. Police access to shared video doorbells are another example of evolving technology. Both the app and video doorbells are innovations that have become ubiquitous in the years since the Illumination Project began. CPD continues to work with neighborhoods to grow Neighborhood Watch programs and there is value in re-evaluating this strategy as one part of a multi-faceted effort to connect neighbors. This strategy meets Community Outreach Goal #1 and #2, by supporting a diverse range of community outreach opportunities to build relationships and problem solve with citizens.

Illumination Project Strategy 1.2.1: Create geographic and needs-based outreach initiatives to engage diverse communities.

This strategy is reflected in Community Outreach Goal #1 and Goal #2 and in Community Outreach Objective 1.1, officers and civilian employees should problem solve with community members outside of enforcement policing. A key component of problem solving is to focus on the needs of communities through problem identification.

Illumination Project Strategy 1.2.3: Ask citizens to identify strategies to address important issues such as homelessness, alternatives to jail or prison, specialty courts, etc.

This is also a fundamental problem solving strategy, reflected in Community Outreach Objective 1.1. As police leaders work with communities to identify problems, the process should include collaborative brainstorming to identify evidence based response strategies, including alternatives to enforcement.

Illumination Project Strategy 1.4.2: Identify evidence-based initiatives that resulted in crime reduction and positive community support.

This strategy is mentioned in the Strategic Leadership Plan Foundational Goal 3: The CPD will become an evidence-based agency relentlessly focused on learning in order to continuously improve service to the community. Data collection and analysis capabilities will be developed and dramatically enhanced in order to define effective, efficient, measurable strategies and tactics to reduce/prevent crime and the fear of crime and establish/maintain social order in all parts of Charleston. This will include sharing data and insights with the community it serves as well as other Charleston city agencies and municipal, county, state and federal law enforcement partners.

CHARLESTON POLICE DEPARTMENT

The Respectful, Trusting Relationship Goal

Goal 2: Build a mutually respectful, trusting relationship between citizens and police.

Illumination Project	Strategic Plan	CNA Audit
2.1.2	Community Outreach Goal 1 Community Outreach Goal 2	33.1 33.2 33.3
2.2.2	Appendix A: Detailed Special Operations Plan SRO/SSRT Special Operations Units Goal #2	25.1
2.2.5	Analysis and Innovation Objective 3.6	-
2.3.2	Community Outreach Goal 1 Community Outreach Goal 2	33.1 33.2 33.3
2.3.3	Community Outreach Goal 1 Community Outreach Goal 2 Community Outreach Goal 3 Patrol Goal 3	33.1 33.2 33.3
2.4.4	Community Outreach Goal 1 Community Outreach Goal 2 Patrol Goal 3	34.1

Illumination Project Strategy 2.1.2: Continue listening sessions in all parts of the community.

This strategy is embodied in Community Outreach Goal #1 and #2 in the Strategic Leadership Plan, as it is one of many community outreach strategies that can be continuously deployed in various formats. This is also one of the strategies which was assigned to the community to maintain, but CPD assumed ownership of it.

CPD members acknowledge the focused listening sessions of the Illumination Project were useful and the recommendations from those strategies were applied. Many of those strategies were not unique to the Illumination Project and the listening sessions were characterized by a formal process, which required a significant investment in staff and discussion group guides to apply an organized structure to the meetings. That element of the process was not sustainable as members of the community also expressed a desire for CPD to conduct a thorough audit of the police department, policing outcomes and functions with a focus on racial bias. The listening sessions continued in 2019 in the Eastside neighborhood, facilitated by the City of Charleston's Diversity, Racial Reconciliation, and Tolerance Manager (2019 listening session report). They also continue in an organic approach through scheduled and pop up events, like "Ask a Cop Anything," "Coffee with a Cop" and the distribution of cell phones to all supervisors so they can directly communicate with community members while away from their offices. This is another strategy that transfers to digital engagement through social media and other web based communication tools.

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Illumination Project Strategy 2.2.2: Assess and examine the role of the School Resource Officer (SRO) in schools and evaluation current curriculum.

This strategy is indirectly included in the Strategic Leadership Plan in Appendix A: Detailed Special Operations Plan SWAT/QRS, EDT, K9 and SRO/SSRT Special Operations Units (SWAT/Quick Response SWAT(QRS), Explosive Device Team(EDT), K9), Goal #2, which calls for the SRO unit to continuously meet with school officials to ensure the practices of SRO's align with school district expectations. The role of the SRO will also evolve as the community evolves. The current SRO philosophy is to embody a community outreach approach and during the 2020 Covid 19 pandemic, SRO's read books for students through social media in yet another example of the manner in which many of these strategies change with technology.

Illumination Project Strategy 2.2.5: Research and implement online technology solutions that allow greater community awareness about crime and police activity in their neighborhoods.

This strategy was completed with the implementation of the Police Data Initiative (PDI), however the Strategic Leadership Plan calls for a transition from PDI to interactive dashboards in Analysis and Innovation Objective 3.6.

Illumination Project Strategy 2.3.2: Ensure media coverage of quarterly Town Hall meetings where citizens and police interact to discuss concerns and develop solutions.

While the responsibility to ensure media coverage of quarterly Town Hall meetings was assigned to the community, the meetings themselves were discontinued due to low community participation and replaced with other community engagement opportunities, which live in the Strategic Leadership Plan Community Outreach Goals #1 and #2. CPD promotes community meetings through media and social media.

Illumination Project Strategy 2.3.3: Increase invitations for patrol officers to attend community meetings and other gatherings to increase community interactions during non-emergency situations.

This is another strategy assigned to the community which is reflected in the Strategic Leadership Plan Community Outreach Goals #1, #2 and #3 and Patrol Goal #3, all of which encourage continued expansion of community engagement opportunities, so that CPD has assumed ownership this strategy.

Illumination Project Strategy 2.4.4: Invite media to yearly listening sessions held in each patrol team.

Listening sessions were conducted in the Eastside community in 2019 with the media in attendance. This strategy is reflected in Community Outreach Goals #1 and #2 and Patrol Goal #3 with the intent to implement problem solving responses to community concerns.

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The Training Curriculum Goal

Goal 3: Develop and implement a training curriculum to enhance citizens and police understanding of each other's roles, rights and responsibilities.

Illumination Project	Strategic Plan	CNA Audit
3.2.5	Training and Professional Standards Goal 6	21.2
3.4.1	Community Outreach Goal 2 Community Outreach Objective 2.3	33.1 33.2 33.3

Illumination Project Strategy 3.2.5: Review, research and assess a disciplinary process which focuses on education of officers and determines if this approach raises success rates in preventing occurrences and lowering citizen complaints.

This strategy is partially reflected in CNA Audit recommendation 21.2 (develop a disciplinary matrix) and the Strategic Leadership Plan. The disciplinary matrix has been completed and implemented in General Order 10, Office of Internal Affairs, Appendix 3. Career development, to include evidence based promotion processes, performance evaluations, leadership training and disciplinary procedures are all priorities.

Illumination Project Strategy 3.4.1: Using citizen input, develop and deliver educational seminars to increase citizen knowledge and understanding about police policy and practices.

The Citizen's Police Academy meets this objective and is also reflected in Illumination Project Strategy 3.5.1, which is reflected in Strategic Leadership Plan Community Outreach Goal 2, Objective 2.3, increase participation in CPD's Citizen Academy that is held twice a year and create a Youth Academy. The Citizen's Police Academy format is appropriate for this type of education.

The Policies and Procedures Goal

Goal 4: Develop and use best practices to improve citizen and police relationships through policies and procedures.

Illumination Project	Strategic Plan	CNA Audit
4.2.1	Entire Strategic Plan	16.1 16.2
4.2.5	Chief's Letter	-

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Illumination Project Strategy 4.2.1: Review and improve, where needed, current policies addressing procedural justice principles, vulnerable populations, LGBTQ community, officer performance evaluations, tracking and reporting information on officer-involved critical incidents, use of force, data analysis and administrative investigations.

