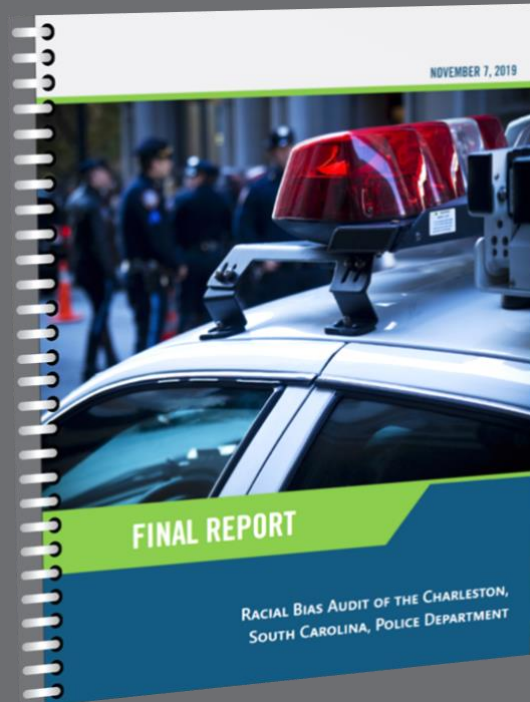# External Review and Assessment

Charleston Police Department's Racial Bias Audit Implementation

Final Report

Prepared for:

City of Charleston
- Residents
- City Council
- Mayor
- Police Department

November 14, 2023

Scope and Methods

The External Review and Assessment (ERA) team was established in March 2023. Dr. Geoffrey Alpert of the University of South Carolina (USC) was selected as the Principal Investigator, with USC assigned the contract with the City of Charleston. Dr. Kyle McLean was brought in as a subject matter expert. Dr. Robert Kahle of Kahle Strategic Insights (KSI) served as the Local Project Evaluator and Facilitator. Kahle engaged Thuane Fielding to lead the Community Engagement team. Charlton Brownell served as a Research Associate on the team.

This assessment is focused on the implementation of the findings and recommendations of the CNA-published Racial Bias Audit (November 2019) specific to policing in Charleston, South Carolina. Multiple agencies provide law enforcement services in the City of Charleston. This assessment, however, pertains solely to the work and community perceptions of the Charleston Police Department (CPD).

There were 72 recommendations from CNA, and each is reviewed and assessed using multiple methods including document and data review, secondary analysis of CPD's existing data, and qualitative feedback (in both English and Spanish) from residents, including faith-based, community, and business leaders.

Key Findings

1. **CPD has made a good-faith effort to implement the recommendations** from the 2019 CNA Racial Bias Audit. Fidelity Assessment results show that CPD can clearly document implementing more than three quarters or 54 (80.59%) of the recommendations. An additional 11 (16.41%) are rated as having some documentation and/or independent evidence that the recommendations has been implemented but require additional or ongoing work. There is insufficient supporting documentation for two recommendations (2.98%). (Originally CNA made 72 recommendations. One was cancelled by CNA; three others were found to be unfeasible by CPD and the ERA Team; and one is the current assessment, resulting in 67 recommendations assessed.)

2. **CPD has improved its data collection and analysis capabilities dramatically since 2019.** A key theme from 2019 CNA Audit was a focus on CPD developing data collection and data analysis processes and capabilities. This improvement allows CPD to build strategies and operations based on solid evidence. It also enables more reliable, detailed, and insightful analysis of racial disparities, especially in regard to Motor Vehicle Stops and Use of Force compared to the 2019 CNA Audit.

3. **Community-Oriented Policing has become a central part of the operations of CPD**. The approach permeates nearly all dimensions of the Department, not just the Community-Oriented Policing Division. The Fidelity Assessment and Community Engagement results show recognition of this cultural shift both within the department as well from some external stakeholders' perspectives.

4. **Perceptions of CPD moving in the right direction or being off-track vary widely in the community**, with some at either end of the scale and most in the middle. Many of the responses in the middle reflect a more nuanced assessment of satisfaction with CPD, including some strongly held positions both positive and negative.

5. **There is dissatisfaction in the community with the amount and transparency of community engagement**. This is reflected in comments from members of the advocacy group Charleston Area Justice Ministry (CAJM) and other community leaders. Lack of consistent and timely reporting of progress on Audit recommendations and the absence of provision of data on disparities by race were expressed as key areas of concern.

