CHARLESTON POLICE DEPARTMENT RACIAL BIAS AUDIT IMPLEMENTATION

FINAL REPORT

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MESSAGE FROM THE CHIEF

Members of the Charleston Community,

I am pleased to share the culmination of our journey following the racial bias audit conducted in 2019 by CNA, a journey that began under the leadership of the late Chief Luther Reynolds. His understanding of this initiative's importance was clear, and in his honor, we have dedicated ourselves to seeing it through. The progress we have made is a reflection of the hard work and commitment of both the Charleston Police Department team and our devoted community members.

The audit initially outlined 72 recommendations, which we diligently worked to implement through collaboration and dedication. The subsequent External Review and Assessment (ERA) in 2023 gave us further insights and acknowledged the strides we made in data handling, analytical capabilities, and our focus on policing that prioritizes community engagement. It also pointed us toward new areas for growth. We encourage you to review both the initial CNA report and the ERA findings on our official website for a comprehensive view of our efforts. They can be viewed here: https://www.charleston-sc.gov/2250/Racial-Bias-Audit.

This document provides the CPD's post-ERA assessment of the status of the 72 CNA recommendations and the 24 ERA recommendations, along with the next steps. It aims to summarize the work that has been done, outline future initiatives, and reaffirm our ongoing commitment to enhancing safety, equity, and openness within our operations. It integrates feedback from the ERA and our community dialogues, providing a roadmap for what lies ahead. As we integrate this work into our forthcoming Strategic Leadership Plan, we remain focused on innovation, collaboration, and upholding both individual and community rights.

Our mission extends beyond the pages of this report, and we invite you to be a part of our continuing journey. The Charleston Police Department remains committed to data-informed, evidence-based practices and community partnership. Serving as your Chief of Police is an honor, and my dedication to a cooperative approach to maintaining public safety is resolute. Together, let's forge ahead in our shared goal of creating a safer Charleston.

Chito T. Walker
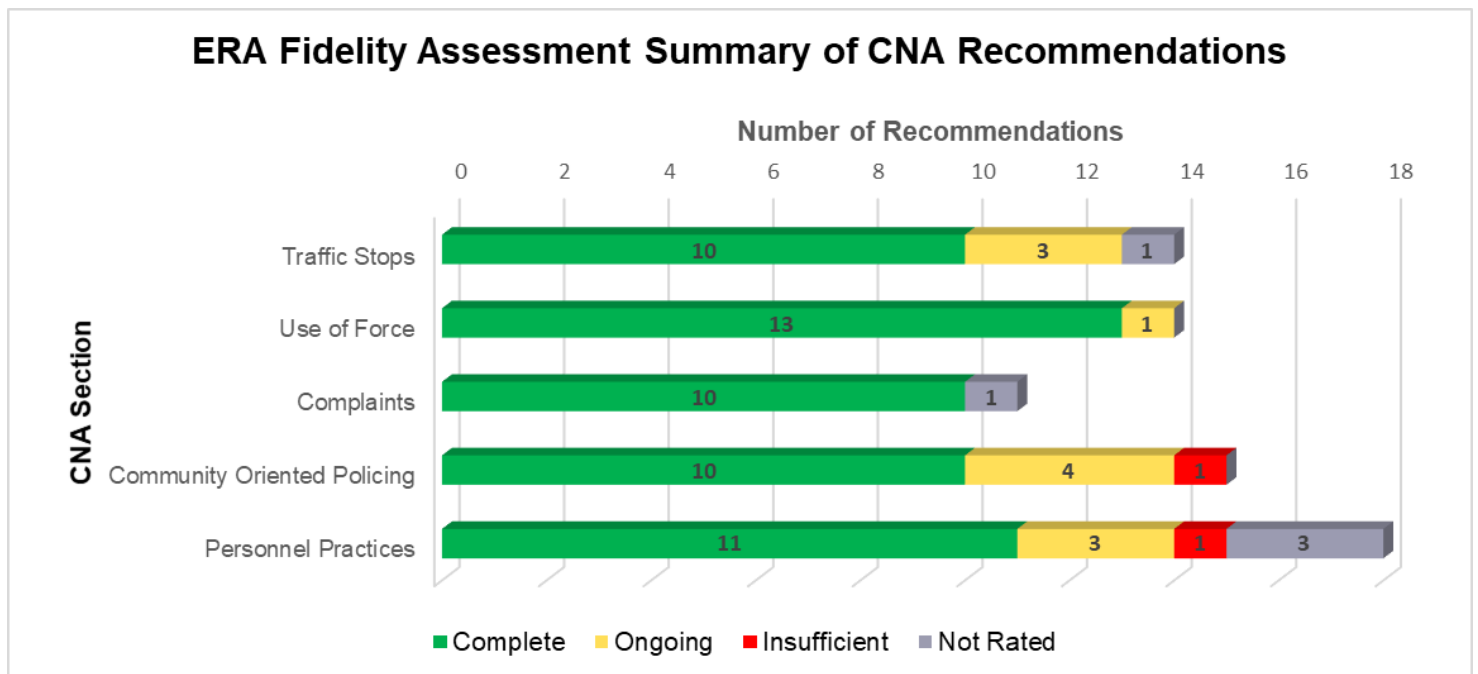Chief of Police
Charleston Police Department

EXECUTIVE SUMMARY

In 2019, the Charleston Police Department (CPD) completed a voluntary, community-supported racial bias audit, performed by CNA, which resulted in 72 recommendations for action. These recommendations were divided into five areas of focus, including traffic stops, use of force, complaints, community-oriented policing, and personnel practices that were documented in the CNA Final Report.

The CPD spent the next several years working to implement the recommendations. The final recommendation was achieved in 2023 when the CPD completed a subsequent external review and assessment (ERA) of the effort. This provided the CPD and the community with an external progress report on its actions to date. The ERA concluded that of the 67 CNA recommendations it was able to assess, the CPD "made a good-faith effort to implement the recommendations" (ERA Final Report, p. 8):

- 54 (80.59%) had clear and **complete** evidence of implementation,
- 11 (16.41%) had some evidence of implementation but required additional or **ongoing** work, and
- 2 (2.98%) had **insufficient** evidence of effective implementation.