This strategy is reflected throughout the Strategic Leadership Plan and in CNA Audit Recommendation 16.1, CPD should establish a formal annual review process to reexamine its policies and procedures to ensure that they align with departmental practices, training, and promising practices in the field of policing and CNA Audit Recommendation 16.2, CPD should conduct periodic audits of operational practices as they relate to policy. CPD has reviewed specific policies according to priorities related to specific functions, like the acquisition of new equipment or changes in personnel assignments. The need to create a formal process for annual review was identified by the CNA audit. The follow chart reflects the most recent updates of the policies related to this strategy. General Order 23 has been recently updated and is pending final approval by the command staff.

Topic	Policies	Title	Revision Date
Procedural Justice	General Order 8	Fair and Impartial Policing	April 6, 2018
Vulnerable Populations	General Order 32	Mental Illness - Developmental Disabilities	August 29, 2018
	General Order 40	Juvenile Operations	February 1, 2008
	Field Guide	Homeless Interactions	January 6, 2016
LGBTQ Community	General Order 8	Fair and Impartial Policing	April 6, 2018
Officer Performance Evaluations	General Order 20	Performance Evaluations	March 14, 2011
Officer Involved Critical Incidents	General Order 70	Post-Critical Incident Support Team	February 1, 2008
Use of Force	General Order 25	Less Lethal and Lethal Weapons	May 13, 2020
	General Order 23	Response to Resistance/Aggression	February 1, 2017
Data Analysis	General Order 37	Criminal Intelligence Unit	February 1, 2017
Administrative Investigations	General Order 10	Office of Internal Affairs	February 1, 2017

Illumination Project Strategy 4.2.5: Continue participation in the Commission on Accreditation for Law Enforcement Agencies (CALEA) audit and maintain accreditation at the Gold Standard Level, comprised of 400 standards and community member interviews.

This strategy is affirmed in the Strategic Leadership Plan in the introductory letter by Chief Luther Reynolds.

CHARLESTON POLICE DEPARTMENT

The Community Policing Goal

Goal 5: Expand the concept of community-oriented policing in all segments of our community.

Illumination Project	Strategic Plan	CNA Audit
5.2.5	Community Outreach Goal 1 Community Outreach Goal 2 Patrol Goal 3	-
5.4.2	Foundational Goal 3 Community Outreach Goal 1	-

Illumination Project Strategy 5.2.5: Collaborate with other public safety departments within the city to increase community outreach efforts.

The Community Outreach Goals #1 and #2 and Patrol Goal #3 promote the expansion of community outreach and problem solving. Those activities include other public safety departments, particularly the problem solving goal.

Illumination Project Strategy 5.4.2: Review and assess current crime reduction strategies to determine success and identify any unintended consequences of specific actions and the impact on trust and legitimacy.

This strategy is essentially expressed in Strategic Leadership Plan Community Outreach Goal #1 and Foundational Goal #3, the CPD will become an evidence-based agency relentlessly focused on learning in order to continuously improve service to the community. Data collection and analysis capabilities will be developed and dramatically enhanced in order to define effective, efficient, measurable strategies and tactics to reduce/prevent crime and the fear of crime and establish/maintain social order in all parts of Charleston. This will include sharing data and insights with the community it serves as well as other Charleston city agencies and municipal, county, state and federal law enforcement partners.

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ILLUMINATION PROJECT STRATEGIES ADDRESSED BY 2019 RACIAL BIAS AUDIT

The Different Cultures and Backgrounds Goal

Goal 1: Develop better understanding between citizens and police of different cultures, backgrounds, and experiences to build mutually beneficial relationships.

Illumination Project	Strategic Plan	CNA Audit
1.1.2	Community Outreach Goal 1 Community Outreach Goal 2	33.1 33.2 33.3
1.2.1	Community Outreach Goal 1 Community Outreach Objective 1.1 Community Outreach Goal 2	33.1 33.2 33.3 34.1
1.2.3	Community Outreach Objective 1.1	33.1 33.2 34.1

Illumination Project Strategy 1.1.2: Grow Neighborhood Watch efforts by increasing participation and identifying contact people.

CNA Racial Bias Audit Recommendation 33.1: CPD should leverage the Illumination Project strategies and plan to develop the CPD community engagement strategic plan.

CNA Racial Bias Audit Recommendation 33.2: CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.

CNA Racial Bias Audit Recommendation 33.3: CPD should communicate the importance of community support in effectively implementing changes to the community.

Illumination Project Strategy 1.2.1: Create geographic and needs-based outreach initiatives to engage diverse communities.

CNA Racial Bias Audit Recommendation 33.1: CPD should leverage the Illumination Project strategies and plan to develop the CPD community engagement strategic plan.

CNA Racial Bias Audit Recommendation 33.2: CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.

CNA Racial Bias Audit Recommendation 33.3: CPD should communicate the importance of community support in effectively implementing changes to the community.

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CNA Racial Bias Audit Recommendation 34.1: CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.

Illumination Project Strategy 1.2.3: Ask citizens to identify strategies to address important issues such as homelessness, alternatives to jail or prison, specialty courts, etc.

CNA Racial Bias Audit Recommendation 33.1: CPD should leverage the Illumination Project strategies and plan to develop the CPD community engagement strategic plan.

CNA Racial Bias Audit Recommendation 33.2: CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.

CNA Racial Bias Audit Recommendation 34.1: CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.

The Respectful, Trusting Relationship Goal

Goal 2: Build a mutually respectful, trusting relationship between citizens and police.

Illumination Project	Strategic Plan	CNA Audit
2.1.2	Community Outreach Goal 1 Community Outreach Goal 2	33.1 33.2 33.3
2.2.1	Community Outreach Objective 1.1	32.1 32.2 34.1
2.2.2	Appendix A: Detailed Special Operations Plan SRO/SSRT Special Operations Units Goal #2	25.1
2.3.2	Community Outreach Goal 1 Community Outreach Goal 2	33.1 33.2 33.3
2.3.3	Community Outreach Goal 1 Community Outreach Goal 2 Community Outreach Goal 3 Patrol Goal 3	33.1 33.2 33.3
2.4.4	Community Outreach Goal 1 Community Outreach Goal 2 Patrol Goal 3	34.1

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Illumination Project Strategy 2.1.2: Continue listening sessions in all parts of the community.

Illumination Project Strategy 2.3.2: Ensure media coverage of quarterly Town Hall meetings where citizens and police interact to discuss concerns and develop solutions.

Illumination Project Strategy 2.3.3: Increase invitations for patrol officers to attend community meetings and other gatherings to increase community interactions during non-emergency situations.

CNA Racial Bias Audit Recommendation 33.1: CPD should leverage the Illumination Project strategies and plan to develop the CPD community engagement strategic plan.

CNA Racial Bias Audit Recommendation 33.2: CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.

CNA Racial Bias Audit Recommendation 33.3: CPD should communicate the importance of community support in effectively implementing changes to the community.

Illumination Project Strategy 2.2.1: Citizens participate in quarterly staff meetings with top police officers from each patrol team.

CNA Racial Bias Audit Recommendation 32.1: CPD should work with the Citizen Police Advisory Council, the city, and other community stakeholders to share with the broader community the council's goals, objectives, and standard operating procedures.

CNA Racial Bias Audit Recommendation 32.2: CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.

CNA Racial Bias Audit Recommendation 34.1: CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.

Illumination Project Strategy 2.2.2: Assess and examine the role of the School Resource Officer (SRO) in schools and evaluation current curriculum.

CNA Racial Bias Audit Recommendation 25.1: CPD should expand its current initiatives and develop others to further engage and build relationships with local youth.

Illumination Project Strategy 2.4.4: Invite media to yearly listening sessions held in each patrol team.

CNA Racial Bias Audit Recommendation 34.1: CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.

CHARLESTON POLICE DEPARTMENT

The Training Curriculum Goal

Goal 3: Develop and implement a training curriculum to enhance citizens and police understanding of each other's roles, rights and responsibilities.

