



COLLEGE of
CHARLESTON

COMMUNITY ASSISTANCE
PROGRAM



THE CHARLESTON POLICE DEPARTMENT
STRATEGIC LEADERSHIP PLAN
2020-2025



"BRIDGING THE GAP IN 21ST CENTURY POLICING"

COLLEGE of
CHARLESTON

THE RILEY CENTER

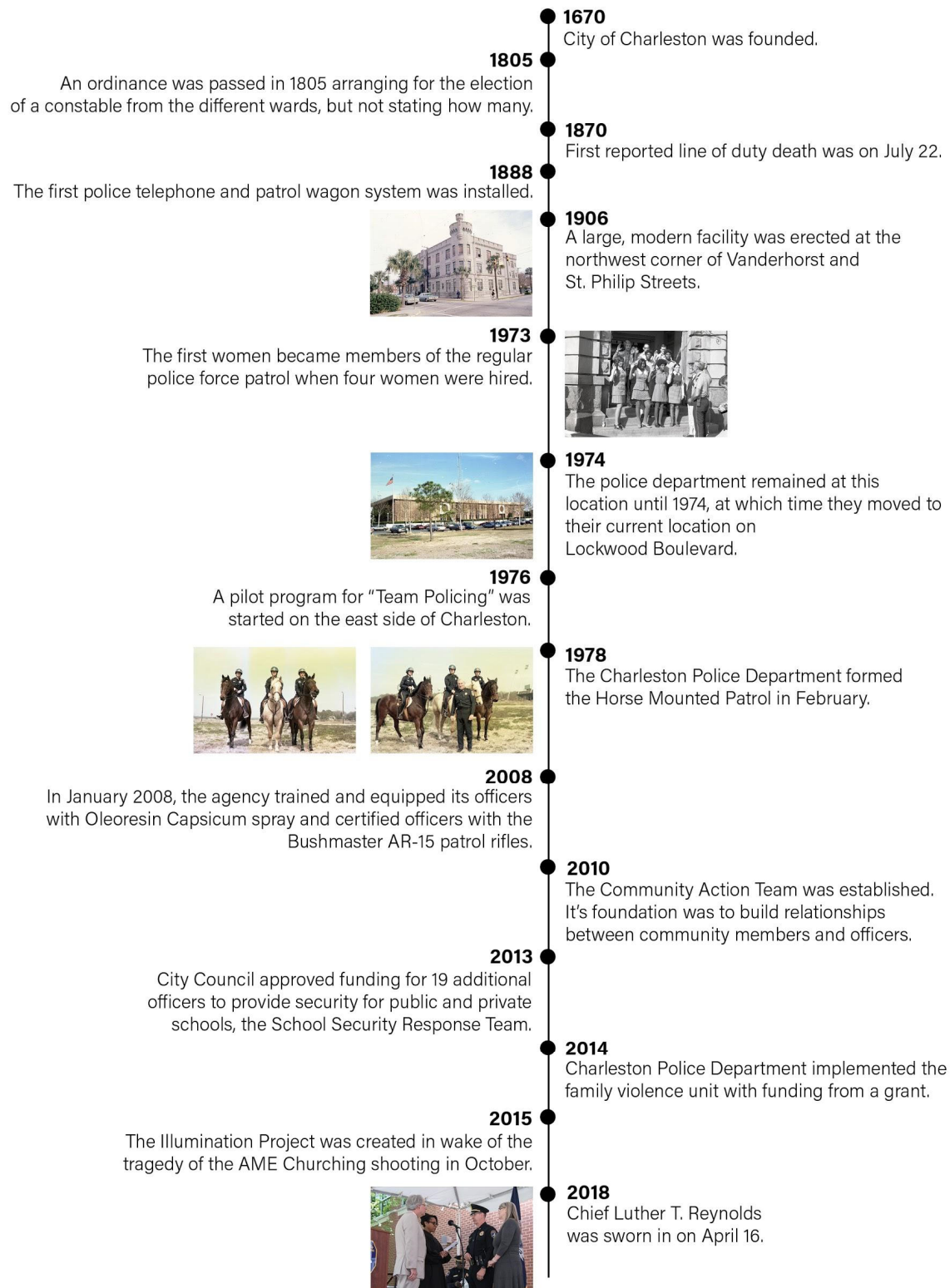


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LETTER FROM THE CHIEF

I am pleased to present the Charleston Police Department's five-year strategic plan, spanning through 2025. This plan provides a framework for our team to achieve its mission, consistent with the highest ethic, character and values of our agency and city. It was created through input of our community, government leaders, the College of Charleston Riley Center for Livable Communities and the City of Charleston Police Department employees, both sworn and non-sworn. The process reflects many of the voices of our employees and those we serve and protect – realizing we can never slow down our listening of those we serve. With honest and tangible engagement, our ongoing efforts will be multi-faceted and focus on actions, accountability, and enhanced outcomes. It presents a clear vision, mission, core values, goals and measurable objectives developed in collaboration with many stakeholders. Application and execution of the plan will be iterative and adjust as we increase our focus on building an organization of excellence, service over self, responsiveness, problem solving and building a culture of integrity which is outcome-oriented and is constantly looking for ways to improve.



The Charleston Police Department is accredited by the Commission on Accreditation for Law Enforcement (CALEA) and works closely with numerous professional organizations which includes but are not limited to the Police Executive Research Forum (PERF), the International Association of Chiefs of Police (IACP), Major Cities Chiefs Police Association (MCCPA), the FBI National Executive Institute (NEI) and other governmental think-tanks such as the National Institutes for Justice (NIJ), Department of Justice (DOJ), local and national universities and private research entities. Reference and foundational documents incorporated include the CNA Audit, along with strategies and efforts previously included in the Illumination Project. We will consistently seek improved solutions which are evidence-based, striving for continuous improvement, while regularly modifying our policies, equipment and protocols to reflect what is working well while identifying and improving on existing deficiencies and gaps. This plan focuses on enhancing trust through community policing, effectively applying

technology for efficiency in our practices and providing our employees with the most effective training and leadership development. Effective execution of this plan will yield a heavy investment in the development of our employees as collectively they are the most important asset in our organization. Focus will continue to be on building trust and relationships both internal and external to the police department. There is a clear recognition that both can and will be improved through the application of all principles and elements outlined in these initiatives. It is broken into the following seven (7) specific divisions:

- Community Outreach
- Patrol
- Special Operations
- Central Investigations
- Training/Professional Standards
- Analysis/Innovation
- Administrative Services

Following is our five-year strategic plan which includes a department organization chart and commander biographies. The plan is intentionally ambitious and challenging to our members, our city and our communities, as together we commit to achieving the best possible outcomes while effectively supporting and leading our troops and accomplishing our mission.