6. **The diversity demographics and size of the CPD sworn personnel team are largely unchanged.** When comparing 2019 and 2023 data, there has been little change in the proportion of Black, female and officers from other underrepresented groups.

7. **There were 41 unfilled sworn officer positions in 2019 compared to 40 in 2023**. Additionally, the size of CPD's civilian staff has declined significantly since 2019, from 106 to 89 in 2023.

Community Engagement

Community Engagement activities for the ERA team included two general community forums, one forum for Spanish speakers, one forum specific to the business leaders in the Central Business District, ten in-depth individual personal interviews with key community leaders and advocates, and a forum with seven Allied Law Enforcement leaders from across South Carolina.

Additionally, as part of the research agreement between the City of Charleston and the University of South Carolina, the Charleston Police Department (CPD), in collaboration with Citizens Police Advisory Council, conducted a survey of Charleston residents on perceptions of CPD performance, in regard to racial bias and perceived changes in policing tactics and practices. The results of this internal CPD study are reported separately in the full ERA report (Appendix 5).

It should be noted that researchers have broadly documented negatively held perceptions of police among racial/ethnic and sexual minorities and across varying levels of income and education, age groups, immigration status, and prior involvement in crime. Although early research has shown that both Black and Latino individuals viewed the police more negatively than White adults (Skogan,2005; Weitzer & Tuch, 2004), other research has revealed nuances within racial/ethnic minority groups.

Key themes from the ERA efforts included:

- **Lack of Clarity at the Top of Organizational Hierarchy.** At the time of the commissioning of this assessment, Chief Reynolds had previously experienced an extended hiatus due to his health, an issue which unfortunately returned during the project and tragically resulted in his passing. This occurred during field work, was emphasized in the news media, and influenced discussions about CPD leadership.
- **Independence of the Citizen's Police Advisory Council (CPAC) Questioned.** There were questions about the trustworthiness of information communicated to the public by the CPAC due to concerns about its level of independence and its role as only advisory.
- **Communication with the Public Needs to Improve.** The lack of public data availability on variables relevant to the Audit, especially racial disparities in Motor Vehicle Stops, Use of Force, and Complaints was frequently noted. There was not a single mention of awareness of the CPD's publicly available Audit Progress Dashboard in any of the forums or in-depth interviews. Awareness of the dashboard appears low, based on our community engagement experience. A low number of visits per month (roughly 50 on average) support the low awareness finding.
- **Community Policing (multiple initiatives) and efforts to reduce racial bias** were recognized by some citizens as areas CPD has improved since 2019.
- Community forum participants, as part of the semi-structured group discussion, were asked to select five words that best describe CPD to them from a list of 22 positive and 22 negative descriptive terms. Among English speakers, positive words like **"helpful", "capable",** and **"responsible"** were most often selected; words like "**undertrained", "biased"**, and **"arrogant**" were the negative terms most often chosen.
- Across nearly all of the community engagement dialogue, concerns with CPD officers' training to **properly interact with people with mental health needs** was a key concern.

- Three "Pillars of Evaluation" are recommended for future assessments of CPD initiatives.

Report Outcomes, Not Just Outputs

Employ Multiple Methods of Community Engagement

Establish Reliable Reporting Rhythm

Racial Disparity Analysis

CPD has made considerable progress improving data quality for Motor Vehicle Stops (MVS), Use of Force and Complaints data since the Audit in 2019. It is now possible to link Motor Vehicle Stops data across three critical systems that allow for more detailed analyses. Similarly, the level of detail available for analysis of Use of Force incidents has improved, though there is still much room for improvement of collection and processing procedures. Complaints data are substantially more complete than in 2019, and also reflect CPD's process improvements.