Illumination Project	Strategic Plan	CNA Audit
3.1.1	Training and Professional Standards Objective 4.2	40.3
3.1.2	Patrol Objective 2.2	21.1 21.2 22.1 22.2 22.3 23.1 24.1 47.1
3.2.1	Training and Professional Standards Objective 1.1	40.2
3.2.2	Training and Professional Standards Objective 4.1 Training and Professional Standards Objective 4.2 Training and Professional Standards Objective 4.3	27.1 30.1 43.1
3.2.3	Training and Professional Standards Objective 4.3	27.1 30.1 43.1
3.2.5	Training and Professional Standards Goal 6	21.2
3.4.1	Community Outreach Goal 2 Community Outreach Objective 2.3	33.1 33.2 33.3
3.4.2	Community Outreach Objective 3.1	25.1
3.5.1	Community Outreach Objective 2.3 Community Outreach Objective 3.1 Community Outreach Objective 3.2	25.1
3.6.3	Training and Professional Standards Objective 4.1 Training and Professional Standards Objective 4.2	27.1

Illumination Project Strategy 3.1.1: Gain citizen input for training, new equipment, and procedures through groups such as the proposed community liaison group.

CNA Racial Bias Audit Recommendation 40.3: CPD should engage community leaders and other external stakeholders in the development of the training plan.

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Illumination Project Strategy 3.1.2: Provide input for a process to make it easy and secure for citizens to make a complaint and/or provide a compliment about a police officer; use a variety of methods including a notification letter of the complaint and disposition.

CNA Racial Bias Audit Recommendation 21.1: CPD should recraft the PSO policy to ensure clarity in the complaint process, the methods for community members to file a complaint, the role and responsibilities of the employee's chain of command, and the role and responsibilities of the PSO.

CNA Racial Bias Audit Recommendation 21.2: CPD should develop a disciplinary matrix.

CNA Racial Bias Audit Recommendation 22.1: CPD should formally track and investigate all complaints received, including information calls.

CNA Racial Bias Audit Recommendation 22.2: CPD should include information on all complaints (Class A and B) in its annual PSO reports.

CNA Racial Bias Audit Recommendation 22.3: CPD should conduct training on the procedures for the new complaint process.

CNA Racial Bias Audit Recommendation 23.1: CPD should establish a formal process for following up with community members who file a complaint or grievance.

CNA Racial Bias Audit Recommendation 24.1: CPD should update policies to ensure that all currently tracked allegation types can be readily classified by severity and seriousness.

CNA Racial Bias Audit Recommendation 47.1: CPD should examine its current internal communications process and procedures, especially as they relate to the complaints, use of force review, and promotional processes.

Illumination Project Strategy 3.2.1: Conduct a training assessment to validate present curriculum is relevant, consistent with case law, current professional standards, and other agencies/businesses to build trust.

CNA Racial Bias Audit Recommendation 40.2: CPD should conduct a training needs assessment to identify potential training gaps.

Illumination Project Strategy 3.2.2: Expand CPD training curriculum for officers and supervisors with consideration of the following topics: Concepts in unconscious bias, problem solving, and partnership building, cultural sensitivity, procedural justice principles (Internal and External), officer wellness, language skills, cultural differences and norms within diverse groups, communication/people skills/conflict resolution skills for/with citizens, Guardian Mindset concept, generational differences, enhanced Constitutional Law with a specific focus on the legal parameters of officer-initiated contacts using classroom and scenarios-based formats, scenario-based training on decision-making and real life situations, crisis intervention team concepts for all officers (during Block-Training program), supervisory skills and practices to investigate Use of Force incidents, basic and advanced Community Policing curriculum, interacting with mentally ill and emotionally-challenged citizens.

CHARLESTON POLICE DEPARTMENT

Illumination Project Strategy 3.2.3: Promote de-escalation as a core principle of CPD's training program.

CNA Racial Bias Audit Recommendation 27.1: CPD should conduct additional training sessions on interpersonal skills, cultural awareness and sensitivity, non-enforcement engagement, and other fundamental aspects of community policing.

CNA Racial Bias Audit Recommendation 30.1: CPD should integrate interpersonal skill building and procedural justice into its training program.

CNA Racial Bias Audit Recommendation 43.1: CPD should further integrate de-escalation into its scenario based training and other related training curricula.

Illumination Project Strategy 3.2.5: Review, research and assess a disciplinary process which focuses on education of officers and determines if this approach raises success rates in preventing occurrences and lowering citizen complaints.

CNA Racial Bias Audit Recommendation 21.2: CPD should develop a disciplinary matrix.

Illumination Project Strategy 3.4.1: Using citizen input, develop and deliver educational seminars to increase citizen knowledge and understanding about police policy and practices.

CNA Racial Bias Audit Recommendation 33.1: CPD should leverage the Illumination Project strategies and plan to develop the CPD community engagement strategic plan.

CNA Racial Bias Audit Recommendation 33.2: CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.

CNA Racial Bias Audit Recommendation 33.3: CPD should communicate the importance of community support in effectively implementing changes to the community.

Illumination Project Strategy 3.4.2: Provide job shadowing for new police officers with an SRO - an approach allowing officers to get to know youth in a positive way and influence the career success of new officers.

Illumination Project Strategy 3.5.1: Create a plan to increase participation in the Citizens Police Academy and Youth Academy, making sure that there is a diverse group of participants regardless of their existing relationships with police.

CNA Racial Bias Audit Recommendation 25.1: CPD should expand its current initiatives and develop others to further engage and build relationships with local youth.

Illumination Project Strategy 3.6.3: Identify subject matter experts to provide advanced instruction in the areas of interpersonal communication, de-escalation, sensitivity, and Community-Oriented Policing Services (COPS) initiatives.

CHARLESTON POLICE DEPARTMENT

CNA Racial Bias Audit Recommendation 27.1: CPD should conduct additional training sessions on interpersonal skills, cultural awareness and sensitivity, non-enforcement engagement, and other fundamental aspects of community policing.

The Policies and Procedures Goal

Goal 4: Develop and use best practices to improve citizen and police relationships through policies and procedures.

Illumination Project	Strategic Plan	CNA Audit
4.1.1	Community Outreach Goal 1	33.2 33.3
4.2.1	Entire Strategic Plan	16.1 16.2
4.2.2	n/a	3.3 4.3 6.1 7.1
4.3.1	Special Operations Goal 3 Administrative Services Objective 1.2	35.1 38.1 39.1
4.3.2	Special Operations Goal 3 Administrative Services Objective 1.2	35.1 38.1 39.1
4.4.1	Special Operations Goal 3 Administrative Services Objective 1.2	35.1 38.1 39.1
4.4.2	Special Operations Goal 3	35.1 38.1 39.1
4.4.3	Community Outreach Goal 1 Special Operations Goal 3	33.2 33.3 35.1 38.1 39.1
4.5.1	n/a	16.1 16.2 32.2
4.6.3	Training and Professional Standards Objective 4.3	27.1 30.1 43.1

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Illumination Project	Strategic Plan	CNA Audit
4.8.1	n/a	32.1 32.2 32.3
4.8.2	n/a	32.1 32.2 32.3

Illumination Project Strategy 4.1.1: Develop processes to engage citizen leaders to share with their neighbors the importance of respectful citizen/police relationships.

CNA Racial Bias Audit Recommendation 33.2: CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.

CNA Racial Bias Audit Recommendation 33.3: CPD should communicate the importance of community support in effectively implementing changes to the community.

Illumination Project Strategy 4.2.1: Review and improve, where needed, current policies addressing procedural justice principles, vulnerable populations, LGBTQ community, officer performance evaluations, tracking and reporting information on officer-involved critical incidents, use of force, data analysis and administrative investigations.

CNA Racial Bias Audit Recommendation 16.1: CPD should establish a formal annual review process to reexamine its policies and procedures to ensure that they align with departmental practices, training, and promising practices in the field of policing.