Sincerely,

A handwritten signature in cursive script, reading "Luther Reynolds". The signature is written in dark ink and is positioned below the word "Sincerely,".

INTRODUCTION

Vision

The vision of the Charleston Police Department is to be a world class law enforcement agency committed to the values of Honor, Excellence, Accountability, Respect, and Teamwork. We demonstrate creativity, challenge our capabilities, and encourage initiative and risk-taking. We hold ourselves to a high standard of excellence and continually improve by solving problems and making decisions that benefit the organization and community. We are dedicated to service, lifelong learning, and professional growth.

Mission

It is the mission of the Charleston Police Department to serve all people within our jurisdiction with respect, fairness, and compassion. We are committed to the protection of life and property; the preservation of peace, order, and safety; the vigorous enforcement of local, state and federal laws; and the defense of the Constitution of the State of South Carolina and the Constitution of the United States of America in a fair and impartial manner.

Core Values- H.E.A.R.T.

- **Honor-** We serve with honor through our actions, conduct, and job performance. Performed with integrity, even at personal cost, we constantly strive towards ever-rising standards.
- **Excellence-** We seek excellence in all that we do and strive for continuous improvement. Our employees are encouraged to be innovative and creative.
- **Accountability-** We are an organization of employees who do the right thing and are responsible for what we do and say.
- **Respect-** We value all citizens, each other and different points of view, regardless of race, gender, appearance, individual beliefs, or lifestyles.
- **Teamwork-** We support an environment that recognizes mutual cooperation and group accomplishments while encouraging individual contributions.

Foundational Goals

1. Connecting with and being an integral part of the Charleston community is embedded in every CPD employee's performance expectations, both for sworn officers and civilian employees. Community Oriented Policing is a core philosophy the department will build day after day and year after year.
2. The CPD will be known for operating with high-integrity and extreme transparency in all of its activities. Trust is earned and fortified through consistent, impartial enforcement, active listening and considerate, timely, effective response to problems. Internally and externally building and maintaining trusting personal relationships is at the center of CPD's culture.
3. The CPD will become an evidence-based agency relentlessly focused on learning in order to continuously improve service to the community. Data collection and analysis capabilities will be developed and dramatically enhanced in order to define effective, efficient, measurable strategies and tactics to reduce/prevent crime and the fear of crime and establish/maintain social order in all parts of Charleston. This will include sharing data and insights with the community it serves as well as other Charleston city agencies and municipal, county, state and federal law enforcement partners.
4. The CPD invests in its people, both civilian and sworn officers. Emphasis is placed on hiring talented and committed people to fill all open positions. Training opportunities, both inside and outside of the agency, will be reviewed and upgraded, as needed. Diversity, equity and inclusion will guide hiring, training and promotion practices. Clear career pathways will be evident for officers and staff at all levels.
5. Recruitment, hiring, and retention are central to the effective operation of the CPD. CPD will meet its full complement of sworn officers (adding 60 in 2020) and fill all open civilian positions in 2020 (adding 40 in 2020). Going forward, recruitment will be ongoing so that candidates are identified as soon as openings occur. Through changes in policy and practices, CPD will improve its retention of officers and civilian employees to build the department's collective capacity and experience.

Executive Summary

Under the leadership of Chief Luther Reynolds, the Charleston Police Department has developed an ambitious five-year strategic plan. Approximately 35 CPD leaders, both sworn and civilian, participated in a series of meetings convened and facilitated by the Riley Center at the College of Charleston. Centered on authentic, consistent and meaningful engagement with community stakeholders, the plan seeks to respond to the recommendations of the CNA Racial Bias Audit and build on the objectives and recommendations of the Illumination Project. Readers will see notations where specific recommendations from these external documents are being addressed. More detail is available in the Appendix.

Leading the plan is the *Community Outreach* division. The goals and objectives of this section make it clear that building trust through problem solving and consistent dialogue is the responsibility of every CPD employee. With a focus on youth engagement, by 2025, 90% of CPD employees will be participating in at least one Community Outreach initiative each year.

The *Patrol Division* is the largest and most visible community facing division of the CPD. Central to this aspect of the plan is movement to permanent shifts and “beat integrity” (officers staying in the same geographic districts for extended periods). This will allow for more effective and longer-term community engagement as the police and community build their relationships through mutual experiences and over time.

Special Operations is a complex and multi-dimensional division of the CPD. A detailed Special Operations Strategic Plan appears in the Appendix. It itemizes how Special Operations will invest in equipment and human capital to be ready when needed, including training, recruitment and retention of highly skilled, diverse officers with specialized expertise to serve and protect the citizens of Charleston under any and all circumstances.

Central Investigations is focused on delivering justice by reducing criminal victimization through the identification of offenders and acquiring evidence leading to prosecution. This division of detectives works on the most serious and violent crimes often partnering with federal agencies. Crimes committed with guns and related to the drug trade are priorities. An essential part of Central Investigations is providing advocacy services and mental health supports to crime victims. This service not only helps to restore the victim but also reduces the likelihood of repeat victimization. Consolidating its forensic services into a new facility is another goal of this division as it seeks to increase the speed, efficiency and breadth of forensic service provided.

The *Training and Professional Standards* division is the conscience of the CPD. Consistent with the Chief’s foundational goals, enhancing training is another way to invest in human capital. Maintaining all state and federal certifications is essential. Providing officers and professional staff opportunities for personal and professional growth will enhance retention and will build the depth and breadth of

departmental skills while creating career paths for outstanding individuals. The Office of Internal Affairs plans to ensure integrity and adherence to ethical and policy standards in a fair and unbiased manner. Special attention is being placed on assuring all use of force events are within CPD policy and reviewed monthly.

The *Analysis and Innovation* division houses many of the technical, computing and technology related capabilities of CPD. This division has plans to streamline video surveillance inputs and reduce password overload. It will invest in the department's crime intelligence division. It will redesign and redeploy data housing, analysis and flow operations. Perhaps no other activity more squarely addresses the findings and recommendations of the CNA Audit than the enhanced data capture and analysis function. This division will be the conduit for information to become information for decision making and enhancing performance of the department to better serve Charlestonians.