Motor Vehicle Stops

- Substantial racial disparities are consistently found in the analysis of CPD's MVS data, using all Motor Vehicle Stops from 2021 and 2022 (23,120). Notably, **Black drivers are stopped and warned at higher rates than would be expected given their proportion of the driving population** (as benchmarked to accident data). Roughly 56% of Motor Vehicle Stops involving Black drivers result in only a warning compared to just 40% of stops of White drivers. If an officer decided to issue a citation, **Black drivers were more likely to receive multiple citations** than their White counterparts.
- When stops are conducted for suspected speeding violations and alcohol violations, disparities by race are minimal. **Stops for non-speeding moving violations and non-moving violations (e.g., expired license) reveal greater disparities by race.** (Data from May 2022-December 2022.)
- CPD has significant variation in its "hit rates" (% finding contraband) for probable cause searches, indicative of racial disparities. CPD **finds contraband in 70% of its probable cause searches of White suspects in motor vehicle stops, but just 50% of its searches of Black motorists stopped.** This is a substantial racial disparity that suggests CPD more readily searches Black drivers as compared to White drivers. This disparity is large and requires immediate attention from CPD.
- "As noted in the introduction to Dr. McClean's analysis, however, this still does not clearly establish racial bias against black drivers. At the same time, this disparity is large and undeniable. **We would strongly suggest that CPD re-evaluate its training on what evidence supports a probable cause search during a**

motor vehicle stop. If CPD trains officers to establish probable cause on the basis of factors that are more highly correlated with the race of the driver than the likelihood of finding contraband, then officers would be likely to make stops in the disproportionate pattern that is seen in this analysis. Regardless, CPD should take steps to investigate the cause of these disparities and reduce them."

- There has been a substantial **increase in the number and proportion of Hispanic** motorists comparing 2019 and 2021/22. In the Audit (2019) Hispanic drivers were 0.22% of crashes, 0.21% of motor vehicle stops with only a warning, and .54% of motor vehicle stops with a citation. In the recent (2021/22) data, Hispanic drivers made up 4.82% of accidents, 2.84% of stops with a warning, and 5.03% of stops with a citation.

	2019	2021/22
Hispanic % of Accidents	0.22%	4.82%
Hispanic % Stopped w/Warning	0.21%	2.84%
Hispanic % Stopped w/Citation	0.54%	5.03%

- **Motor vehicle stop disparities by race have increased since 2019**. In 2019, Black drivers had disparity ratios (% involved in motor vehicle stops/% involved in accidents) of 1.45 for warnings and 1.02 for citations. In 2021/22, the comparable numbers are 1.97 for warnings and 1.21 for citations.

	2019	2021/22
Black Motorist Warning	1.45	1.97
Black Motorist Citation	1.02	1.21

- Disparities by race at multiple points in the **MVS stop, search, and arrest process are additive**. Modest disparities in Motor Vehicle Stops are compounded by disparities in decisions to search. Analyzing all MVS stops in 2021 and 2022, in total 114 White drivers were arrested for drug, weapon, or "other" violations. This compares to 516 Black Motorists during the same time period being arrested, more than four times higher than White Motorists. Yet, Black Motorists represent less than one third of the total driver population.

Use of Force

- This analysis is based on 325 Use of Force incidents involving 460 separately identified citizens and 207 officers in 2022. In context, CPD reports in its Internal Affairs Annual Report an estimate of 238,099 contacts with the public during 2022. This represents **less than one percent of contacts resulting in use of force.**
- Incidents **typically involved just one citizen** (67.69% of incidents) but ranged all the way up to eight citizens. On average there were one and a half citizens involved in each incident. Similarly, incidents most commonly involved just one officer (roughly half the incidents) but ranged all the way up to nine officers. On average, there were two officers involved in a given incident.
- CPD's **most common physical force involves the use of "hands on"** or "empty hands" tactics. Use of Force instances involving less than lethal force are much less common and there were no uses of lethal force reported in 2022.
- CPD tracks an extensive number of preparatory actions, such as drawing and pointing a firearm, that increase transparency and improve the comprehensiveness of its data.
- CPD's Use of Force data and use of force policy contains inconsistencies in the levels of force that hinder its ability to conduct meaningful analyses of the level of force used in interactions.

- The extent of disparities in CPD's Uses of Force is unclear given limitations in the ability to benchmark Use of Force incidents. However, disparities are clearly larger for drawing and pointing a firearm than for using physical force. Additional data improvements may enhance CPD's ability to investigate this critical issue.

Complaints

- In the Audit analyses, for the period from 2014 to 2018, there was an average of 37.4 external allegations per year. In the data analyzed here, covering the period from 2019 to 2022, we estimate an average of 158 external allegations per year. This is a nearly five-fold increase in allegations, **representing a substantial improvement to CPD's complaint intake and data structure**.
- Improvements in CPD's complaints data allowed for an assessment of racial disparities in CPD's responses to external allegations for the first time. **This analysis suggests there was no evidence of racial disparities** in dispositions of external allegations with nearly identical numbers of allegations being sustained, exonerated, and unfounded.