CNA Racial Bias Audit Recommendation 16.2: CPD should conduct periodic audits of operational practices as they relate to policy.

Illumination Project Strategy 4.2.2: Assess and evaluate current enforcement practices on traffic stops, investigatory and consensual contacts.

CNA Racial Bias Audit Recommendation 3.3: CPD should include reports and analysis of traffic stops and traffic-related outcomes in its monthly STAT 360 meetings.

CNA Racial Bias Audit Recommendation 4.3: CPD should conduct an analysis of field contacts on a periodic basis and include this analysis in the annual Professional Standards Office (PSO) reports shared with the public.

CNA Racial Bias Audit Recommendation 6.1: CPD should implement additional data fields to capture, within a single data system, traffic stop outcomes including the stop start and end times (to allow for analysis of stop lengths), traffic stop disposition (verbal warning, written warning, citation, or arrest), and seizures during searches.

CNA Racial Bias Audit Recommendation 7.1: CPD should assess its systems for documenting traffic stops and acquire the necessary technology or software to enter or collect all traffic stops into a master list.

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Illumination Project Strategy 4.3.1: Develop an inspirational recruiting video to expand outreach and interest in policing as a career.

Illumination Project Strategy 4.3.2: Create a mechanism to encourage and recruit youth and adults to join law enforcement as a career.

Illumination Project Strategy 4.4.1: Review and update CPD's recruiting plan with a specific focus on opportunities to broaden its diversity in relation to sex, race, language, life experiences, cultural background, and underrepresented populations.

Illumination Project Strategy 4.4.2: Identify and apply for state and federal grants to assist with recruiting initiatives that expand opportunities for outreach and personal contacts.

CNA Racial Bias Audit Recommendation 35.1: CPD should develop a strategic plan for recruitment and hiring.

CNA Racial Bias Audit Recommendation 38.1: CPD should establish a formal process to track applicants as they progress through the hiring process.

CNA Racial Bias Audit Recommendation 39.1: CPD should revise its officer job description to align with the department's recruitment and hiring priorities and community policing strategies.

Illumination Project Strategy 4.4.3: Schedule quarterly meetings with community members representing gender, ethnic, racial, and LGBTQ communities to discuss diversity in recruiting and hiring.

CNA Racial Bias Audit Recommendation 33.2: CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.

CNA Racial Bias Audit Recommendation 33.3: CPD should communicate the importance of community support in effectively implementing changes to the community.

CNA Racial Bias Audit Recommendation 35.1: CPD should develop a strategic plan for recruitment and hiring.

CNA Racial Bias Audit Recommendation 38.1: CPD should establish a formal process to track applicants as they progress through the hiring process.

CNA Racial Bias Audit Recommendation 39.1: CPD should revise its officer job description to align with the department's recruitment and hiring priorities and community policing strategies.

Illumination Project Strategy 4.5.1: Set up a community liaison group to work with the police to develop and evaluate policies and procedures involving priority issues such as Use of Force, administrative investigations, hiring processes, etc.

CNA Racial Bias Audit Recommendation 16.1: CPD should establish a formal annual review process to reexamine its policies and procedures to ensure that they align with departmental practices, training, and promising practices in the field of policing.

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CNA Racial Bias Audit Recommendation 16.2: CPD should conduct periodic audits of operational practices as they relate to policy.

CNA Racial Bias Audit Recommendation 32.2: CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.

Illumination Project Strategy 4.6.3: Review and assess current policies relating to mass demonstrations to create a tier response that focuses on de-escalation and preservation of rights.

CNA Racial Bias Audit Recommendation 27.1: CPD should conduct additional training sessions on interpersonal skills, cultural awareness and sensitivity, non-enforcement engagement, and other fundamental aspects of community policing.

CNA Racial Bias Audit Recommendation 30.1: CPD should integrate interpersonal skill building and procedural justice into its training program.

CNA Racial Bias Audit Recommendation 43.1: CPD should further integrate de-escalation into its scenario based training and other related training curricula.

Illumination Project Strategy 4.8.1: Create, train, and equip a Police Citizen Advisory Council, ensuring transparency and broad participation in member selection including community activists, neighborhood leaders, educators, retired professionals from criminal justice, legal, and victim services, researchers, and youth, using input from elected leaders, community members and police employees.

Illumination Project Strategy 4.8.2: Implement an impartial Police Citizen Advisory Council that works with the police to develop and evaluate policies and procedures involving priority issues such as:

- a. Use of Force**
- b. Administrative investigations**
- c. Hiring, evaluation and promotional processes with increased importance of community policing principles**
- d. Release of information during critical incidents**
- e. Develop criteria and timelines for release of information that both informs the public and considers investigative needs**
- f. Receipt of citizen complaints**
- g. External review of citizen and police concerns.**

CNA Racial Bias Audit Recommendation 32.1: CPD should work with the Citizen Police Advisory Council, the city, and other community stakeholders to share with the broader community the council's goals, objectives, and standard operating procedures.

CNA Racial Bias Audit Recommendation 32.2: CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.

CNA Racial Bias Audit Recommendation 32.3: CPD, the Citizen Police Advisory Council, and the city should make a concerted effort to engage and inform the community about their efforts to increase transparency and transform the CPD.

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The Community Policing Goal

Goal 5: Expand the concept of community-oriented policing in all segments of our community.

Illumination Project	Strategic Plan	CNA Audit
5.2.1	Central Investigations Objective 5.1 Patrol Objective 2.4	28.1
5.4.1		6.1

Illumination Project Strategy 5.2.1: Expand citizen/police interaction in challenged neighborhoods during non-crisis or enforcement situations by increasing communication about current programs and community outreach opportunities.

CNA Racial Bias Audit Recommendation 28.1: CPD should reinforce the roles and responsibilities for all teams and patrol officers to engage in community policing activities and efforts.

Illumination Project Strategy 5.4.1: Expand the value of community policing principles in officer evaluations and promotional processes

CNA Racial Bias Audit Recommendation 6.1: CPD should include community-policing performance metrics as part of performance evaluations.

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ILLUMINATION PROJECT STRATEGIES COMPLETED BY CHARLESTON POLICE DEPARTMENT

These strategies were completed and it was not necessary to include them in the five year strategic plan, as no further action is necessary.

The Different Cultures and Backgrounds Goal

Goal 1: Develop better understanding between citizens and police of different cultures, backgrounds, and experiences to build mutually beneficial relationships.

Illumination Project	Outcome	CNA Audit
1.2.2	General Order 8, Fair and Impartial Policing	-
1.4.1	Partnerships established and growing	-
1.4.5	Interpreter access implemented with Language Line and internal interpreters	-

Illumination Project Strategy 1.2.2: Develop policies and practices for interactions with members of the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) community.

This strategy was included in General Order 8, Fair and Impartial Policing Training and training was developed for CPD officers on gender identity.

Illumination Project Strategy 1.4.1: Develop partnerships with local colleges and universities to enhance the education and understanding about how historic interactions between citizens and police impact trust and confidence.

The Charleston Police Department clearly maintains close partnerships with the College of Charleston, the Citadel and the Medical University of South Carolina. The College of Charleston worked with CPD to codify the Illumination Project and the Racial Bias Audit in the Strategic Leadership Plan. Partnerships with the University of South Carolina and Clemson University are in development. The College of Charleston and Charleston Museum also developed a History of Policing training program, which is still part of the CPD training curriculum.

Illumination Project Strategy 1.4.5: Ensure availability of interpreters to improve language access.

CPD maintains a list of officers and staff who can serve as interpreters and adopted the use of the Language Line system, which allows interpretation by cell phone. CPD is developing a policy to reinforce the use of interpreters or the Language Line as the primary source of translation.

The Respectful, Trusting Relationship Goal

Goal 2: Build a mutually respectful, trusting relationship between citizens and police.