Administrative Services is the division that allows every other division within the department to focus on its own functions and objectives by providing administrative and personnel support. It focuses on the administrative and other essential support services for the effective and cost-efficient delivery of police services. This includes; personnel, records, NCIC operations, budget, accounting, procurement, supply services and facility management. Highest priority in the five-year plan is to substantially improve the workforce and achieve a full complement of sworn officers over the short term.

DIVISION PLANS

Community Outreach

Goal #1: Build community partnerships and problem solve to improve trust between the police and citizens. (CNA Recommendations 33.2 and 33.3, IP Strategies 4.1.1 and 4.4.3¹)

Rationale: Community perspective reported by CNA showed a lack of familiarity with neighborhood patrol officers and civilian employees.

1.1 Objective: Officers and civilian employees should problem solve with community members outside of enforcement policing. Problem solving efforts and solutions should be documented and recorded in RMS utilizing the Problem Solving Module. (CNA Recommendations 32.1, 32.2, and 34.1, IP Objective 2.2 and Strategy 2.2.1²)

Measure: Sworn/Unsworn personnel will complete and document 1 problem solving initiative per year.

Measure: Total number of problem solving initiatives completed per year.

1.2 Objective: Attend neighborhood meetings and community events. Officers who attend neighborhood meetings will send a synopsis for the meeting to include where, when, how many in attendance, and the major issues discussed to a designee in the COP division. (CNA Recommendation 28.1³)

Measure: Total number and location of meetings attended.

Measure: Year 1 - 25% of Sworn/Unsworn personnel attend at least 1 event.

Year 3 - 50% of Sworn/Unsworn personnel attend at least 1 event.

¹ **CNA Recommendation 33.2:** “CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.” **33.3:** “CPD should communicate the importance of community support in effectively implementing changes to the community.” **Illumination Project Strategy 4.1.1:** “Develop processes to engage citizen leaders to share with their neighbors the importance of respectful citizen/police relationships.” **4.4.3:** “Schedule quarterly meetings with community members representing gender, ethnic, racial, and LGBTQ communities to discuss diversity in recruiting and hiring.”

² **CNA Recommendation 32.1:** “CPD should work with the Citizen Police Advisory Council, the city, and other community stakeholders to share with the broader community the council’s goals, objectives, and standard operating procedures.” **32.2:** CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.” **34.1:** “CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.”

Illumination Project Objective 2.2: “Police engage community to build trust and create a safe community.” **Strategy 2.2.1:** “Citizens participate in quarterly staff meetings with top police officers from each patrol team.”

³ **CNA Recommendation 28.1:** “CPD should reinforce the roles and responsibilities for all teams and patrol officers to engage in community policing activities and efforts.”

Year 5 - 90% of Sworn/Unsworn personnel attend at least 1 event.

Goal #2: Create a multifaceted approach to reach all members of the community. (CNA Recommendations 33.2 and 33.3)

***Rationale:** Community perspective reported by CNA showed community members lacked an adequate understanding of their rights when interacting with the police.*

2.1 Objective: Administer surveys to community members regarding their fear of crime, trust of police officers, and general attitude towards CPD's efforts. (IP Strategy 2.2.3⁴)

Measure: Conduct this survey Year 1, 3, and 5 of the Strategic Plan. Analyze and adjust to responses.

2.2 Objective: Hold quarterly community events, "Ask a cop anything, CPD Open House."

Measure: Total number and locations of community events held per quarter.

Measure: Year 1 - 25% of Sworn/Unsworn personnel attend at least 1 event.

Year 3 - 50% of Sworn/Unsworn personnel attend at least 1 event.

Year 5 - 90% of Sworn/Unsworn personnel attend at least 1 event.

2.3 Objective: Increase participation in CPD's Citizen Academy that is held twice a year and create a Youth Academy. (IP Strategy 3.5.1⁵)

Measure: Number of participants in each event.

Measure: Year 1 - Improve diversity recruitment (ex. LGBTQ, Senior Citizen, Latino Community).

Year 2 - Hold Special Needs Citizen's Academy.

Year 3⁺ - Plan, organize, and implement "Level 2" Academy for previous graduates.

2.4 Objective: Increase social media presence through strategic implementation. Department members to post recruitment efforts, community encounters, stories, and relationships on social media outlets. (IP Strategies 2.4.2, 3.6.2, and 4.1.2⁶)

Measure: Year 1 - Skill development through training.

⁴ **Illumination Project Strategy 2.2.3:** "Develop and encourage citizen participation in surveys to assess citizen satisfaction based on trust and respect as called for in procedural justice principles and to suggest new programs."

⁵ **Illumination Project Strategy 3.5.1:** "Create a plan to increase participation in the Citizens Police Academy and Youth Academy, making sure that there is a diverse group of participants regardless of their existing relationships with police."

⁶ **Illumination Project Strategy 2.4.2:** "Share CPD accomplishments of employees and the organization with the community at large and other interested organizations via various media formats." **3.6.2:** "With citizen assistance, expand the current CPD's social media program and provide daily information about police efforts and quality of life tips for the community." **4.1.2:** "Identify, where needed create, then disseminate instructional material, both using traditional methods and social media, to youth and adults about proper protocols to follow during citizen/police encounters to reduce the likelihood of conflict and confrontation."

Year 3 - 24/7 Monitoring and strategic implementation by establishing a full time social media coordinator.

Measure: Document the number of posts, followers, views, reposts, and retweets on a monthly basis.

Goal #3: Increase police participation and positive encounters with the youth.

Rationale: *Community perspective reported by CNA showed a need for greater CPD interaction with the youth.*

3.1 Objective: Increase positive, non-confrontational police interactions in elementary-aged children. (CNA Recommendation 25.1, IP Strategies 3.4.2 and 3.5.1⁷)

Measure: Track number of events attended, presentations conducted, and community events organized on a yearly basis (ex. Reading Partners, lunch buddies, mentoring programs, job shadowing, cocoa with a cop, Camp Hope, athletic sport camps etc.).

Measure: Year 1 - Connect with 10 children.

Year 3 - Connect with 25 children.

Year 5 - Connect with 50 children.