Report Conclusions

1. CPD has made a good faith effort to implement the recommendations from the 2019 CNA Racial Bias Audit.

   Rationale: Fidelity analysis results show that CPD can clearly document implementing more three quarters (54 or 80.59%) of the 67 valid recommendations. An additional 11 (16.41%) can document meaningful progress, but ongoing work remains. Only two recommendations (2.98%) have little or no documentation of effective implementation. (Originally there were 72 recommendations. One was cancelled by CNA, another we found to be unfeasible to implement and the third is the current assessment, so we review and rate a total of 69 recommendations).

2. A key theme from 2019 CNA Audit was a focus on CPD developing data collection and data analysis processes and capabilities. CPD has improved its data collection and analysis capabilities dramatically since 2019.

   Rationale: CPD can answer many more questions about its policies, practices, personnel and performance today as compared to 2019 prior to the Audit. Most notably, this includes being able to join databases from its Record Management System with its Field Contact Cards. This allows for the detailed and powerful Motor Vehicle Stop analysis appended to this report. Similarly, better data are available today compared to 2019 for nearly all categories of analysis, especially personnel (both sworn and civilian) demographics and retention data.

3. CPD's improved data collection and processing capabilities have allowed for more in-depth analysis of disparities, especially of Motor Vehicle Stop data. Our analysis identifies several key areas of racial disparity for CPD to address. Two notable findings:

- "Black drivers are stopped and warned at higher rates than we would expect given their proportion of the driving population, as estimated by the proportion of black drivers involved in car crashes in the city of Charleston."

- "Black drivers also appear to be searched at disproportionate rates compared to white drivers given disparities in hit rates after discretionary searches."

- Rationale: In great detail, our analysis suggests that racial disparities in Motor Vehicle Stops are substantial and consistently found, even after the Motor Vehicle Stops audit recommendations have been implemented. Examining raw Motor Vehicle Stop data from CPD in 2022 shows that Blacks (6,240) are stopped more frequently than whites (6,184), even though Blacks are smaller portion of the drivers (based on accident records). (CPD Annual Report 2022).

4. Community Oriented Policing has become a central part of the operations of CPD. The approach permeates nearly all dimensions of the Department, not just the Community Oriented Policing Division. The Fidelity Assessment and Community Engagement results reveal recognition of this cultural shift both within the department as well from external stakeholders' perspectives. CPD in cooperation with CPAC has developed and fielded a community survey to inform the department's community oriented policing efforts.

   Rationale: The copious amount of detailed documentation of expanded community programming is evidence supporting this conclusion. Opening the Gathering Center at Gadsden Green and Multi-Purpose Center in The Robert Mills Community are important achievements. Report summaries tracing the Problem Oriented Policing Module by Teams in a wide variety of geographic areas within the city illustrates the CPD's broad commitment to this approach. Training that emphasizes cultural awareness, diversity, equity and inclusion, and interpersonal skills (among many other areas) are building blocks of Community Oriented Policing. Changing the work hours for Patrol Officers from rotating shifts to permanent shifts (completed in June 2020) contributes to Officers becoming better known on their specific beats, another dimension of Community Policing. Youth oriented programming has also increased dramatically since 2019. The Police Citizens Academy is very well received by participants and enhances their understanding and appreciation of the role of local law enforcement. Measuring Officers' performance on Community policing through its annual evaluation process reinforces its importance to sworn officers. Recognition of CPD's improvements in this area was mentioned at each community forum held as part of this ERA. It was also mentioned by several participants in the depth interviews, even among some who are most critical of the department overall.

5. Perceptions of CPD moving in the right direction or being off-track vary widely in the community, with some at either end of the scale and most in the middle. The illness and ultimate death of Chief Reynolds was a factor in residents' perceptions of the CPD being in flux and some believing CPD was without direction or clearly accountable leadership for an extended period of time.

   Rationale: Numeric ratings collected at the community forums of 50 responses show 36 in the middle (a 4, 5 or 6 on 11-point scale). Three responses are on the far negative end of the scale and one response is on the far positive side. The Chief's illness and death were frequently raised in community discussions, in part, influenced by news reports around the time of the forums.