Illumination Project	Outcome	CNA Audit
2.2.4	General Order 30, Authority To Exercise Alternative To Arrest	-
2.2.5	Strategic Leadership Plan Analysis and Innovation Objective 3.6	-
2.2.6	City of Charleston Website Illumination Project Link	-

Illumination Project Strategy 2.2.4: Implement cite and release programs for minor violations when appropriate.

CPD successfully completed the goal to implement cite and release programs with the revision of CPD General Order 30, Authority To Exercise Alternative To Arrest on December 15, 2017.

Illumination Project Strategy 2.2.5: Research and implement online technology solutions that allow greater community awareness about crime and police activity in their neighborhoods.

This strategy was completed with the implementation of the Police Data Initiative (PDI), however the Strategic Leadership Plan calls for a transition from PDI to interactive dashboards in Analysis and Innovation Objective 3.6.

Illumination Project Strategy 2.2.6: Host an independent website for the Illumination Project designed for citizens to review Mission Statement, meeting schedules and contact information.

The City of Charleston website has a page dedicated to the Illumination Project with the status and complete reports.

<https://www.charleston-sc.gov/1436/Charleston-Illumination-Project>

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The Training Curriculum Goal

Goal 3: Develop and implement a training curriculum to enhance citizens and police understanding of each other's roles, rights and responsibilities.

Illumination Project	Outcome	CNA Audit
3.2.6	Implemented for Forensic Unit	-
3.4.3	Citizen's Academy now includes Fair and Impartial Policing	-
3.6.1	ICAT training implemented	-

Illumination Project Strategy 3.2.6: Review best practices for behavioral “state of mind” psychological examinations to determine frequency of testing.

This strategy was implemented in the form of annual mental health check ups for Crime Scene Investigators and is recommended for expansion to other units.

Illumination Project Strategy 3.4.3: Using citizen input, update the Citizens Police Academy to include current topics like Fair and Impartial Policing and increase participation.

The current curriculum includes Fair and Impartial Policing.

Illumination Project Strategy 3.6.1: Apply National Tactical Officers Association’s (NTOA) principles to the patrol officer decision making model.

This strategy was completed, but the intent behind this strategy was to infuse officer training and decision making with de-escalation principles, which were also included in other training developed and applied after the Illumination Project strategic plan was created, to include ICAT and EPIC training.

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The Policies and Procedures Goal

Goal 4: Develop and use best practices to improve citizen and police relationships through policies and procedures.

Illumination Project	Outcome	CNA Audit
4.2.2	CNA Racial Bias Audit completed in 2019	3.3 4.3 6.1 7.1
4.5.1	Citizen Police Advisory Council implemented	16.1 16.2 32.2
4.6.1	Police Data Initiative (PDI)	-
4.6.2	Analysis completed prior to 2018, Second Quarter	-
4.6.4	New policies for crime prevention, analysis of police activities and internal audits	4.2 4.3 10.1 11.1 12.1 14.1 26.2
4.8.1	Citizen Police Advisory Council implemented	32.1 32.2 32.3
4.8.2	Citizen Police Advisory Council implemented	32.1 32.2 32.3
4.8.3	General Order 48, Traffic Enforcement and Collisions	-

Illumination Project Strategy 4.2.2: Assess and evaluate current enforcement practices on traffic stops, investigatory and consensual contacts.

This was essentially the function of the CNA Racial Bias Audit, conducted in 2019. Audit recommendations 3.3, 4.3, 6.1 and 7.1 specifically address needed improvements to data collection and analysis tools to support evaluations of traffic stops and field contacts.

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Illumination Project Strategy 4.5.1: Set up a community liaison group to work with the police to develop and evaluate policies and procedures involving priority issues such as Use of Force, administrative investigations, hiring processes, etc.

This strategy was assigned to the community, but realized through the Citizens Police Advisory Committee (CPAC). It is also in CNA Audit Recommendation 32.2, CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures. At the time of this report, CPD is working with CPAC to establish a process to evaluate policies and offer feedback. Illumination Project Strategy 4.2.1 and CNA Audit Recommendations 16.1 and 16.2 recommend policy review by CPD. In order to effectively manage the review processes, both should be carefully coordinated.

Illumination Project Strategy 4.6.1: Encourage a culture of transparency to include participation in national initiatives like the White House Police Data Initiative to enhance data availability, requiring State Law Enforcement Division (SLED) to investigate all incidents involving officer involved shootings and all cases of Use of Force that result in death, continuing to review, analyze annually and report to Federal Bureau of Investigation (FBI) all officer involved shooting events and sharing with the public an annual report from the Professional Standards Office that provides information to the public about officer complaints and related information.

This strategy was implemented, however the police data initiative is in the process of upgrade to an interactive dashboard.

Illumination Project Strategy 4.6.2: Complete a CPD analysis by April 2017 to determine officer allocation and deployment based on crime analysis and prioritization of needs.

According to the last quarterly report of the Illumination Project tracking file, this was completed.

Illumination Project Strategy 4.6.4: Develop new policies designed to:

a. Implement crime prevention strategies based on Targeted Operational Planning and other data driven approaches.

In an earlier draft review, this sub strategy was identified as “in progress.” Strategic Leadership Plan Community Outreach Goal #1 and Objective 1.1 call for implementation of problem solving strategies.

b. Display demographic information on police activity and establish a non-census driven criteria for analysis of the information on a semiannual basis.

c. Provide for monthly internal inspections of identified police activities for quality assurance and early warning of problem areas.

In an earlier draft review, both of these sub strategies were identified as “completed.” Both are related to CNA Audit recommendations.

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Illumination Project Strategy 4.8.1: Create, train, and equip a Police Citizen Advisory Council, ensuring transparency and broad participation in member selection including community activists, neighborhood leaders, educators, retired professionals from criminal justice, legal, and victim services, researchers, and youth, using input from elected leaders, community members and police employees.

The Citizen Police Advisory Council (CPAC) was created and held its first meeting on September 18, 2018.

Illumination Project Strategy 4.8.2: Implement an impartial Police Citizen Advisory Council that works with the police to develop and evaluate policies and procedures involving priority issues such as: a. Use of Force b. Administrative investigations c. Hiring, evaluation and promotional processes with increased importance of community policing principles d. Release of information during critical incidents e. Develop criteria and timelines for release of information that both informs the public and considers investigative needs f. Receipt of citizen complaints g. External review of citizen and police concerns.

The Citizen Police Advisory Council (CPAC) was created and held its first meeting on September 18, 2018.

Illumination Project Strategy 4.8.3: Prohibit predetermined numbers for any enforcement activity.

General Order 48, Traffic Enforcement and Collisions states, “the Department expects all uniformed officers to contribute to the traffic enforcement effort, but does not establish quantitative objectives for individual officers, such as citation, arrest or field contact quotas.”

The Community Policing Goal

Goal 5: Expand the concept of community-oriented policing in all segments of our community.

Illumination Project	Outcome	CNA Audit
5.2.7	Inventory of resources completed and partnerships developed	-
5.4.3	Coalition of human service agencies	-

Illumination Project Strategy 5.2.7: Inventory community resources and develop integrated partnerships to address community issues holistically

CPD developed partnerships and continuously develops partnerships to address community issues, but the asset map was not completed as defined in the metrics for this strategy.

Illumination Project Strategy 5.4.3: Create a coalition of human service agencies to collaborate on solutions based on the “social determinants of health” philosophy which is used to identify ways to create social and physical environments which promote good health in the community

This strategy was implemented in part through the Farmacy program, a collaboration with several partners to distribute healthy food in the Eastside community. There is evidence that CPD supports holistic solutions and

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is currently working towards building stronger partnerships to address issues like homelessness, mental health and addiction in line with this philosophy.

ILLUMINATION PROJECT STRATEGIES DISCONTINUED OR UNINITIATED BY CHARLESTON POLICE DEPARTMENT

The Respectful, Trusting Relationship Goal

Goal 2: Build a mutually respectful, trusting relationship between citizens and police.