3.2 Objective: Increase participation in CPD's Explorers Program and Youth Citizen Academy. (CNA Recommendation 25.1 and IP Strategy 3.5.1)

Measure: Number of participants.

Measure: Year 1 - Increase diversity by 15%.

Year 3 - Increase diversity by 25%.

Year 5 - Increase diversity by 35%.

⁷ **CNA Recommendation 25.1:** "CPD should expand its current initiatives and develop others to further engage and build relationships with local youth." **Illumination Project Strategy 3.4.2:** "Provide job shadowing for new police officers with an SRO - an approach allowing officers to get to know youth in a positive way and influence the career success of new officers." **3.5.1:** "Create a plan to increase participation in the Citizens Police Academy and Youth Academy, making sure that there is a diverse group of participants regardless of their existing relationships with police."

Patrol

Goal #1: Prevent crime and reduce citizens' fear of crime. All citizens expect and deserve to feel safe in their homes, neighborhoods, businesses, and daily travels.

***Rationale:** To ensure that commanders, supervisors, and officers in the Patrol Division are proactive in their daily activities and are being seen by citizens.*

1.1 Objective: That commanders, supervisors, and officers conduct walk-and-talks in their assigned beats and teams, as well as in neighborhoods and at businesses, on a regular basis. These walk-and-talks are to regularly engage the community in non-law enforcement activities. These contacts show the citizens that the commanders, supervisors, and officers are active in their neighborhoods. They also ensure that those individuals involved in crime know that the commanders, supervisors, and officers are active, thus limiting their opportunity to commit crimes. (IP Objectives 1.2 and 2.2⁸)

Measure: Track walk-and-talks with the assistance of CIU through monthly activity reports.

1.2 Objective: That after a critical incident, or series of incidents, the Uniformed Patrol Division responds with a formalized plan from the commander to address the concerns of the community. These plans will incorporate the assistance of other units within the department if necessary. These plans will have clear direction and expectations of the supervisors and officers assigned to them. It is paramount that commanders, supervisors, and officers interact with the citizens during these operations to explain the reason for the increased presence and to gather feedback from the residents.

Measure: Number of incident action plans conducted in each patrol team after a critical incident or series of incidents.

1.3 Objective: To ensure that the citizens do not feel as though the police department is occupying their neighborhoods, but that they are part of their neighborhoods. To accomplish this, the Patrol Division will utilize permanent shifts and beat integrity in the patrol teams. Officers will have a greater opportunity to engage with citizens that have similar schedules in the same areas over a period of time to build relationships. (IP Strategy 4.6.6⁹)

⁸ **Illumination Project Objective 1.2:** “Police expand their own understanding and appreciation of the diverse groups they serve and protect.” **2.2:** “Police engage community to build trust and create a safe community.”

⁹ **Illumination Project Strategy 4.6.6:** “Expand the “beat integrity” philosophy that calls for officers to be assigned to the same geographic area so they build relationships and can better solve problems.”

Measure: Feedback from comment cards and neighborhood meetings conducted throughout the year. The comment card program will be reinforced at neighborhood meetings and will be reinforced as an additional way for citizens to offer concerns and good deeds.

1.4 Objective: Team Lieutenants to develop a “master threat assessment plan” for their geographic area that includes identifying likely targets for various criminal activity, including religious locations, robbery locations, neighborhoods with a disproportionate amount of violent crime, large crowd venues, areas with historical property crime trends, etc.

Measure: Compare crime rates year-to-year for the areas where the plan covers violent and property crime. The creation of the plans for locations that could be targeted.

Goal #2: That officers always present a professional and positive image of themselves and the police department. Ensure that officers conduct themselves in a positive and professional manner at all times when engaging with the community that they serve.

***Rationale:** The uniformed patrol officer is the face of the Charleston Police Department. They are almost always the first contact that any citizen has with the department. This interaction creates a lasting impression that can be positive or negative.*

2.1 Objective: To ensure that officers treat all citizens with respect and dignity in every instance in which they have contact.

Measure: Tracking the number of internal supervisor intake complaints and positive feedbacks generated monthly for each officer.

2.2 Objective: To ensure that citizens and officers know that all complaints and allegations are handled thoroughly and fairly for all that are involved with a documented response. (CNA Recommendations 21.1, 21.2, 22.1, 22.2, 22.3, 23.1, 24.1, and 47.1, IP Strategy 3.1.2¹⁰)

¹⁰ **CNA Recommendation 21.1:** “CPD should recraft the PSO policy to ensure clarity in the complaint process, the methods for community members to file a complaint, the role and responsibilities of the employee’s chain of command, and the role and responsibilities of the PSO.” **21.2:** “CPD should develop a disciplinary matrix.” **22.1:** “CPD should formally track and investigate all complaints received, including information calls.” **22.2:** “CPD should include information on all complaints (Class A and B) in its annual PSO reports.” **22.3:** “CPD should conduct training on the procedures for the new complaint process.” **23.1:** “CPD should establish a formal process for following up with community members who file a complaint or grievance.” **24.1:** “CPD should update policies to ensure that all currently tracked allegation types can be readily classified by severity and seriousness.” **47.1:** “CPD should examine its current internal communications process and procedures, especially as they relate to the complaints, use of force review, and promotional processes.” **Illumination Project Strategy 3.1.2:** “Provide input for a process to make it easy and secure for citizens to make a complaint and/or provide a compliment about a police officer; use a variety of methods including a notification letter of the complaint and disposition.”

Measure: Tracking the completion of supervisor intake complaints documented within the Blue Team system that list corrective measures and the exoneration of officers. Work with the Professional Standards office to have this data as part of their report out.

2.3 Objective: To ensure that officers use only that force that is reasonable and justified based on the circumstances known to the officer at that time. In all use of force incidents there will be a complete and thorough review by supervisors and commanders. This will be documented within the Blue Team system. (CNA Recommendations 8.1, 9.1, 10.1, 10.2, 11.1, 12.1, 13.1, and 13.2¹¹)

Measure: Monthly review of the Blue Team system to ensure all use of force incidents are being reviewed and documented correctly.

2.4 Objective: Show the community the positive actions of the officers during their daily activities and at special events. (IP Strategy 5.2.1¹²)

Measure: Track the number of positive incidents, commendations, and good deeds that are shared with the community through social media throughout the year.