6. There is dissatisfaction in the community, particularly from advocacy group CAJM, in the level of community engagement with CPD. Lack of consistent and timely reporting of progress on Audit recommendations and provision of data on disparities in outcomes by race are key areas of concern.

   Rationale: Perception of dissatisfaction were received both formally, through the forums and other forms of community engagement, as well as informally, directly to ERA team members and to Chief Reynolds and Chief Walker. The CPD has provided data on Motor Vehicle Stops by making presentations to CPAC and the Public Safety Committee by Captain Bruder and other key CPD leaders. There is scant evidence showing community engagement on policy issues or reporting of progress on Audit recommendations. One strategy used was the Audit dashboard. Review of the number of "hits" on this

site per month show an overage of slightly more than 50 per month. Similarly, presentations at CPAC meetings were met with little community engagement as these meetings generally were not well attended. Several meetings in 2021 did not attain a quorum of council-people.

7. The diversity demographics and size of the CPD sworn personnel are similar comparing 2019 and 2023 data. The size of the civilian staff at CPD has declined significantly since 2019. Staffing at or near its full-allotment of both sworn and civilian staff would provide more human resources for many CPD public safety initiatives.

   Rationale: Analysis of data provided by CPD as part of this effort show that the department to be roughly the same size in terms of number of sworn officers (408 in 2019 and 417 in 2023). The proportion of black officers has declined from 18% in 2019 to 13% in 2023. The proportion of Hispanic officers (4%) is unchanged. In 2019, female officers accounted for 15% of the total compared to 17% in 2023. The last few years have been a particularly difficult time to retain and recruit police officers. CPD's ability to retain and replace officers who have separated could be viewed as an accomplishment, as other police departments may have not fared as well.

   Analysis of internal data shows 106 civilian staff employed in 2019 compared to 89 in 2023. In 2019 there were four open positions among civilian staff compared to 25 in 2023, an increase of more than five times.

Recommendations from the External Review and Assessment team are presented below in two parts. First, the thirteen original CNA recommendations that require additional work and/or documentation as classified by the ERA team are shown below with recommendations for next steps.

Second, twenty-four new, forward-looking recommendations that were derived from the ERA fidelity assessment, racial disparities analysis, literature review of best practices and/ community engagement activities are presented. Overlap of recommendations across the two sources are noted in both parts.

Remaining CNA Recommendations

CNA Recommendations		
CNA #	**CNA Text**	**Recommended Next Steps**
Motor Vehicle Stops		
2.3	CPD should ensure that any strategies developed are shared with the community in advance and provide opportunities for meaningful community input, especially those communities that will be most affected.	Growing participation at CPAC would be ideal. However, if CPD and CPAC cannot achieve this, alternative and additional engagement is needed to gather meaningful community input. Consider creating a panel of citizen reviewers specific to each category of recommendations (Motor Vehicle Stops, Use of Force, etc.) who can be engaged over an extended period of time. Track recommended policy changes through the community feedback process and demonstrate responsiveness to community suggestions though revised policy.
3.2	CPD should assess the impact of traffic-enforcement strategies on its communities on an annual basis.	Consider adding more detailed analysis of traffic enforcement in its Annual Report. Examine citation and warning data by race, gender, age and geography similar to racial disparity analysis in this report.
7.2	CPD's personnel in the Criminal Intelligence Unit and Professional Standards Office should receive analysis and data integration/management training.	Specific training should be personalized to the skills and needs of each analyst. Specific topics could include data cleaning and organizing, statistical analysis using R (or other similar software), data visualization, survey design, sampling strategies, and qualitative methods.
Use of Force		
10.2	CPD should review policy and practice and provide refresher training to ensure that all instances of Use of Force are coded for each interaction and incident.	Per ERA recommendation 7, align reporting of Use of Force categories with the policy and ensure that officers are correctly inputting the data on each Use of Force incident.

Complaints		
There are no ongoing CNA recommendations in the Complaints category.		