Five CNA recommendations were **not rated** by the assessors for various reasons including some that were deemed unfeasible by the ERA team (3), canceled by CNA (1), and related to the completion of the external assessment (1).

The ERA also provided an additional 24 recommendations for the CPD to consider adopting. The CNA and ERA reports can be found here: https://www.charleston-sc.gov/2250/Racial-Bias-Audit.
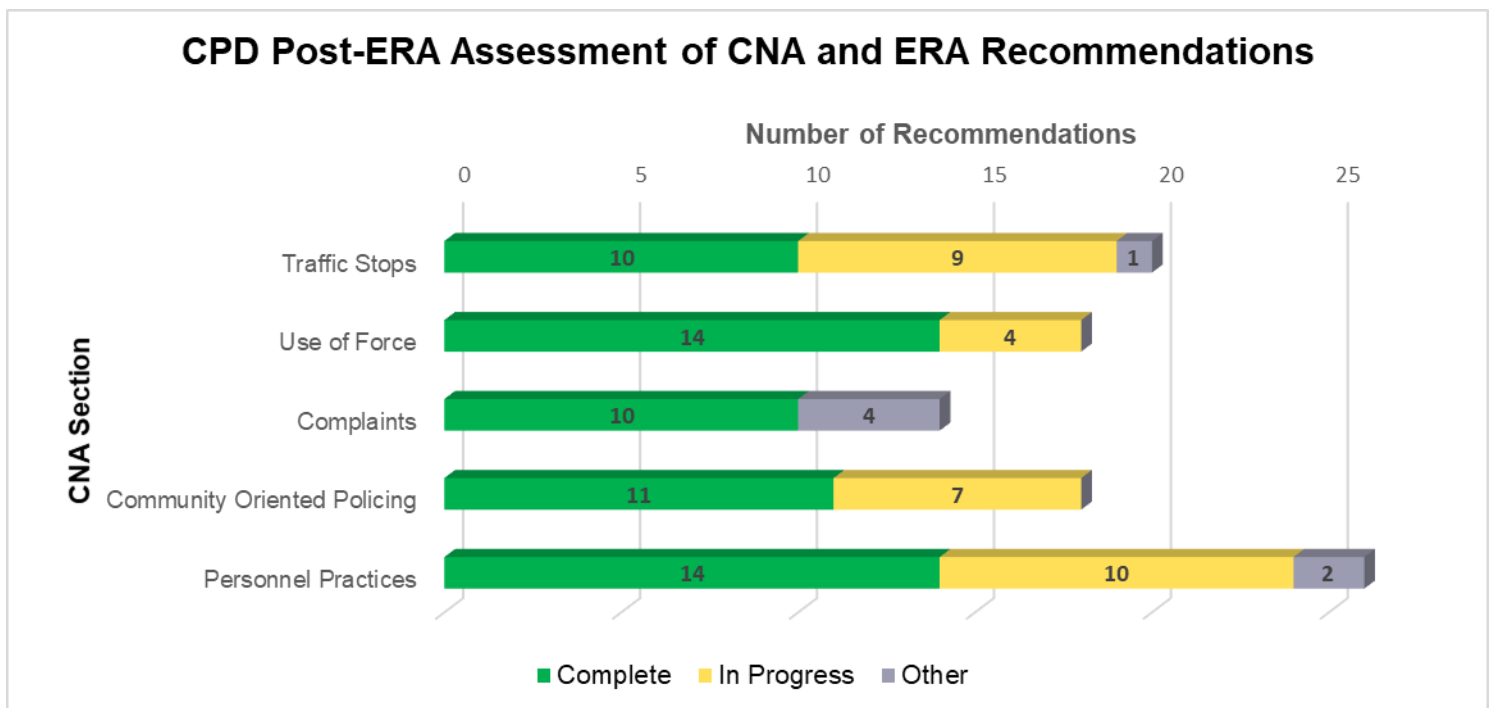
This report outlines the CPD's final assessment of recommendations following the completion of the ERA Final Report. Each of the 96 recommendations (72 from the CNA audit and 24 from the ERA Final

Report) is noted, along with the CPD's determination of its implementation status and, if applicable, continuing work to be completed. To produce this assessment, the CPD completed a thorough review process that incorporated feedback from department leadership and command staff (including its Procedural Justice and Research Director) and considered comments made by the Citizens Police Advisory Council (CPAC) and attendees of the ERA final report community presentation. Overall, the CPD determined that the majority of recommendations that the ERA did not categorize as "complete" were feasible to implement, and either the CPD was currently progressing in these areas or is intending to implement or improve upon them.

This report outlines the CPD's intended actions related to each recommendation, keeping in mind that in some cases, if it was not feasible to adopt a recommendation in its entirety, the CPD determined that portions of the recommendation could be adopted, or implemented in a different way. As the CPD's work progresses, circumstances may warrant adjustments throughout the implementation process.

Of the 96 CNA and ERA recommendations, the CPD determined:

- 59 (61.5%) are **complete** and have been implemented,
- 30 (31.3%) are **in progress** (including those where a plan for implementation has been developed, work has begun, or work is nearing completion), and
- 7 (7.2%) **others** have unique contexts (including those that were canceled by CNA, deemed unfeasible by the ERA or CPD, or are funding dependent).

Those with "in progress" statuses will be incorporated into the CPD's next strategic leadership plan, and related updates will be provided as part of that effort. This report concludes with the CPD's plan for the next steps.

OVERVIEW

The Charleston Police Department (CPD) completed a voluntary, community supported racial bias audit in 2019, performed by CNA, which resulted in 72 recommendations for action.

In 2023, the CPD completed a subsequent external review and assessment (ERA) of its progress on implementing the recommendations. The ERA concluded that, of the 67 it was able to assess, the CPD "made a good-faith effort to implement the recommendations" (ERA Final Report, pg. 8). The findings about the recommendations indicated:

- 54 (80.59%) had clear and complete evidence of implementation,
- 11 (16.41%) had some evidence of implementation but additional work was needed, and
- 2 (2.98%) had insufficient evidence of effective implementation (ERA Final Report, p. 23).

The ERA provided an additional 24 recommendations for consideration.

This document serves as the CPD's response to the ERA Final Report. It also presents an action plan for ongoing work in this area to which the CPD commits.