Goal #3: Increase community trust and relationships. Build on current and foster new relationships between the Charleston Police Department and the community that they serve. (IP Strategy 5.1.3¹³)

***Rationale:** Ensuring that citizens have the opportunity to meet officers at events where they are not taking law enforcement action, to remove barriers and build relationships. Create neighborhood specific community policing strategies throughout each team.*

¹¹ **CNA Recommendation 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.” **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.” **10.1:** “CPD should conduct a thorough audit of use of force reports for coding issues.” **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.” **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.” **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.” **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.” **13.2:** “CPD should require supervisors to review BWC video footage for all reported use of force incidents.”

¹² **Illumination Project Strategy 5.2.1:** “Expand citizen/police interaction in challenged neighborhoods during noncrisis or enforcement situations by increasing communication about current programs and community outreach opportunities.”

¹³ **Illumination Project Strategy 5.1.3:** “Partner with educators to identify different approaches for dealing with at-risk youth outside the criminal justice system.”

3.1 Objective: To ensure that commanders, supervisors, and officers take part in community events within their teams and beats. These events should be scheduled similar to training so that they have the time and opportunity to attend. (CNA Recommendation 28.1¹⁴)

Measure: The number of community events attended by each commander, supervisor, and officer assigned to the geographic team. The number of events in an area compared to the number of events that took place will be tracked quarterly and yearly.

3.2 Objective: That each commander develops a specific community policing plan for their patrol team. These plans will be created through a collaboration with the supervisors, officers that work the specific beats in the team, and with neighborhood presidents, community leaders, residents, and the neighborhood stakeholders to address their specific needs. (CNA Recommendations 26.2, 33.2, 33.3, and 34.1¹⁵)

Measure: The initial completion of each specific plan within the first year, and scheduled updates to address new concerns and document successes.

¹⁴ **CNA Recommendation 28.1:** “CPD should reinforce the roles and responsibilities for all teams and patrol officers to engage in community policing activities and efforts.”

¹⁵ **CNA Recommendation 26.2:** “CPD should create community-policing strategies for each of its districts.” **33.2:** “CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.” **33.3:** “CPD should communicate the importance of community support in effectively implementing changes to the community.” **34.1:** “CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.”

Special Operations

Goal #1: Readiness - Invest in human capital.

Rationale: *The best investment for an organization to ensure operational readiness is an investment in its personnel. Personnel who are highly engaged, competent and confident in their job are more innovative and strategic with their actions. Therefore, an investment in people will increase the mission and the readiness of the Charleston Police Department's and its pursuit of excellence.*

1.1 Objective: Succession Planning: Leadership/supervisors create and communicate clear expectations and action plans for developing their employees' future goals and positions. (CNA Recommendations 46.1, 46.2, and 47.1¹⁶)

Measure: Plans developed for each division.

Measure: Number of internal promotions in each division per year.

1.2 Objective: Assess each element of SOD for specific job task skills for mission readiness. Assess the capabilities and limitations of each unit.

Measure: Produce a report identifying capabilities and limitations for each division.

Measure: Produce a plan for prioritizing and addressing limitations for each division.

Goal #2: Training - Maintain federal, state, local, and all applicable certifications for all personnel.

Rationale: *To ensure all elements of SOD are maintaining high standards and are staying relevant in best practices, they must ensure certification compliance. Compliance with certifications will ensure professional quality in services, demonstrate a commitment to improve, and assist with liability protection.*

2.1 Objective: Maintain proper administrative procedures.

Measure: Assess method of tracking administrative procedures for each team.

Measure: Assess method of tracking individuals' certifications. (CNA Recommendation 42.1¹⁷)

¹⁶ **CNA Recommendation 46.1:** "CPD should re-examine the guidance provided to supervisors upon promotion as they relate to conducting performance evaluations." **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 under their supervision." **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."

¹⁷ **CNA Recommendation 42.1:** "CPD should ensure that its CIT officers receive recertification training on a periodic basis, at least every two years."

2.2 Objective: Ensure compliance with training hours required by each element. (CNA Recommendations 40.1 and 40.2¹⁸)

Measure: Formally set up a training calendar and/or training matrix to ensure compliance.

Goal #3: Recruitment - Identify and employ the best candidates available. (CNA Recommendations 35.1, 38.1, and 39.1, IP Strategies 4.3.1, 4.3.2, 4.4.1, 4.4.2, and 4.4.3¹⁹)

***Rationale:** Maintain an active recruitment program to attract applicants to establish higher morale both within and outside the community, and to provide more efficient and effective services. Recruit from outside of jurisdiction to meet goals and maintain diversity.*

3.1 Objective: Assess recruitment of women and minority group members to meet and maintain diversity goals within each special unit. (CNA Recommendations 36.1 and 37.1²⁰)

Measure: Percentage of female and minority members in each unit.

Measure: Year 1 - Increase percentage of female and minority members applicants by 5%.

Year 3 - Increase percentage of female and minority members by applicants by 7%.

Year 5 - Increase percentage of female and minority members by applicants by 10%.

3.2 Objective: Support Team: Conduct learning sessions for interested candidates who want to join special units. Assess the standards and qualifications required for each unit.

Measure: Number of learning sessions held per year.

Measure: Number of participants per session.

Measure: Number of participants who joined a special unit per quarter.

¹⁸ **CNA Recommendation 40.1:** “CPD should develop a comprehensive training plan on an annual basis.” **40.2:** “CPD should conduct a training needs assessment to identify potential training gaps.”

¹⁹ **CNA Recommendation 35.1:** “CPD should develop a strategic plan for recruitment and hiring.” **38.1:** “CPD should establish a formal process to track applicants as they progress through the hiring process.” **39.1:** “CPD should revise its officer job description to align with the department’s recruitment and hiring priorities and community policing strategies.” **Illumination Project Strategy 4.3.1:** “Develop an inspirational recruiting video to expand outreach and interest in policing as a career.” **4.3.2:** “Create a mechanism to encourage and recruit youth and adults to join law enforcement as a career.” **4.4.1:** “Review and update CPD’s recruiting plan with a specific focus on opportunities to broaden its diversity in relation to sex, race, language, life experiences, cultural background, and underrepresented populations.” **4.4.2:** “Identify and apply for state and federal grants to assist with recruiting initiatives that expand opportunities for outreach and personal contacts.” **4.4.3:** “Schedule quarterly meetings with community members representing gender, ethnic, racial, and LGBTQ communities to discuss diversity in recruiting and hiring.”