Community Policing		
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.	CPD has the opportunity to tell its story of improvement and aspirations more broadly and more effectively. One approach would be to develop a presentation addressing CPAC role and function and take this presentation into the schools, neighborhood association, business leader organizations etc. Take the information to the citizenry, rather than expecting that they will come to CPAC meetings.
32.2	CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.	This has been attempted but increasing participation by citizens in the process is one key to more effective engagement. To address CPAC's poor participation rates will require a deeper understanding reasons participation is not as needed. This is beyond the scope of the external review and assessment.
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.	More and better reporting, especially of racial disparity data in Motor Vehicle Stops, Use of Force via CPAC and other proactive efforts.
33.3	CPD should communicate the importance of community support in effectively implementing changes to the community.	More and better reporting, especially of racial disparity data in Motor Vehicle Stops, Use of Force via CPAC and other proactive efforts. Consider developing reports and presentations that make the disparity analysis reported in this document, accessible to average citizens in a way that promotes transparency and improves trust.
34.1	CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.	Regularly scheduled, well-advertised meetings and presentations to solicit input are essential to enhancing confidence and trust. CPD may want to collaborate with a firm that has a good track record of effectively soliciting input from citizens and other key stakeholders in policing context.

Personnel Practices		
40.2	CPD should conduct a training needs assessment to identify potential training gaps.	See ERA Recommendation 21 in the next section. CPD should be able to produce and share with the community a single document that assesses past training and specifies gaps to be filled with future training.
45.1	CPD should establish objectives and performance metrics for each of its training lesson plans and measure officer performance against these objectives after each training session.	See ERA Recommendation 22 in the next section.
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.	A systematic review of communication processes and procedures with written results would fulfill this recommendation. This may be a task the department decides to outsource.
40.3	CPD should engage community leaders and other external stakeholders in the development of the training plan.	While CPD leadership are the experts on training, acknowledgement of the importance and value of external perspectives is a prerequisite for addressing this recommendation. Training that incorporates community leaders and other external stakeholders should be attempted and evaluated to determine its value.

External Review and Assessment Team's Recommendations

There are three key themes to the ERA team's recommendations. Note that these themes derived from the External Review and Assessment in 2023 are similar to and reflect the Foundational Goals as described in the 2020-2025 Strategic leadership Plan.

1. **Continue the development of data and analytical systems** so CPD can become more intensively and effectively driven by data and evidence in its strategy and operations. The code "**Data"** is used on the summary table to denote the recommendation relationship to this Foundational Goal.
2. **Invest in people**, both sworn and civilian, through enhanced recruitment, retention and training practices and the ongoing, systemic and external evaluation of all personnel matters. The code "**People"** is used on the summary table to denote the recommendation relationship to this Foundational Goal.
3. **Continue the commitment to deeper and broader community engagement** across the five topic areas in the audit and all of its interactions with citizens, businesses, students, visitors and motorist operating within its jurisdiction. Further integrate Community-Oriented Policing into all aspects of CPD's culture, strategy and operations. The code "**Community"** is used on the summary table to denote the recommendation relationship to this Foundational Goal.

	EXTERNAL REVIEW AND ASSESSMENT TEAM'S RECOMMENDATIONS	
	MOTOR VEHICLE STOPS
1	Based on new findings in the racial disparity analysis conducted as part of this as assessment, it was discovered that "hit rates" (finding contraband) as a result of a probable cause search vary considerably by race. Black drivers are found with drugs or other contraband less often than White motorists. Continue training regarding evidence that supports a probable cause search during a Motor Vehicle Stop is recommended. (Racial Disparity Analysis) Goals: Data, People.
2	Provide Motor Vehicle Stop data at the incident level (deidentified) so it is publicly available via the Police Data Initiative portal in near-real time to foster civic engagement and increase transparency. The recent award to CPD of $800,000 from the Bureau of Justice Assistance for its Smart Policing Initiative will help fund and support this recommendation. (Best Practices Literature Review). Goals: Data and Community
3	CPD should evaluate the effectiveness of enforcement strategies regarding non-moving violations, considering their disparate impacts on minorities. Goals: Data and Community
4	Create a shorter version of the video of the "Motor Vehicle Stops: What You Should Know" previously presented to the Citizen Police Advisory Council (CPAC) to educate drivers about motor vehicle stops, including how to help ensure safety for all parties. This video should be short (less than 15 minutes) and should be distributed to high schools, driver education programs, and other relevant organizations, especially those serving young drivers. (Fidelity Assessment) Goal: Community
5	CPD should work with state-level partners to continue to improve automated data collection systems that reduce errors in data collection. Goal: Data
6	CPD should consider adding a field to their Field Contact Cards (FCCs) that notes whether an individual is the driver or passenger in a motor vehicle stop. Goal: Data
	Use of Force
7	CPD should revise its Use of Force reports to align the levels of force reported with the categories of force outlined in policy. (Racial Disparity Analysis) Goal: Data
8	Disparities are larger for drawing and pointing a firearm than for using physical force. CPD should investigate the possible reasons for this, including an analysis of threat by the suspect and, by examining differences in the calls for service that lead to drawing and pointing a firearm as compared to using physical force. (Racial Disparity Analysis) Goal: Data and Community
9	Continue to improve its data collection systems by adding a field to its Field Contact Cards (FCCs) to indicate the role of a person in an interaction (especially related to Use of Force)—e.g., possible suspect, witness, victim, etc. (Racial Disparity Analysis) Goal: Data
10	Make publicly available data on all Use of Force incidents to allow for independent analysis and to support transparency. (Fidelity Assessment, Best Practices Literature Review) Goal: Community and Data