Implementation Status Coding

CPD's final assessment of the recommendations follows the below color codes and definitions:
- "Completed" items are implemented,
- "In Progress" items require additional work for implementation (including those where a plan for implementation has been developed, work has begun, or work is nearing completion), and
- "Other" items have unique contexts that warrant this alternative categorization, including those that were canceled by CNA, deemed unfeasible by the ERA or CPD, or are funding dependent.

⬤ COMPLETE   ⬤ IN PROGRESS   ⬤ OTHER

The next section titled "CNA and ERA Recommendations" presents each of the recommendations in a multi-page table. The three leftmost columns show the recommendation's source, number, and summary. The two rightmost columns provide CPD's current assessment of the recommendation's implementation status and, if applicable, a summary of continuing work to be completed. As this table shows a summary of the ongoing work for those recommendations that require it, the next section titled "Additional Information" provides a more detailed description of CPD's work to date, associated assessment rationale, and next steps. For each of the formerly mentioned recommendations, the table notes the page(s) where this additional information can be found in this report.

CNA AND ERA RECOMMENDATIONS

Traffic Stops

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	1.1	CPD should develop a general order/and or field guide for the Traffic Unit	COMPLETE	• ERA confirmed completeness
CNA	2.1	CPD should establish a strategic plan for the Traffic Unit.	COMPLETE	• ERA confirmed completeness
CNA	2.2	CPD should establish data-driven strategies that more proactively address traffic-related public safety concerns.	COMPLETE	• ERA confirmed completeness
CNA	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. **See pages 29 - 30 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC • Expanded communication as part of BJA grant award • Collaboration with City's Business and Neighborhood Services Division
CNA	3.1	CPD should establish a continual review process to assess the impact of traffic-enforcement strategies.	COMPLETE	• ERA confirmed completeness

Traffic Stops

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	3.2	CPD should assess the impact of traffic-enforcement strategies on its communities on an annual basis. **See page 31 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC • Development of metrics
CNA	3.3	CPD should include reports and analysis of traffic stops and traffic-related outcomes in its monthly STAT 360 meetings.	COMPLETE	• ERA confirmed completeness
CNA	4.1	CPD should conduct training for officers on the proper use of FCCs.	COMPLETE	• ERA confirmed completeness
CNA	4.2	Supervisors should continually track officers' compliance with completing FCCs.	COMPLETE	• ERA confirmed completeness
CNA	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.	COMPLETE	• ERA confirmed completeness

Traffic Stops

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	5.1	CPD should develop an action plan to address the possibility of implicit bias in the department, including concrete activities such as training for officers.	COMPLETE	• ERA confirmed completeness
CNA	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.	OTHER	• ERA determined unfeasible
CNA	7.1	CPD should assess its systems for documenting traffic stops and acquire the necessary technology or software to enter of collect all traffic stops into a master list.	COMPLETE	• ERA confirmed completeness
CNA	7.2	CPD's personnel in the criminal intelligence unit and professional standards office should receive analysis and data integration/management training. **See pages 31 - 32 for additional information.**	IN PROGRESS	• Recent BJA grant award supports data infrastructure improvements and training
ERA	1	Continue training regarding evidence that supports a probable cause search during a Motor Vehicle Stop. **See page 32 for additional information.**	IN PROGRESS	• 2024 Block Training

Traffic Stops

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
ERA	2	Provide near-real time, deidentified, motor vehicle stop incident level data via the Police Data Initiative portal. **See page 33 for additional information.**	IN PROGRESS	• Recent BJA grant award supports data infrastructure improvements
ERA	3	Evaluate the effectiveness of enforcement strategies regarding non-moving violations, considering their disparate impacts on minorities. **See page 33 for additional information.**	IN PROGRESS	• Analysis of data • Adjust training and policy, as needed
ERA	4	Create a shorter version of the video of the "Motor Vehicle Stops: What You Should Know" to educate drivers about motor vehicle stops, including how to help ensure safety for all parties. **See pages 33 - 34 for additional information.**	IN PROGRESS	• Public Affairs Division will create video
ERA	5	CPD should work with state-level partners to continue to improve automated data collection systems that reduce errors in data collection. **See page 34 for additional information.**	IN PROGRESS	• Upcoming ReportBeam conversion may allow opportunities for related improvements

Traffic Stops

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
ERA	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. **See page 34 for additional information.**	IN PROGRESS	• Upcoming ReportBeam conversion may allow opportunities for related improvements

Use of Force

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	8.1	CPD should review its use of force data system and identify a method to ensure clear linkages between officers, instances of force, and community members.	COMPLETE	• ERA confirmed completeness
CNA	9.1	CPD should revise policy, data structure, and training to reduce or eliminate use of the "Other" category in its use of force characterizations.	COMPLETE	• ERA confirmed completeness
CNA	10.1	CPD should conduct a thorough audit of use of force reports for coding issues.	COMPLETE	• ERA confirmed completeness

Use of Force

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	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. **See pages 34 - 35 for additional information.**	IN PROGRESS	• Policy review • Re-training following any policy adjustments
CNA	11.1	CPD should conduct regular analyses and audits of use of force incidents with the goal of assessing disparity in use of force related to the race of the involved community members.	COMPLETE	• ERA confirmed completeness
CNA	12.1	CPD should develop data audit procedures to flag missing data upon entry into IAPro and develop processes for filling in missing data whenever possible.	COMPLETE	• ERA confirmed completeness
CNA	13.1	CPD should revise GO 23 to ensure clarity in the process and procedures that supervisors and chain of command should follow when reviewing all non-deadly use of force incidents.	COMPLETE	• ERA confirmed completeness
CNA	13.2	CPD should require supervisors to review BWC video footage for all reported use of force incidents.	COMPLETE	• ERA confirmed completeness

Use of Force

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	14.1	CPD should establish a formal compliance and auditing process to ensure that officers comply with the BWC policy and properly tag BWC videos.	COMPLETE	• ERA confirmed completeness
CNA	15.1	CPD should include a sanctity of life statement in its policies related to use of force.	COMPLETE	• ERA confirmed completeness
CNA	16.1	CPD should establish a formal annual review process to re-examine its policies and procedures to ensure that they align with departmental practices, training, and promising practices in the field of policing.	COMPLETE	• ERA confirmed completeness
CNA	16.2	CPD should conduct periodic audits of operational practices as they relate to policy.	COMPLETE	• ERA confirmed completeness
CNA	17.1	CPD should examine complaints from 2014 to the present day to determine the appropriate BWC video retention period for all field contacts.	COMPLETE	• ERA confirmed completeness