²⁰ **CNA Recommendation 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.” **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.”

Central Investigations

Goal #1: Reduce crime victimization - Thoroughly investigate major crimes and serious incidents with an appropriate sense of urgency to identify offenders, acquire evidence for criminal prosecution, and prevent the recurrence of such crimes.

***Rationale:** Central Investigations Division (CID) personnel have special expertise in investigating serious crimes of a complex nature. These detectives will focus on crimes of sufficient complexity for which patrol officers cannot devote adequate time and resources to successfully investigate. Many of the most violent crimes are committed by a small segment of the population; therefore, arrest and successful prosecution of these offenders will have a positive impact on the reduction of violent crime.*

1.1 Objective: Investigate major crimes and serious incidents to deliver justice and reduce further victimization.

Measure: Track the clearance rate by crime type on a quarterly and annual basis. Benchmark clearance rates with national averages to measure level of effectiveness.

1.2 Objective: Adequately prepare and effectively deliver cases for criminal prosecution.

Measure: Conduct quarterly case reviews to identify and address investigation deficiencies before trial. Track areas of deficiency and identify training opportunities.

Measure: Track the court dispositions of serious crimes and solicit feedback from the Solicitor's office prosecutor in order to identify suggested areas of improvement and changes in case law.

1.3 Objective: Partner with Federal Agencies to pursue criminal cases for violent offenders related to gun and/or drug crimes.

Measure: Track the number of Federal case adoptions and the dispositions for each. Also, assess weaknesses in the cases that are presented and not adopted in order to identify opportunities for improvement.

1.4 Objective: Expand white-collar investigation capabilities.

Measure: Track the number of large white-collar investigations that are worked jointly with local and federal partners to include skimming and counterfeit cases.

Measure: Remain up to date with training and best practices in this constantly changing field. (IP Strategy 3.2.4²¹)

²¹ **Illumination Project Strategy 3.2.4:** "Participate in Police Executive Research Forum's (PERF) Critical Issues meeting to stay abreast of emerging issues."

Goal #2: Identify serious crime trends - Identify crime trends and disseminate information for the purpose of preventing any escalation in criminal activity. (IP Strategy 3.2.4²²)

***Rationale:** Proactive policing requires adequate intelligence on current and future crime trends. CID will be diligent in communicating actionable information that may be used to prevent further and escalating crime victimization. The intent is to identify and take action for small, isolated incidents before they become large, wide-scale criminal events.*

2.1 Objective: CID Detectives will work with intelligence analysts to produce and disseminate timely and specific information regarding crime trends to be used by Patrol officers.

Measure: Track the number of crime information bulletins that are disseminated department wide and note any links to police patrol activity (i.e. arrests, FCCs, etc.).

2.2 Objective: Participate in multijurisdictional meetings where intelligence is shared regarding current crime trends that may affect the local Charleston area.

Measure: Track participation in meetings, types of trends, and agencies that CID collaborates with to effectively identify crime trends.

Measure: Participate in monthly RxStat case studies for the purpose of collaborating with other agencies to identify drug overdose trends and response strategies.

2.3 Objective: Participate in the Addiction Crisis Task Force (ACTForce) to facilitate support services for overdose victims in order to reduce the likelihood of future drug overdoses (IP Strategy 1.4.3²³).

Measure: Track the number of ACTForce responses and the number of victims who successfully enroll in treatment programs.

Goal #3: Provide victim advocacy services and mental health resources - Victim Advocates will provide outreach to victims of serious crimes to ensure that they have sufficient resources to prevent re-victimization. They will also develop victim intervention programs. (IP Strategies 1.4.3 and 1.4.4²⁴)

***Rationale:** Victim Advocates provide victims with access to important support services. These services will ultimately reduce the likelihood of the victim being re-victimized in some manner. These support services can also encourage*

²² **Illumination Project Strategy 3.2.4:** “Participate in Police Executive Research Forum’s (PERF) Critical Issues meeting to stay abreast of emerging issues.”

²³ **Illumination Project Strategy 1.4.3:** “Collaborate with citizens who are disproportionately impacted by crime to develop crime reduction strategies to improve relationships and gain cooperation.”

²⁴ **Illumination Project Strategy 1.4.4:** “Expand local mental health institution partnerships with police to improve how supervisors and patrol officers deal with mentally ill, emotionally challenged, or alcohol and drug-addicted members of society.”

cooperation with court cases and build trust with community members. CID Detectives will work with the Victim Advocate and Mental Health Clinician to provide the necessary support services.

3.1 Objective:Victim Advocates will provide adequate victim support services. (IP Strategy 1.4.3²⁵)

Measure: The Victim/Witness Program survey results will be reviewed on a quarterly basis to identify potential areas of improvement.

Measure: Track participation in existing victim service programs and the development of new intervention programs.

3.2 Objective: The Mental Health Clinician will be engaged to facilitate communication between CPD and Charleston Mental Health in order to provide adequate mental health services. (IP Strategy 1.4.4²⁶)

Measure: Track the number of incidents in which the Mental Health Clinician is used to facilitate a successful outcome.

3.3 Objective: CID Detectives and Victim Advocates will work together to identify and assist victims of human trafficking cases to secure services and provide an environment to facilitate the prosecution of human trafficking cases.

Measure: Track the number of human trafficking cases, the services provided to victims in these cases, and the outcomes of criminal prosecution.

Goal #4: Provide recruit training and assist with developing personnel - CID Detectives and Forensic Services Division personnel will use their experience and expertise to provide investigative, crime scene, and forensic science training to new academy recruits, and to further develop police investigation and forensic capabilities.

Rationale: *Investigation and forensic related skill development (interview\interrogation, affidavit writing, court testimony, crime scene management, evidence collection/preservation, forensic testing capabilities etc.) are essential parts of building an effective police force. CID Detectives and Forensic Services Division personnel will be a resource to provide training in these essential areas.*

²⁵ **Illumination Project Strategy 1.4.3:** “Collaborate with citizens who are disproportionately impacted by crime to develop crime reduction strategies to improve relationships and gain cooperation.”

²⁶ **Illumination Project Strategy 1.4.4:** “Expand local mental health institution partnerships with police to improve how supervisors and patrol officers deal with mentally ill, emotionally challenged, or alcohol and drug-addicted members of society.”