Illumination Project	Strategy	CNA Audit
2.3.1	Media highlights minority contributions to safety	-
2.4.1	Quarterly data meetings with media and public	-
2.4.3	De-escalation commendation	21.2

Illumination Project Strategy 2.3.1: Build relationships with key media outlets to develop a plan that highlights minority contributions to creating a safe city.

Local media outlets highlight minority contributions to the City of Charleston, but it is not clear that is directly attributable to the Illumination Project. In a status evaluation completed by the College of Charleston, this strategy was listed as uninitiated.

Illumination Project Strategy 2.4.1: Meet with media and the public quarterly to review data regarding citizen/police interaction showing demographic and geographic information.

Illumination Project Strategy 2.4.3: Create and publicize a commendation that rewards officers who resolve situations through de-escalation that avoids the use of deadly force.

This strategy was not initiated. It's a good idea in theory, but difficult to deliver in practicality and not necessarily evidence based. Officers should be recognized for resolving situations through application of de-escalation techniques and the sanctity of life should be valued in policy and practice. It's very difficult to objectively determine when such an event occurs. Officers who successfully deploy de-escalation tactics before the threat of force even arises are the most skilled in de-escalation. Those situations are not reported through the use of force reporting system and officers themselves may not even be aware when they so successfully managed an incident that it was an act of de-escalation.

Recommendation: The concept of a sentinel event review system includes a process for reporting "near misses" that might be useful in identifying such incidents, but it has not been widely adopted in policing.

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The Policies and Procedures Goal

Goal 4: Develop and use best practices to improve citizen and police relationships through policies and procedures.

Illumination Project	Strategy	CNA Audit
4.2.3	Command staff reviews COPS Collaborative Reform Reports	-
4.2.4	Written consent for searches	16.1 16.2
4.5.2	Expand mediation process for post incident macro mediation	-
4.6.5	Peer review committee to analyze use of force data	-
4.8.4	Annual information sessions with stakeholders to discuss use of force, demographic data and lobby elected officials	4.3 22.2

Illumination Project Strategy 4.2.3 Create a continuing assessment process for command staff members to review and evaluate findings and recommendations from a minimum of two Collaborative Reform Reports completed by the COPS Office to identify critical areas for comparison and improvement where needed.

CPD adopted an evidence based policing philosophy, which will include literature reviews from many sources, including federal publications about successful police reform efforts.

Illumination Project Strategy 4.2.4 Develop and implement policies requiring officers to obtain written consent for all searches not based on reasonable suspicion or probable cause.

This strategy was tested and found to be ineffective. With the implementation and consistent use of body worn cameras, verbal consent for searches is more reliably recorded on video. Some research suggests that consent searches degrade procedural justice and trust in the police, which would nullify this strategy and encourage officers to only conduct searches with probable cause or reasonable suspicion, rather than introduce written consent and allow consent searches (Gau, 2012).

Illumination Project Strategy 4.5.2: Expand the mediation process to increase communication between groups of citizens and officers after a contentious situation occurs.

The mediation process for complaints is defined in General Order 10, Internal Affairs which is specific to micro interactions between individual officers and citizens who file complaints. This strategy was identified as uninitiated in a draft review of the Illumination Project. Group level mediation is possible and could be implemented if such a conflict occurred.

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Illumination Project Strategy 4.6.5: Create a Peer Review Committee, utilizing retired and active professionals, to assess Use of Force incidents and other critical issue areas semi-annually to identify trends, patterns, or issues that impact policy and training.

The strategy included the measurement to solicit for Committee members by March 2017; Select and train Committee by June 2017; complete first review in January 2018. There is no evidence that this was completed in CPD policy or the Illumination Project database.

Illumination Project Strategy 4.8.4: Host information sessions annually with key stakeholders to: a. Discuss Use of Force Policies and their use b. Report the race, gender and ethnicity of CPD c. Build advocacy with elected officials for legislative action relating to new laws, modification of current laws, or deletion of laws no longer applicable or valid.

The first quarterly status report indicated the first meeting under this strategy was planned for December 2017, but there were no further updates to indicate it did occur.

The Community Policing Goal

Goal 5: Expand the concept of community-oriented policing in all segments of our community.

Illumination Project	Strategy	CNA Audit
5.1.1	Chief's Young Adults Advisory Council	-
5.2.2	Neighborhood Forum meetings	-
5.2.3	Alternatives to criminal justice system for at risk youth	-
5.2.4	Performance assessment of CPD policies and practices	16.2
5.2.6	Cops and Barber program	-
5.3.1	Business leaders serve as peer resources for community influencers	-
5.3.2	Collaboration with similar projects and efforts	-
5.4.3	Coalition to address social determinants of health	-
5.4.4	Trauma informed policies and training	-

Illumination Project Strategy 5.1.1: Develop and implement a Chief's Young Adults Advisory Council (17-25 age range) to provide input into community issues, problem-solving and create programs that support ongoing, positive interaction between youth and police officers.

Commanders reported that there was low participation or response to efforts to create a youth advisory council. There are two positions for high school seniors on the Citizens Police Advisory Council in lieu of a separate youth council.

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Illumination Project Strategy 5.2.2: Change name and re-purpose existing “Citizen Advisory Groups” into Neighborhood Forums for more opportunities to assist their patrol team with crime prevention efforts and provide input on new and emerging issues

According to the quarterly update reports, these meetings were held in 2017 and appeared to be discontinued in 2018. Due to low attendance at meetings, CPD shifted to other approaches with the assignment of supervisors as neighborhood liaisons and consolidation of personnel attendance at meetings.

Illumination Project Strategy 5.2.3: Partner with educators to identify different approaches for dealing with at-risk youth outside the criminal justice system

There are indications in quarterly status reports that in 2016, CPD worked with the Charleston Alternatives to Incarceration Collaboration on a planning and policy project with the non profit organization Community Connections for Youth. There is no current information related to this project on the organization's website or evidence that this strategy resulted in implementation. The 9th Circuit Solicitor's Office has a Juvenile Arbitration Program as a diversion effort and the Charleston County Criminal Justice Coordinating Council is actively working on alternatives to incarceration with reported reductions in local jail population as a result.

Illumination Project Strategy 5.2.4: Conduct a performance assessment of CPD policies and practices utilizing the city's Performance Innovation Program methodology for more effective policing services.

Quarterly reports indicate this strategy was partially implemented under the contract of an independent consultant, but then replaced with the 2019 Racial Bias Audit.

Illumination Project Strategy 5.2.6: Research and implement the successful Cops and Barber Program to enhance communication and learn about concerns in the community

The Cops and Barber program was implemented in 2017, according to the Illumination Project measurement goal, but discontinued and transformed into other projects (Ask a Cop Anything).

Illumination Project Strategy 5.3.1: Gain direct business leader support to serve as peer resources for citizen team of existing community influencers

There is evidence of ongoing support from business leaders for the Charleston Police Department. CPD meets regularly with business organizations and groups. There does not appear to be a formal or organized citizen team of community influencers directly connected to the Illumination Project.

Illumination Project Strategy 5.4.4: Implement policies and practices dealing with children exposed to violence and children of parents arrested to reduce trauma and fear of the police

Quarterly reports show that CPD victim advocates attended community outreach events. CPD has victim advocates on staff who interact with children and families who have experienced domestic violence and conduct training. However, trauma informed policing was not implemented as defined by the Illumination Project. Trauma informed policing extends beyond domestic violence incidents with the goal to enhance officers' understanding of trauma and its effects to facilitate criminal investigations through a greater awareness of a victim's needs, reduce

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the potential recurrence of criminal behavior through early intervention and community trust in police (Vera Institute of Justice, 2015).