Use of Force

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	17.2	CPD should consider attaching the same retention periods to BWC video as it does to other types of evidence.	COMPLETE	• ERA confirmed completeness
ERA	7	CPD should revise its Use of Force reports to align the levels of force reported with the categories of force outlined in policy. **See page 35 for additional information.**	IN PROGRESS	• Policy review • Re-training following any policy adjustments
ERA	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. **See page 35 for additional information.**	IN PROGRESS	• Data analysis
ERA	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. **See page 35 for additional information.**	IN PROGRESS	• Continue adjusting data collection, as feasible
ERA	10	Make publicly available data on all Use of Force incidents to allow for independent analysis and to support transparency. **See page 36 for additional information.**	COMPLETE	• Current process is sufficient

Complaints

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	18.1	CPD should not group "failure to appear" complaints into one entry into IAPro, as it introduces data errors, including the impression that disciplinary action was taken before an incident took place.	COMPLETE	• ERA confirmed completeness
CNA	18.2	CPD should incorporate data auditing procedures in IAPro to ensure that the date listed for Action Taken cannot precede the date of the incident in question or the date of the receipt of the complaint.	COMPLETE	• ERA confirmed completeness
CNA	19.1	CPD should conduct an in-depth exploration of internal complaints over time, including a review of complaint procedures and input from current personnel, to determine the underlying causes of the decrease in internal complaints.	COMPLETE	• ERA confirmed completeness
CNA	20.1	CPD should ensure consistency of response to allegations with dispositions of not sustained and unfounded by reviewing policy and practice related to complaint disposition and assignment of corrective actions	OTHER	• Canceled by CNA

Complaints

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	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.	COMPLETE	• ERA confirmed completeness
CNA	21.2	CPD should develop a disciplinary matrix.	COMPLETE	• ERA confirmed completeness
CNA	22.1	CPD should formally track and investigate all complaints received, including information calls.	COMPLETE	• ERA confirmed completeness
CNA	22.2	CPD should include information on all complaints (Class A and B) in its annual PSO reports.	COMPLETE	• ERA confirmed completeness

Complaints

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	22.3	CPD should conduct training on the procedures for the new complaint process.	COMPLETE	• ERA confirmed completeness
CNA	23.1	CPD should establish a formal process for following up with community members who file a complaint or grievance.	COMPLETE	• ERA confirmed completeness
CNA	24.1	CPD should update policies to ensure that all currently tracked allegation types can be readily classified by severity and seriousness.	COMPLETE	• ERA confirmed completeness
ERA	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. **See pages 36 - 37 for additional information.**	OTHER	• Funding and project dependent item, based on strategic plan objectives

Complaints

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
ERA	12	If funding is available, regularly conduct survey using a representative sample of Charlestonians to measure satisfaction with and confidence in the police. **See page 37 for additional information.**	OTHER	• Funding and project dependent item, based on strategic plan objectives
ERA	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. **See page 37 for additional information.**	OTHER	• Not feasible to implement

Community Oriented Policing

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	25.1	CPD should expand its current initiatives and develop others to further engage and build relationships with local youth.	COMPLETE	• ERA confirmed completeness
CNA	26.1	CPD should include community-policing performance metrics as part of performance evaluations.	COMPLETE	• ERA confirmed completeness

Community Oriented Policing

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	26.2	CPD should create community-policing strategies for each of its districts.	COMPLETE	• ERA confirmed completeness
CNA	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.	COMPLETE	• ERA confirmed completeness
CNA	28.1	CPD should reinforce the roles and responsibilities for all teams and patrol officers to engage in community policing activities and efforts.	COMPLETE	• ERA confirmed completeness
CNA	29.1	CPD should re-evaluate the rotating shift schedule for officers.	COMPLETE	• ERA confirmed completeness
CNA	30.1	CPD should integrate interpersonal skill building and procedural justice into its training program.	COMPLETE	• ERA confirmed completeness

Community Oriented Policing

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	31.1	CPD should further integrate its community outreach/engagement efforts in its monthly STAT 360.	COMPLETE	• ERA confirmed completeness
CNA	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. **See page 38 - 40 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC
CNA	32.2	CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures. **See page 38 - 40 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC • Expanded communication as part of BJA grant award
CNA	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. **See page 38 - 40 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC • Expanded communication as part of BJA grant award
CNA	33.1	CPD should leverage the Illumination Project strategies and plan to develop the CPD community engagement strategic plan.	COMPLETE	• ERA confirmed completeness

Community Oriented Policing

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	33.2	CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.	COMPLETE	• ERA confirmed completeness
CNA	33.3	CPD should communicate the importance of community support in effectively implementing changes to the community. **See page 39 - 40 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC • Expanded communication as part of BJA grant award
CNA	34.1	CPD must actively engage and solicit input from the community throughout the process of implementing recommendations. **See page 39 - 40 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC
ERA	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. **See page 39 - 40 for additional information.**	IN PROGRESS	• Continued collaboration with CPAC • Expanded communication as part of BJA grant award

Community Oriented Policing

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
ERA	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. **See page 41 for additional information.**	IN PROGRESS	• The Community Oriented Policing Division will collect feedback, based on each objective
ERA	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. **See page 41 for additional information.**	COMPLETE	• Mental health clinician is now assigned to the CPD as part of a co-responder team that responds to individuals in crisis

Personnel Practices

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	35.1	CPD should develop a strategic plan for recruitment and hiring.	COMPLETE	• ERA confirmed completeness
CNA	36.1	CPD should closely re-examine the demographics of each specialized unit and team to ensure that these teams and units are diverse and inclusive.	COMPLETE	• ERA confirmed completeness