4.1 Objective: CID Detectives and Forensic Services Division personnel will work with the training department to provide subject matter experts in investigation related material to teach recruits.

Measure: Track the number of hours that CID Detectives and Forensic Services Division personnel devote to training activities.

Measure: Solicit feedback from the training department on the effectiveness of the material presented.

4.2 Objective: CID Detectives will work with the training department to institute more advanced internal training opportunities for the purpose of developing future detectives and supervisory personnel.

Measure: Track the number and types of training opportunities where CID Detectives provide training.

Measure: Solicit feedback from the training department on the effectiveness of the material presented.

Goal #5: Support community relationships - CID Detectives and Forensic Services Division personnel will treat community members with dignity, respect, and fairness. Detectives will participate in community outreach activities and build relationships with community members to facilitate successful investigations. (IP Objectives 1.4 and 2.2²⁷)

***Rationale:** Effective investigations require community support and cooperation in order to be successful. CID Detectives and Forensic Services Division personnel must treat people in a manner that builds positive relationships which will, in turn, support successful outcomes of complex investigations.*

5.1 Objective: CID Detectives and Supervisors and Forensic Services Division personnel will attend community events that build relationships and inform the public regarding crime trends and forensic science capabilities. (CNA Recommendation 28.1, IP Objectives 1.4 and 2.2, and IP Strategy 5.2.1²⁸)

Measure: Track the number of community events attended by CID personnel.

²⁷ **Illumination Project Objective 1.4:** “Police contribute to creation of diverse partnerships to enhance community safety.” **2.2:** “Police engage community to build trust and create a safe community.”

²⁸ **CNA Recommendation 28.1:** “CPD should reinforce the roles and responsibilities for all teams and patrol officers to engage in community policing activities and efforts.” **Illumination Project Strategy 5.2.1:** “Expand citizen/police interaction in challenged neighborhoods during noncrisis or enforcement situations by increasing communication about current programs and community outreach opportunities.”

5.2 Objective: CID Detectives and Supervisors will develop relationships with the community that assist with successful outcomes of complex investigations (IP Objectives 1.4 and 2.2²⁹).

Measure: Track the level of cooperation from community members for violent crime cases.

Measure: Track the number of successful Crime Stoppers tips received.

Goal #6: Consolidate the Forensic Services Division into a new facility - The Forensic Services Division will develop the facilities to conduct an array of services that support investigative functions of the department.

***Rationale:** A new forensic facility will enable the Forensic Services Division to provide services quickly and efficiently and will provide an opportunity to expand the types of services offered. These Services support the development of criminal cases and ultimately the success of prosecution.*

6.1 Objective: Complete construction on the Forensic Services Division facility at 1975 Bees Ferry Road.

Measure: Monitor progress of construction via SMHa field reports.

6.2 Objective: Prepare for relocation.

Measure: Establish or modify contracts for services including intrusion alarms, pest control, biohazardous waste disposal, compressed gas delivery, garbage collection, copy services, cleaning services, and fire extinguisher inspections.

Measure: Establish plans for moving. Work with vendors to plan for the relocation of the GC/MS, FTIR and AFIS. Establish a contract with a moving company.

Measure: Establish required city services, including phones, IT, and landscaping.

6.3 Objective: Establish service delivery at the new facility.

Measure: Modify the Quality Manual, Forensic Services Procedure Manuals, Field Guides, and Form and Laboratory Reports as needed for the new facility.

Measure: Develop a policy to ensure the integrity of evidence during receipt, storage, and movement throughout the facility.

Measure: Complete successful site visits by ANAB to demonstrate compliance with accreditation standards in the new facility.

²⁹ **Illumination Project Objective 1.4:** “Police contribute to creation of diverse partnerships to enhance community safety.” **2.2:** “Police engage community to build trust and create a safe community.”

Goal #7: Enhance the capabilities of the Forensic Services Division - The Forensic Services Division will seek to expand their array of services for the purpose of supporting investigative functions of the department.

Rationale: *An enhanced array of services will assist with the timely investigation and ultimate prosecution of serious criminal incidents.*

7.1 Objective: Implement use of a laser scanning device for documentation of crime scenes and fatal accident scenes.

Measure: Number of personnel trained to operate laser scanner.

Measure: Publication of field guide for operation of laser scanner.

Measure: Number of scenes documented by laser scanner.

7.2 Objective: Address crime gun violence.

Measure: Number of personnel trained to perform IBIS entry and correlation.

Measure: Secure funding source for purchase of Matchpoint, BrassTrax, shooting tank and comparison microscope.

Measure: Number of cases entered into the NIBIN.

Measure: Number of IBIS hits.

7.3 Objective: Add DNA examination capabilities.

Measure: Number of personnel hired and trained to perform DNA analysis.

Measure: Secure funding source for purchase of equipment and supplies needed to perform sample preparation, extraction, quantitation, and PCR.

Measure: Develop a procedure manual and a training manual for DNA analysis.

Measure: Achieve ANAB accreditation of the DNA analysis discipline.

Measure: Number of cases analyzed for DNA.

Measure: Number of cases entered into CODIS.

Training and Professional Standards

Goal #1: To provide quality training designed to increase individual and organizational development.

1.1 Objective: To ensure that all officers are receiving a consistent high level of training.

Measure: Type of training conducted.

Measure: Instructor, student, and course evaluations testing and remediation.

Measure: Objectives and performance metrics for each training lesson plan; measure officer performance against objectives after each training session. (CNA Recommendation 45.1³⁰)

Measure: Development of annual comprehensive training plan by November of each calendar year. (CNA Recommendation 40.1³¹)

Measure: Conduct a training needs assessment to identify potential gaps by November of each calendar year. (CNA Recommendation 40.2, IP Strategy 3.2.1³²)

Measure: Review and revise training policy.

Measure: Provide high quality instructors; SMEs.

Measure: Provide legal updates as needed.

1.2 Objective: To develop follow-up procedures for all officers at CPD.

Measure: Training metrics to keep track of officer training.

Measure: Creation of plan to notify officers of need for training.

Goal #2: To provide development opportunities for all officers to increase their knowledge and skills and comply with state standards.

2.1 Objective: To provide high level in-service training to all officers.

Measure: Instructor, student, and course evaluations.