	COMPLAINTS
11	If funding is available, retain a third-party to conduct a study of individuals who have had recent interactions with the police including surveys, interviews and focus groups to understand thoroughly citizen perspectives on police/citizen interaction. This could include people who have had a recent motor vehicle citation or warning, were assisted in a motor vehicle accident, as well as crime victims and witnesses. (Fidelity Assessment, Community Engagement) Goals: Community and Data
12	If funding is available, regularly conduct survey using a representative sample of Charlestonians to measure satisfaction with and confidence in the police. (Fidelity Assessment, Community Engagement) Goals: Community and Data
13	Deploy digital analytics software (such as Google Analytics) so CPD can develop a better understanding of who is accessing its various webpages (such as the Police Data Initiative, Compliments/Complaints portal, etc.). Understanding website viewership and behavior will support a deeper understanding of citizen use of CPD's online data and information. Goal: Data
	COMMUNITY POLICING
14	Regularly present data on racial disparities to community and faith-based leaders and advocates such as the Charleston Area Justice Ministry (CAJM) to increase transparency and confidence in the CPD. (Fidelity Assessment, Community Engagement, Best Practices Literature Review) Goal: Community and Data
15	Proactively seek ideas and recommendations from community leaders and advocates on all major community-oriented policing initiatives, with regular and consistent reporting of results. (Fidelity Assessment, Community Engagement) Goal: Community
16	Continue work on implementing co-response protocols with mental health professionals for incidents involving individuals experiencing mental health issues, as well as incidents involving unhoused individuals. Seek to sustain the work started with the "Connect and Protect" grant that is expiring. (Fidelity Assessment, Community Engagement) Goal: Community
	PERSONNEL PRACTICES
17	Conduct a formal, annual training needs assessment. This should be consolidated into an annual document and be publicly shared through CPAC and other communication channels. See CNA Recommendation 40.2. (Fidelity Assessment) Goal: People
18	Develop standard protocols to evaluate the effectiveness of all trainings. This should include assessment of training objectives and behavioral change (where appropriate), not just satisfaction with the trainer or the training materials. Evaluation results across all the department's training should be consolidated into an annual, formal training needs assessment. See CNA recommendation 45.1. (Fidelity Assessment) Goal: People
19	Annually review and update recruitment and retention plans with a focus on fulfilling the Department's budgeted allotment of personnel. This is especially needed for civilian personnel, as the percentage of allotment filled for this group of employees has declined dramatically since 2019. (Fidelity Assessment) Goal: People
20	Produce an annual demographic profile of sworn and civilian personnel, tracking over multiple years gender, race, tenure, age, rank, education, and other relevant variables pertinent to having a diverse

	and inclusive department. (Fidelity Assessment, Law Enforcement Leader Forum, Best Practices Literature Review) Goal: People
21	Collect demographic information on new selections (not just applicants) for the Special Operations Division and the Special Enforcement Team. This should be recorded annually and tracked over multiple years, not just year-over-year. (Fidelity Assessment) Goal: People
22	Present data in the Department's Annual Report and the Office of Internal Affairs Annual Report across multiple years, rather than solely prior year-over-current year, especially for key outcome variables. (Fidelity Assessment) Goal: Data
23	Promote understanding of the historical context of race and policing in Charleston via a collaboration with the International African American Museum, with voluntary participation and ongoing opportunities for both sworn and civilian staff. Goal: People
24	Consider beginning a new strategic planning process in 2024 so that the plan can be completed and released in late 2024 or early 2025, for the period of 2025-2030. Goals: People, Data, Community