Personnel Practices

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	37.1	CPD should continue to improve and expand its efforts to ensure greater reach of its recruitment and hiring efforts to attract more diverse candidates.	COMPLETE	• ERA confirmed completeness
CNA	38.1	CPD should establish a formal process to track applicants as they progress through the hiring process.	COMPLETE	• ERA confirmed completeness
CNA	39.1	CPD should revise its officer job description to align with the department's recruitment and hiring priorities and community policing strategies.	COMPLETE	• ERA confirmed completeness
CNA	40.1	CPD should develop a comprehensive training plan on an annual basis.	COMPLETE	• ERA confirmed completeness

Personnel Practices

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	40.2	CPD should conduct a training needs assessment to identify potential training gaps. **See page 41 - 42 for additional information.**	IN PROGRESS	• Create formal training assessment and incorporate the process into policy • Present the plan to CPAC for feedback • Include the plan in the CPD's Professional Development and Training Division Annual Report
CNA	40.3	CPD should engage community leaders and other external stakeholders in the development of the training plan. **See page 42 for additional information.**	IN PROGRESS	• Create formal training assessment and incorporate the process into policy • Present the plan to CPAC for feedback • Include the plan in the CPD's Professional Development and Training Division Annual Report
CNA	41.1	CPD should increase the number of officers that have received CIT training to ensure that CIT officers are available on each team/unit/shift.	COMPLETE	• ERA confirmed completeness

Personnel Practices

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	42.1	CPD should ensure that its CIT officers received recertification training on a periodic basis, at least every two years.	OTHER	• ERA determined unfeasible
CNA	43.1	CPD should further integrate de-escalation into its scenario based training and other related training curricula.	COMPLETE	• ERA confirmed completeness
CNA	44.1	CPD should establish a formal supervisory training program for newly appointed supervisors.	COMPLETE	• ERA confirmed completeness
CNA	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 page 42 - 43 for additional information.**	IN PROGRESS	• Policy review and updates • Plan evaluations • Include plan in annual training needs assessment
CNA	46.1	CPD should re-examine the guidance provided to supervisors upon promotion as they relate to conducting performance evaluations.	COMPLETE	• ERA confirmed completeness

Personnel Practices

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
CNA	46.2	In the event that a supervisor is newly appointed (under six months), CPD should encourage them to seek feedback from previous supervisors, if able, about each of the officers in under their supervision.	COMPLETE	• ERA confirmed completeness
CNA	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. **See page 43 - 44 for additional information.**	COMPLETE	• Current process is sufficient
CNA	47.2	CPD leadership should leverage the Chief's Advisory Council as a means to gather input and share information.	OTHER	• ERA determined unfeasible, given unique circumstances
CNA	48.1	The City of Charleston and CPD should engage an independent audit firm to track and monitor CPD's progress toward implementing the recommendations in this report.	COMPLETE	• ERA process fulfilled this recommendation

Personnel Practices

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
ERA	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. **See page 42 for additional information.**	IN PROGRESS	• Create formal training assessment and incorporate the process into policy • Present the plan to CPAC for feedback • Include the plan in the CPD's Professional Development and Training Division Annual Report
ERA	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. **See page 43 for additional information.**	IN PROGRESS	• Policy review and updates • Plan evaluations • Include plan in annual training needs assessment
ERA	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. **See page 44 for additional information.**	IN PROGRESS	• Forthcoming Staffing and Facilities Needs Assessment

Personnel Practices

Source	Number	Description Summary	CPD Determined Status	CPD Assessment
ERA	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. **See page 44 - 45 for additional information.**	COMPLETE	• Current process is sufficient
ERA	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. **See page 45 for additional information.**	IN PROGRESS	• Develop new tracking mechanisms in conjunction with the adoption of Workday human resources software
ERA	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. **See page 45 - 46 for additional information.**	IN PROGRESS	• Examine annual reports and associated data to determine feasibility
ERA	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. **See page 46 for additional information.**	IN PROGRESS	• An educational partnership with the IAAM is currently being formed
ERA	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. **See page 46 for additional information.**	IN PROGRESS	• Slated to begin in 2024

ADDITIONAL INFORMATION

The next section provides additional information that was not included in the overall "CNA and ERA Recommendations" section about the CPD's assessment of certain recommendations. For those recommendations requiring additional work ("in progress"), it includes more detailed information about CPD's work to date and rationales for next steps. It also provides additional context for recommendations in which CPD's final assessment differs from the ERA's assessment. Each recommendation source and number is listed, along with the full CNA and/or ERA recommendation summary and the CPD's current assessment of its status.

Traffic Stops

Source	Number	Description Summary	CPD Assessment
CNA	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.** With regard to this recommendation, the ERA noted that, "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 through revised policy" (p. 85).	IN PROGRESS

Additional Information for CNA 2.3	The CPD continuously communicates with the community. Beyond daily citizen interaction conducted by its Patrol Teams, Special Operations Units (including the Schools and Traffic Units), and Community Oriented Policing Division, the CPD routinely broadcasts information about new initiatives and strategies, to the extent feasible, through its local print and news media partners. It also actively disseminates information through its social media accounts, including Instagram, Facebook, YouTube, and X. It also regularly engages with local neighborhood associations. This includes attending neighborhood association meetings and collaborating with the City of Charleston's Business and Neighborhood Services Division who send out weekly newsletters to neighborhood associations and/or specific groups to include the Central Business District. To follow through on commitments made in its 2020-2025 Strategic Leadership Plan and in collaboration with the CPAC and ERA team, in 2023 the CPD conducted an online community survey that sought feedback on the CPD's performance from City of Charleston residents, workers, and visitors. The CPD's formal communication and feedback mechanism with the public is and will continue to be the CPAC. The CPD's leadership and executive staff attend, provide updates, and receive feedback at every bi-monthly CPAC meeting. The CPAC also formed a variety of subcommittees which specifically have focused on policy, traffic, complaints, and communications-related topics. Following the release of the ERA report, the CPAC formed a subcommittee devoted to reviewing and offering recommendations to increase community engagement. The CPD attends, provides reports, and receives feedback at all subcommittee meetings. Moving forward, the CPD looks forward to continuing to work in conjunction with the CPAC to broaden its engagement with the community and recognize all perspectives. As part of its recently awarded Smart Policing Initiative grant from the Bureau of Justice Assistance (BJA), the CPD will also build on its current communication strategies with citizens affected by specific problems within the community. That effort will engage community stakeholders in creating and carrying out innovative solutions to address local violent, property, and traffic collision hotspots.