PROJECT RECOMMENDATIONS FOR CITIZEN PARTICIPATION AND IMPLEMENTATION

The 86 strategies were split into two groups, 59 or 69% were assigned to CPD for implementation and 27 or 31% to the community. There is clear documentation and ownership for police responsibilities, many of which were adopted into the five year strategic plan. Interviews with commanders and key personnel demonstrated a clear understanding and familiarity with most of the Illumination Project strategies assigned to the police or where ownership was assumed by the police. The community strategies are less clear regarding ownership for the strategies. Commanders identified community partnerships and strategies which grew from the Illumination Project and ownership for some strategies transferred to CPD, as detailed for each strategy. This is not to say that the community is not committed to these strategies, but sustainability with documented outcomes is dependent on CPD ownership of the strategies. For those strategies designated with community ownership below, but a status of discontinued or uninitiated, it's important to note that community efforts with regard to some ideas might be ongoing, but this evaluation found they are not connected to CPD or were not documented in quarterly updates.

The Different Cultures and Backgrounds Goal

Goal 1: Develop better understanding between citizens and police of different cultures, backgrounds, and experiences to build mutually beneficial relationships.

Illumination Project	Strategy	Ownership	Status
1.1.1	Community appreciation for police	Community	Ongoing
1.1.2	Neighborhood Watch	CPD	Implied in Strategic Plan
1.3.1	Training for CPD on African American history	CPD	Ongoing
1.3.2	Sponsor re-entry program	Turning Leaf	Ongoing

Illumination Project Strategy 1.1.1: Develop programs to “get to know” police officers who serve their areas in ways such as: police appreciation day, have an officer to dinner, random acts of kindness, etc.

The Community Outreach Unit continuously works to encourage community groups to invite members of the Charleston Police Department to public events and regularly attends events as much as possible. This strategy called for citizens to lead the effort to develop programs. Efforts to show appreciation to members of the Charleston Police Department occur frequently, in the form of donated food, e-mails, letters and other acts of kindness. There is no clear link between these efforts and the Illumination Project, but some of them may have been inspired by the Illumination Project.

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Illumination Project Strategy 1.1.2: Grow Neighborhood Watch efforts by increasing participation and identifying contact people

CPD supports Neighborhood Watch in the Eastside community and was in the process of expanding the program to neighborhoods in West Charleston when the Covid-19 pandemic interrupted those efforts. This is a strategy affected by both the pandemic and evolving technology, particularly social media as a form of Neighborhood Watch. The Nextdoor App is an example and CPD uses Nextdoor to communicate with neighborhoods. In a sense, it's a more effective Neighborhood Watch, as the app can immediately alert residents to crime patterns or concerns and residents can quickly share information of concern. Police access to shared video doorbells are another example of evolving technology. Both the app and video doorbells are innovations that have become ubiquitous in the years since the Illumination Project began. While CPD will continue to work with neighborhoods to grow Neighborhood Watch programs, there is value in re-evaluating this strategy as one part of a multi-faceted effort to connect neighbors for the purpose of developing communication and ownership in crime prevention.

This strategy is also listed in the section for strategies that are indirectly included in the Strategic Leadership Plan, but not specifically referenced, as it meets Community Outreach Goal #1 and #2, by supporting a diverse range of community outreach opportunities to build relationships and problem solve with citizens.

Illumination Project Strategy 1.3.1: Identify knowledgeable persons to conduct comprehensive training on African American history to produce understanding and comprehension beyond the “facts” of the history of African-Americans in Charleston beginning with Reconstruction, and to facilitate more open dialogue between African Americans/prevalent ethnic groups and the police.

Training in African American history was created for new officers in the Police Corp, or pre-academy program and there is an ongoing effort to continuously improve training and education of this nature. CPD assumed ownership for this strategy.

Illumination Project Strategy 1.3.2: Sponsor a re-entry program for returning citizens to aid them in being successful upon release from prison.

The Turning Leaf Project was established in 2012 and was featured during Illumination Project meetings. The status of continued community sponsorship as a product of the Illumination Project is unknown, but the organization was highlighted at Illumination Project meetings. CPD financially supports the program through an ongoing contract.

The Respectful, Trusting Relationship Goal

Goal 2: Build a mutually respectful, trusting relationship between citizens and police.

Illumination Project	Strategy	Ownership	Status
2.1.1	Quarterly staff meetings with citizens	CPD	Discontinued
2.1.2	Listening sessions	CPD	Implied in Strategic Plan
2.3.1	Media to highlight minority contributions to safety	Community	Uninitiated
2.3.2	Media coverage of quarterly town hall meetings	CPD	Implied in Strategic Plan
2.3.3	Increase invitations to CPD to attend community events	CPD	Implied in Strategic Plan

Illumination Project Strategy 2.1.1: Citizens participate in quarterly staff meetings with the top police officers from each patrol team.

Citizens advisory group meetings were held quarterly in each patrol team and discontinued in 2018 due to low attendance. Team commanders now participate in neighborhood association meetings in each team and sergeants are assigned as liaisons.

Illumination Project Strategy 2.1.2: Continue listening sessions in all parts of the community.

This strategy is also embodied in Community Outreach Goal #1 and #2 in the Strategic Leadership Plan, as it is one of many community outreach strategies that can be continuously deployed as desired in various formats. This is also one of the strategies which was assigned to the community to maintain, but CPD assumed ownership of it with the support of the Equity, Inclusion and Racial Conciliation Manager for the City of Charleston.

CPD members acknowledge the focused listening sessions of the Illumination Project were useful and the recommendations from those strategies were applied. The listening sessions were characterized by a formal process, which required a significant investment in staff and discussion group guides to apply an organized structure to the meetings. The listening sessions continued in 2019 in the Eastside neighborhood (2019 listening session report). They also continue in an organic approach through scheduled and pop up events, like "Ask a Cop Anything" and the distribution of cell phones to all supervisors so they can directly communicate with community members while away from their offices. This is another strategy that transfers to digital engagement through social media and other web based communication tools.

Illumination Project Strategy 2.3.1: Build relationships with key media outlets to develop a plan that highlights minority contributions to creating a safe city.

This is another responsibility assigned to the community, which is difficult to evaluate or track. Local media outlets highlight minority contributions to the City of Charleston, but it is not clear that is directly attributable to the

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Illumination Project. In a status evaluation completed by the College of Charleston, this strategy was listed as uninitiated.

Illumination Project Strategy 2.3.2: Ensure media coverage of quarterly Town Hall meetings where citizens and police interact to discuss concerns and develop solutions.

While the responsibility to ensure media coverage of quarterly Town Hall meetings was assigned to the community, the meetings themselves were discontinued due to low community participation and replaced with other community engagement opportunities, which live in the Strategic Leadership Plan Community Outreach Goals #1 and #2. CPD promotes community meetings through media and social media.

Illumination Project Strategy 2.3.3: Increase invitations for patrol officers to attend community meetings and other gatherings to increase community interactions during non-emergency situations.

This is another strategy assigned to the community which is reflected in the Strategic Leadership Plan Community Outreach Goals #1, #2 and #3 and Patrol Goal #3, all of which encourage continued expansion of community engagement opportunities, so that CPD has assumed ownership this strategy.

The Training Curriculum Goal

Goal 3: Develop and implement a training curriculum to enhance citizens and police understanding of each other's roles, rights and responsibilities.

Illumination Project	Strategy	Ownership	Status
3.1.1	Gain citizen input for training, equipment & procedures	CPD	Strategic Plan
3.1.2	Citizen input for improved complaint procedures	CPD	Strategic Plan
3.3.1	Marketing of police policies	CPD & CPAC	Recommended by Audit
3.3.2	Recognition for citizen led education	Community	Uninitiated
3.5.1	Increase citizen academy participation	CPD	Strategic Plan

Illumination Project Strategy 3.1.1: Gain citizen input for training, new equipment, and procedures through groups such as the proposed community liaison group.

Strategic Leadership Plan Training and Professional Standards Objective 4.2: Enhance training on interpersonal skills, cultural awareness and sensitivity, non-enforcement outreach, and fundamentals of community policing.

This is accomplished through the Citizens Police Advisory Council.