CNA	3.2	**CPD should assess the impact of traffic-enforcement strategies on its communities on an annual basis.**	IN PROGRESS
		With regard to this recommendation, the ERA suggested that the CPD, "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" (p. 85).	
Additional Information for CNA 3.2		The CPD views this recommendation as linked with the efforts referenced in CNA recommendation 2.3. Following the audit, the CPD created the appropriate foundation of data capacity and analytic structure to carry this forward. The department continues to adapt to and evolve with shifting data requirements to which it is subject (e.g., changes in state-required collection and reporting procedures). However, in working with the CPAC, the CPD hopes to expand its engagement with the community to learn more about the comprehensive impacts of traffic-enforcement strategies. Moving forward, the CPD plans to leverage the CPAC to gather community feedback on its areas of focus, develop feasible reporting metrics, and report aggregate outcomes. Part of this work involves continuing to use and emphasize the appropriate definition for motor vehicle stops, which are performed for a variety of law enforcement purposes. More related public education efforts are needed, and the CPD's recently awarded $800,000 Smart Policing Initiative grant should help in realizing these objectives.	
CNA	7.2	**CPD's personnel in the criminal intelligence unit and professional standards office should receive analysis and data integration/management training.** The ERA assessment of this recommendation suggested additional training and that, "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" (p. 85).	IN PROGRESS

Additional Information for CNA 7.2	The CPD employs a talented group of Criminal Intelligence Unit (CIU) analysts who, since the audit, have received in-depth training on Structured Query Language (SQL) and created various data-focused work products that are regularly used by all divisions of the CPD, including the Professional Standards Office (PSO). However, current technology and workflow limitations hamper more efficient data analyses and report production. As a result, the CPD has sought additional funding through grant applications to enhance its data workflow processes. In 2023, one of these applications won an $800,000 Smart Policing Initiative award from the BJA. Moving forward, the CPD looks forward to improving its data workflow processes as part of the BJA grant. The grant also includes funding for additional technical training for the CIU analysts, which will further realize the goal of this recommendation as they provide data integration and management for the entire department. Additionally, because it saw the need for additional analytical capacity and capabilities, the CIU took the initiative and is currently restructuring its personnel.
ERA 1	**Continue training regarding evidence that supports a probable cause search during a Motor Vehicle Stop** `IN PROGRESS` The full ERA recommendation reads, "Based on new findings in the racial disparity analysis conducted as part of this 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" (p. 88).
Additional Information for ERA 1	The CPD's Professional Development and Training Section meets to assess and discuss ongoing and future training. All sworn CPD Officers are required to attend and pass annual recertification training (referred to as Block Training). The 2024 Block Training course includes Motor Vehicle Stop training which covers the establishment of probable cause searches during stops. The course instruction references the CPD's General Order 29 – Constitutional Issues and Stops. Ongoing analysis of data will help determine the scope of future training. It should be noted that current limitations in data collection, available data, and law enforcement data analysis techniques exist; and therefore, affect the extent to which certain conclusions regarding drivers and disparities can be drawn.

ERA	2	**Provide near-real time, deidentified, motor vehicle stop incident level data via the Police Data Initiative portal**	IN PROGRESS
		The full ERA recommendation reads, "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" (p. 88).	
Additional Information for ERA 2		The CPD aims to use a portion of the grant funds from its recently awarded Smart Policing Initiative award from the BJA for this purpose.	
ERA	3	**Evaluate the effectiveness of enforcement strategies regarding non-moving violations, considering their disparate impacts on minorities**	IN PROGRESS
Additional Information for ERA 3		The CPD will continue to analyze its motor vehicle stop and enforcement data and, as needed, make adjustments to training and policy.	
ERA	4	**Create a shorter version of the video of the "Motor Vehicle Stops: What You Should Know" to educate drivers about motor vehicle stops, including how to help ensure safety for all parties**	IN PROGRESS
		The full ERA recommendation reads, "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." (p. 88).	

Additional Information for ERA 4		The CPD Public Affairs Division will create a short video for the CPD's social media outlets regarding why and how the CPD performs motor vehicle stops.	
ERA	5	**CPD should work with state-level partners to continue to improve automated data collection systems that reduce errors in data collection.**	IN PROGRESS
ERA	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.**	IN PROGRESS
Additional Information for ERA 5 and 6		The CPD will investigate whether the upcoming Report Beam (a state-required electronic reporting system) conversion may provide an opportunity for further data collection system refinement and automation. Test periods will be necessary to determine whether this is feasible.	

Use of Force

CNA	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.** The ERA's assessment of CNA recommendation 10.2 noted, "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." (p. 86).	IN PROGRESS

ERA	7	**CPD should revise its Use of Force reports to align the levels of force reported with the categories of force outlined in policy.**	IN PROGRESS
ERA	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.**	IN PROGRESS
ERA	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.**	IN PROGRESS
Additional Information for CNA 10.2, ERA 7, 8, and 9		The CPD employs a stringent, multi-stage review process for its use of force incidents. Every incident is reviewed and assessed by multiple levels of management within the CPD, starting with the officer's immediate supervisor. The CPD also maintains extensive reporting requirements for uses of force, including mandated reporting every time an officer unholsters his or her firearm in the presence of the public, regardless of whether it is fired. The CPD relies on yearly analyses of use of force presented in its department and Office of Internal Affairs annual reports to identify any anomalies that need to be addressed by changes to policy and training. Moving forward, the CPD will review its General Orders 23 and 25 and use of force reporting categories for alignment with policy (potentially adding an attached Appendix of categories to use of force policy). The CPD will further examine its existing use of force data and, as needed, make feasible adjustments to its data collection processes and procedures. It should be noted, however, that current limitations in available data and law enforcement data analysis techniques limit what conclusions can be drawn about the amount and causes of disparities in use of force. Instruction on use of force policy is required per SCCJA and CALEA standards and CPD policy, and is incorporated in the CPD's annual recertification training (referred to as Block Training) and master roll calls. Following any policy updates, the CPD will provide training to all officers on GO 23 and GO 25 (use of force policies), to include changes in reporting categories, procedures to correctly input data, use of force coding, definitions of pointing a firearm, and other guidance to support consistent reporting.	

ERA	10	**Make publicly available data on all Use of Force incidents to allow for independent analysis and to support transparency.**	COMPLETE
Additional Information for ERA 10		Following CPD's review and assessment of this recommendation, CPD has deemed this recommendation to be complete. The department currently presents data on its use of force incidents in the Office of Internal Affairs annual report. This report includes detailed descriptive data about use of force incidents including information about the involved officer and citizen characteristics, type of force applied, type of service to which the use of force was linked, and the geographic and temporal distribution of use of force incidents. Yearly reports issued beginning in 2016 can be found at: https://www.charleston-sc.gov/1357/Information-Reports. CPD's Office of Internal Affairs also produces a publicly available, interactive Professional Standards Dashboard, where data about internal/external investigations, investigation allegations, investigations dispositions, and compliments are presented. The dashboard is updated quarterly and located here: https://pdi-charleston-sc.opendata.arcgis.com/. CPD also provides critical incident briefing videos with footage on its website for incidents such as officer-involved shootings. Each of the posted critical incident briefing videos has amassed several thousand views, confirming their accessibility to and consumption by the public. These videos can be found here: https://www.charleston-sc.gov/2545/Critical-Incident-Briefing-Videos.	

Complaints

Note: The ERA final report determined that all CNA recommendations related to complaints were implemented by the CPD and did not require ongoing work (p. 86).

ERA	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.**	OTHER

ERA	12	**If funding is available, regularly conduct survey using a representative sample of Charlestonians to measure satisfaction with and confidence in the police.**	OTHER
Additional Information for ERA 11 and 12		ERA recommendations 11 and 12 are project and resource-dependent and will be considered as potential efforts that could further objectives identified in the CPD's future strategic planning.	
ERA	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.**	OTHER
Additional Information for ERA 13		The CPD's legal team has reviewed this recommendation and determined that it is not feasible to implement.	

Community Oriented Policing

CNA	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.**	IN PROGRESS

The ERA's assessment of CNA recommendation 32.1 noted, "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" (p. 86).

CNA	32.2	**CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.**	IN PROGRESS

The ERA's assessment of CNA recommendation 32.2 noted, "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" (p. 86).

CNA	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.**	IN PROGRESS

The ERA's assessment of CNA recommendation 32.3 suggested that the CPD provide, "more and better reporting, especially of racial disparity data in Motor Vehicle Stops, Use of Force via CPAC and other proactive efforts" (p. 86).

CNA	33.3	**CPD should communicate the importance of community support in effectively implementing changes to the community.**	IN PROGRESS
		The ERA's assessment of CNA recommendation 33.3 suggested that the CPD provide, "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" (p. 86).	
CNA	34.1	**CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.**	IN PROGRESS
		The ERA's assessment of CNA recommendation 34.1 suggested, "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" (p. 87).	
ERA	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**	IN PROGRESS

Additional Information for CNA 32.1, 32.2, 32.3, 33.3, 34.1 and ERA 14	The CPD continuously communicates with the community. Beyond daily citizen interaction conducted by its Patrol Teams, Special Operations Units (including the Schools and Traffic Units), and Community Oriented Policing Division, the CPD routinely broadcasts information about new initiatives and strategies, to the extent feasible, through its local print and television media partners. It also actively disseminates information through its social media accounts, including Instagram, Facebook, YouTube, and X. It also regularly engages with local neighborhood associations. This includes attending neighborhood association meetings and collaborating with the City of Charleston's Business and Neighborhood Services Division who send out weekly newsletters to neighborhood associations and/or specific groups to include the Central Business District. To follow through on commitments made in its 2020-2025 Strategic Leadership Plan and in collaboration with the CPAC and ERA team, in 2023 the CPD conducted an online community survey that sought feedback on the CPD's performance from City of Charleston residents, workers, and visitors. The CPD's formal communication and feedback mechanism with the public is and will continue to be the CPAC. The CPD's leadership and executive staff attend, provide updates, and receive feedback at every bi-monthly CPAC meeting. The CPAC also formed a variety of subcommittees which specifically have focused on policy, traffic, complaints, and communications-related topics. Following the release of the ERA report, the CPAC formed a subcommittee devoted to reviewing and offering recommendations to increase community engagement. The CPD attends, provides reports, and receives feedback at all subcommittee meetings. Since the audit, the CPD has also given public presentations discussing racial disparities and presented data on several of its enforcement-related outcomes, including motor vehicle stops, searches, and use of force. Moving forward, the CPD looks forward to continuing to work in conjunction with the CPAC to broaden its engagement with the community and, based on its feedback, will consider producing more public-facing analyses of data related to policing outcomes. As part of its recently awarded Smart Policing Initiative grant from the Bureau of Justice Assistance (BJA), the CPD will also build on its current communication strategies with citizens affected by specific problems within the community. That effort will engage community stakeholders in creating and carrying out innovative solutions to address local violent, property, and traffic collision hotspots.

ERA	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.**	IN PROGRESS
Additional Information for ERA 15		The CPD's Community Oriented Policing Division will do this based on the objective at hand and collect data to evaluate these efforts. The division has already designed and implemented a survey to gather feedback from attendees of CPD's community outreach events.	
ERA	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.**	COMPLETE
Additional Information for ERA 16		A mental health clinician employed by Charleston-Dorchester Mental Health was assigned to the CPD as an embedded clinician for a co-responder team. She responds to calls for service where individuals are in crisis and conducts follow-ups on individuals CPD officers have previously encountered.	