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Illumination Project Strategy 3.1.2: Provide input for a process to make it easy and secure for citizens to make a complaint and/or provide a compliment about a police officer; use a variety of methods including a notification letter of the complaint and disposition.

Strategic Leadership Plan Patrol Objective 2.2: To ensure that citizens and officers know that all complaints and allegations are handled thoroughly and fairly for all that are involved with a documented response.

Illumination Project Strategy 3.3.1: Suggest marketing opportunities, such as YouTube and other media, for citizens to learn about police policies and practices.

CPD policies are posted online on the City of Charleston website. There is no known citizen effort to support marketing the policies. The 2019 Racial Bias Audit recommended the Citizen Police Advisory Council be leveraged to gather community feedback on policies. In mid-2020, CPAC voted to create a policy subgroup and a communications strategy subgroup to work on those recommendations.

Illumination Project Strategy 3.3.2: Create a recognition program for community influencers who educate the public about the laws and citizen roles in creating a safe community.

There is no known citizen effort to support this strategy. CPD recognizes citizens for their contributions to the community and department.

Illumination Project Strategy 3.5.1: Create a plan to increase participation in the Citizens Police Academy and Youth Academy, making sure that there is a diverse group of participants regardless of their existing relationships with police.

Community Outreach Objective 2.3: Increase participation in CPD's Citizen Academy that is held twice a year and create a Youth Academy.

Community Outreach Objective 3.1: Increase positive, non-confrontational police interactions in elementary-aged children.

Community Outreach Objective 3.2: Increase participation in CPD's Explorers Program and Youth Citizen Academy.

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The Policies and Procedures Goal

Goal 4: Develop and use best practices to improve citizen and police relationships through policies and procedures.

Illumination Project	Strategy	Ownership	Status
4.1.1	Citizen leaders advocate respectful police/ community relationships	CPD	Strategic Plan
4.1.2	Education to promote positive interactions with police	CPD	Strategic Plan
4.1.3	Community led education on compliance	CPAC	Recommended by Audit
4.3.1	Create recruiting video	CPD	Strategic Plan
4.3.2	Citizen led police recruiting	CPD	Strategic Plan
4.5.1	Community liaison group to develop/ evaluation police policies	CPAC	Recommended by Audit/ Complete
4.5.2	Expand mediation to broader community/ police conflict resolution after contentious incidents	Community	Discontinued

Illumination Project Strategy 4.1.1: Develop processes to engage citizen leaders to share with their neighbors the importance of respectful citizen/police relationships.

Community Outreach Goal #1: Build community partnerships and problem solve to improve trust between the police and citizens.

Illumination Project Strategy 4.1.2: Identify, where needed create, then disseminate instructional material, both using traditional methods and social media, to youth and adults about proper protocols to follow during citizen/police encounters to reduce the likelihood of conflict and confrontation.

Community Outreach Objective 2.4: Increase social media presence through strategic implementation. Department members to post recruitment efforts, community encounters, stories, and relationships on social media outlets.

Illumination Project Strategy 4.1.3: Community influencers educate constituencies about the importance of voluntary compliance during citizen/police encounters.

This community assigned strategy could be applied by the Citizens Police Advisory Committee. There is no known consistent effort of a citizen led education program of this nature. The messaging in this strategy contradicts the community sentiment about policing and compliance in the context of police accountability in 2020. It highlights a significant and broad shift in the past five years regarding the balance of accountability in citizen/police encounters. The Charleston Police Department specifically recognized it's accountability to de-escalate citizen encounters with

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the adoption of policies and training, like Ethical Policing is Courageous (EPIC) and Integrating Communications, Assessment, and Tactics (ICAT).

Illumination Project Strategy 4.3.1: Develop an inspirational recruiting video to expand outreach and interest in policing as a career.

Special Operations Goal #3: Recruitment - Identify and employ the best candidates available.

Administrative Services Objective 1.2: Develop plans for staffing/retention/recruitment to align with current and future needs. This should incorporate use of workload analysis and plans for current and future staffing needs based on growth or programs.

Illumination Project Strategy 4.3.2: Create a mechanism to encourage and recruit youth and adults to join law enforcement as a career.

Special Operations Goal #3: Recruitment - Identify and employ the best candidates available.

Administrative Services Objective 1.2: Develop plans for staffing/retention/recruitment to align with current and future needs. This should incorporate use of workload analysis and plans for current and future staffing needs based on growth or programs.

Illumination Project Strategy 4.5.1: Set up a community liaison group to work with the police to develop and evaluate policies and procedures involving priority issues such as Use of Force, administrative investigations, hiring processes, etc.

This strategy was assigned to the community, but realized through the Citizen Police Advisory Committee (CPAC). It is also in CNA Audit Recommendation 32.2, CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures. CPD is working with CPAC to establish a process to evaluate policies and offer feedback. Illumination Project Strategy 4.2.1 and CNA Audit Recommendations 16.1 and 16.2 recommend policy review by CPD. In order to effectively manage the review processes, both should be carefully coordinated.

Illumination Project Strategy 4.5.2: Expand the mediation process to increase communication between groups of citizens and officers after a contentious situation occurs.

The mediation process for complaints is defined in General Order 10, Internal Affairs which is specific to micro interactions between individual officers and citizens who file complaints. This strategy was identified as uninitiated in a draft review of the Illumination Project. Group level mediation is possible and could be implemented if such a conflict occurred.

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The Community Policing Goal

Goal 5: Expand the concept of community-oriented policing in all segments of our community.

Illumination Project	Strategy	Ownership	Status
5.1.1	Chief's Youth Advisory Council	CPD	Discontinued
5.1.2	Youth Academy	CPD	Strategic Plan
5.1.3	Criminal justice alternatives for at-risk youth	CPD	Strategic Plan
5.3.1	Business leaders serve as peer resources for community influencers	Community	Uninitiated
5.3.2	Collaboration with similar projects and efforts	Community	Discontinued
5.3.3	Expand faith community subgroup	CPD/Coastal Crisis Chaplaincy	Transformed

Illumination Project Strategy 5.1.1: Develop and implement a Chief's Young Adults Advisory Council (17-25 age range) to provide input into community issues, problem-solving and create programs that support ongoing, positive interaction between youth and police officers.

Commanders reported that there was low participation or response to efforts to create a youth advisory council. There are two positions for high school seniors on the Citizens Police Advisory Council in lieu of a separate youth council.

Illumination Project Strategy 5.1.2: Support police in broadening the target audience for the Youth Academy and include important topics surrounding citizen/police interactions and roles

Community Outreach Objective 2.3: Increase participation in CPD's Citizen Academy that is held twice a year and create a Youth Academy.

Community Outreach Objective 3.2: Increase participation in CPD's Explorers Program and Youth Citizen Academy.

Illumination Project Strategy 5.1.3: Partner with educators to identify different approaches for dealing with at-risk youth outside the criminal justice system.

Patrol Goal #3: Increase community trust and relationships. Build on current and foster new relationships between the Charleston Police Department and the community that they serve.

Illumination Project Strategy 5.3.1: Gain direct business leader support to serve as peer resources for citizen team of existing community influencers

There is evidence of ongoing support from business leaders for the Charleston Police Department in general, although there is not appear to be a formal or organized citizen team of community influencers directly

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connected to the Illumination Project. This is a citizen assigned initiative that did not easily transfer to CPD ownership.

Illumination Project Strategy 5.3.2: Build collaboration between the Illumination Project and similar projects/efforts across the community

There is not an organized or formal citizen led component to this idea, but there are clear overlapping efforts in the Illumination Project and the CNA Racial Bias Audit. As the Illumination Project is closing with the introduction of the five year Strategic Leadership Plan, the ideas developed by the Illumination Project will continuously evolve.

Illumination Project Strategy 5.3.3: Expand the Faith Community Engagement subgroup to lead and plan various programs with a goal to tap their leadership to be involved in other parts of the community

CPD took ownership of this strategy and transformed it into a partnership with the Coastal Crisis Chaplaincy to conduct community outreach and liaison with faith leaders.

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