Personnel Practices

CNA	40.2	**CPD should conduct a training needs assessment to identify potential training gaps.** The ERA's assessment of CNA recommendation 40.2 suggested, "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" (p. 87). However, the ERA report reference to this CNA recommendation contained a typographical error. The statement should have read, "see **Recommendation 17** in the next section".	IN PROGRESS

ERA	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.**	IN PROGRESS
CNA	40.3	**CPD should engage community leaders and other external stakeholders in the development of the training plan.** The ERA's assessment of CNA recommendation 40.3 stated, "while CPD leadership are the experts on training, acknowledgment 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" (p. 87).	IN PROGRESS
Additional Information for CNA 40.2 and 40.3 and ERA 17		In 2024, as part of a comprehensive policy review, the CPD will update its Professional Development and Training policy to include an annual training needs assessment protocol, outlining information to be considered. For training, the CPD will conduct a formal, annual training needs assessment, per the assessment protocol and record the actions taken. The CPD will include information on the annual training needs assessment in the Professional Development and Training annual report. The CPD will meet with the CPAC to request input for its annual training plan and then present the final training plan to the CPAC, once it is complete.	
CNA	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.** The ERA's assessment of CNA recommendation 45.1 stated, "see ERA Recommendation 22 in the next section." (p. 87) However, the ERA report reference to this CNA recommendation contained a typographical error. The statement should have read, "see **Recommendation 18** in the next section".	IN PROGRESS

ERA	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.**	IN PROGRESS
Additional Information for CNA 45.1 and ERA 18		In 2024, as part of a comprehensive policy review, the CPD will review and update its Professional Development and Training policy to include requirements for training lesson plans, objectives, performance metrics, assessments, proficiency, evaluations, and remediation. As part of the protocol development, the CPD will convene meetings with the Training Department and other subject matter experts to discuss ways to accomplish an evaluation of the effectiveness of its trainings, including behavioral changes (where appropriate). The training evaluation results will be incorporated into the annual training needs assessment.	
CNA	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.**	COMPLETE
		The ERA's assessment of CNA recommendation 45.1 suggested, "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" (p. 87).	

Additional Information for CNA 47.1	Following CPD's review and assessment of this recommendation, CPD has deemed this recommendation to be complete. Its General Order 21 states that after each promotional process is conducted, an optional informal assessment is performed with the candidates. The candidates are surveyed and asked about each part of the promotional process and may provide feedback. As a result of this process, improvements were made to several components, including the interview, PAR, and written essay scoring forms. Based on feedback, the CPD works with external consultants to create new promotional examinations, most recently for its sergeants promotional process. General Order 21 is also reviewed on an annual basis. Regular, informational communications regarding the promotional process are also sent to candidates through email. General Order 10 outlines the CPD's complaints and the use of force processes, including how it communicates with stakeholders while these unfold and reach conclusions. This policy is reviewed on an annual process and the suggestions provided are taken into consideration. The CPD has presented these policies to the CPAC for review and feedback, as well. Data on use of force are presented in the CPD's Internal Affairs annual report. Complaints data are also provided to the public on the CPD's Professional Standards dashboard, which is a part of the CPD's Police Data Initiative portal.	
ERA 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.**	IN PROGRESS
Additional Information for ERA 19	The forthcoming Staffing and Facilities Needs Assessment in 2024 will help the CPD establish appropriate baselines for personnel allotment and will help establish strategic objectives for coming years.	
ERA 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.**	COMPLETE

Additional Information for ERA 20	Following CPD's review and assessment of this recommendation, CPD has deemed this recommendation to be complete. In relation to this recommendation, CPD provides sworn and non-sworn personnel demographics related to age, race, and gender in its Annual Office of Internal Affairs Report. The CPD believes that championing diversity within its ranks while seeking the appropriate candidates is a more complex undertaking than simply reporting out aggregate statistics each year. The ERA report noted in detail on pages 51 and 52 that the CPD is a leader in data-driven, policing recruitment and it employs a national outreach protocol for suitable candidates. The report also references the current, nationwide challenges associated with recruiting into this career field. The CPD believes that continuing its current efforts is the most effective way to fill vacancies and promote a diverse and inclusive workforce and already provides sufficient information related to recruitment. The CPD, as part of the City of Charleston, has also adjusted its pay scales and will participate in a forthcoming, comprehensive pay study. Findings from this study will help the CPD further define and improve its pay scales, which will further support its recruiting efforts.	
ERA 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.**	IN PROGRESS
Additional Information for ERA 21	The impending adoption of the City of Charleston's new human resources electronic record-keeping system, Workday, will help with tracking applicants. The CPD already has a robust internal process to generate interest in the Special Operations Division, including information sessions and supplemental teams. The CPD will continue to develop internal mechanisms to track this information for the whole department.	
ERA 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.**	IN PROGRESS

Additional Information for ERA 22	The CPD will examine its annual reports and the associated data over multiple years to determine which data can be present in trend form. It has already begun incorporating additional years for comparison in its Office of Internal Affairs annual report. Limitations in data availability may prevent the implementation of this recommendation.		
ERA 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.**	IN PROGRESS	
Additional Information for ERA 23	Meetings between CPD and museum leadership have already taken place. The initial goal is to develop an educational program to be completed during the initial training for new police officer candidates, with an emphasis on engaging new hires not from this area. Further efforts aim to create a voluntary training program for all sworn and civilian CPD staff (to include a museum visit).		
ERA 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.**	IN PROGRESS	
Additional Information for ERA 24	The CPD plans to begin this process in the 3rd quarter of 2024. Ongoing implementation efforts related to recommendations noted in this report will be incorporated into the new plan.		

NEXT STEPS

The following outlines the CPD's plan for the next steps following the ERA final report. The below objectives are subject to revision based on evolving circumstances. Because ongoing work related to the audit and ERA recommendations will be incorporated into the CPD's next strategic leadership plan, implementation and progress updates will be provided as part of that plan and not released in separate form. Further details on specific activities related to "in progress" recommendations will be provided in the strategic leadership plan. This framework effectively adopts the ERA report's suggested model of evaluation by reporting outcomes, engaging the community, and adhering to an ongoing reporting schedule (p. 78)

Objectives
Present action plan   • Presentation to the City of Charleston's Committee on Public Safety   • Presentation to the City of Charleston's Citizen Police Advisory Council (CPAC)   • Receive and incorporate feedback, as appropriate
Begin a new strategic leadership planning process   • Determine key stakeholders to engage   • Meet internally to review the previous strategic leadership plan   • Incorporate ongoing next steps resulting from recommendations in CNA and ERA reports   • Plan and conduct data analyses   • Projected end date of work and update process to be determined
Provide regular updates on the strategic leadership plan to CPD, City Council, and Community   • Reports provided to Charleston's City Council, CPAC, and the public on a predetermined schedule   • Receive and incorporate feedback, as appropriate