Measure: Increased number of officers receiving Crisis Intervention Training and recertification. (CNA Recommendation 41.1³³)

2.2 Objective: To provide high-level training to Patrol Training Officers.

³⁰ **CNA Recommendation 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.”

³¹ **CNA Recommendation 40.1:** “CPD should develop a comprehensive training plan on an annual basis.”

³² **CNA Recommendation 40.2:** “CPD should conduct a training needs assessment to identify potential training gaps.”

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

³³ **CNA Recommendation 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.”

Measure: Instructor, student, and course evaluations.

Measure: Training course on proper use of Field Contact Cards. (CNA Recommendations 4.1 and 4.2³⁴)

2.3 Objective: Improve quality of recruit training program.

Measure: Scores on South Carolina Criminal Justice Academy tests.

Measure: Instructor, student, and course evaluations.

Measure: Analyze, review, audit, and enhance curriculum.

2.4 Objective: Establish formal supervisory training program for newly appointed supervisors. (CNA Recommendation 44.1³⁵)

Measure: New sergeants program development.

Measure: Instructor, student, and course evaluations.

Goal #3: To provide ongoing leadership development and support CPD's succession plan.

3.1 Objective: To improve leadership qualities of all officers.

Measure: Creation of a Leadership Development Program.

Measure: Number of courses that include leadership; leadership classes that include mentorship and socialization.

Measure: Instructor, student, and course evaluations.

3.2 Objective: Enhance the CEP plan and promotional process.

Measure: Re-draft the Career Enhancement Program plan for clarity.

Measure: Review for procedural justice. (CNA Recommendation 30.1³⁶)

Goal #4: To improve trust and relationships in the community.

4.1 Objective: Enhance departmental training regarding diversity issues facing officers and the

³⁴ CNA Recommendation 4.1: "CPD should conduct training for officers on the proper use of FCCs." 4.2: "Supervisors should continually track officers' compliance with completing FCCs."

³⁵ CNA Recommendation 44.1: "CPD should establish a formal supervisory training program for newly appointed supervisors."

³⁶ CNA Recommendation 30.1: "CPD should integrate interpersonal skill building and procedural justice into its training program."

community. (IP Strategies 3.2.2 and 3.6.3³⁷)

Measure: Number of employees completing “Implicit Bias” training; procedural justice training. (CNA Recommendations 5.1 and 30.1³⁸)

4.2 Objective: Enhance training on interpersonal skills, cultural awareness and sensitivity, non-enforcement engagement, and fundamentals of community policing. (CNA Recommendation 27.1, IP Strategies 3.2.2 and 3.6.3³⁹)

Measure: Number of employees completing training.

Measure: Instructor, student, and course evaluations.

Measure: Engage community leaders and external stakeholders in training plan. (CNA Recommendation 40.3, IP Strategy 3.1.1⁴⁰)

4.3 Objective: Develop scenario-based training to build skills and abilities in areas that help build respect and trust: communication, personal interactions, and de-escalation techniques. (CNA Recommendations 27.1, 30.1, and 43.1, IP Strategies 3.2.2, 3.2.3, and 4.6.3⁴¹)

Measure: Number of scenarios/training developed specifically to address de-escalation methods.

Goal #5: Improve preparedness and response to DUI and traffic-related incidents.

5.1 Objective: Develop a training plan to ensure all officers are trained and re-trained.

³⁷ **Illumination Project Strategy 3.2.2:** “Expand CPD training curriculum for officers and supervisors with consideration of the following topics: Concepts in unconscious bias, problem solving, and partnership building, cultural sensitivity, procedural justice principles (Internal and External), officer wellness, language skills, cultural differences and norms within diverse groups, communication/people skills/conflict resolution skills for/with citizens, Guardian Mindset concept, generational differences, enhanced Constitutional Law with a specific focus on the legal parameters of officer-initiated contacts using classroom and scenarios-based formats, scenario-based training on decision-making and real life situations, crisis intervention team concepts for all officers (during Block-Training program), supervisory skills and practices to investigate Use of Force incidents, basic and advanced Community Policing curriculum, interacting with mentally ill and emotionally-challenged citizens.” **3.6.3:** “Identify subject matter experts to provide advanced instruction in the areas of interpersonal communication, de-escalation, sensitivity, and Community-Oriented Policing Services (COPS) initiatives.”

³⁸ **CNA Recommendation 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.” **30.1:** “CPD should integrate interpersonal skill building and procedural justice into its training program.”

³⁹ **CNA Recommendation 27.1:** “CPD should conduct additional training sessions on interpersonal skills, cultural awareness and sensitivity, non-enforcement engagement, and other fundamental aspects of community policing.”

⁴⁰ **CNA Recommendation 40.3:** “CPD should engage community leaders and other external stakeholders in the development of the training plan.” **Illumination Project Strategy 3.1.1:** “Gain citizen input for training, new equipment, and procedures through groups such as the proposed community liaison group.”

⁴¹ **CNA Recommendation 30.1:** “CPD should integrate interpersonal skill building and procedural justice into its training program.” **43.1:** “CPD should further integrate de-escalation into its scenario-based training and other related training curricula.” **Illumination Project Strategy 3.2.3:** “Promote de-escalation as a core principle of CPD’s training program.” **4.6.3:** “Review and assess current policies relating to mass demonstrations to create a tier response that focuses on e-escalation and preservation of rights.”

Measure: Conduct an assessment; number of assessments.

Measure: Implement the DUI training program.

Measure: Percentage of officers meeting the SFST training standard; other certifications.

Measure: Percentage of officers meeting the refresher SFST training.

Goal #6: (OIA) To ensure that the integrity of the police department is maintained through a system of internal discipline where an objective and impartial investigation and review assures fairness and justice. Also, it is the responsibility of OIA to ensure that all use of forces that are conducted by police department members are within policy.

***Rationale:** To ensure that OIA is conducting fair and impartial investigations and that officers within the police department are using force options correctly.*

6.1 Objective: Identify where complaints are originating from; internal vs. external.

Measure: Conduct monthly reports accounting for all internal and external complaints.

6.2 Objective: Identify whether the investigations resulted in sustained allegations against the officer(s) involved.

Measure: Conduct monthly reports detailing the outcomes of all investigations both internal and external.

6.3 Objective: To ensure that all complaints are being routed through the Supervisor Complaint Intake (SCI) are captured in BlueTeam and the disposition of the SCI in question.

Measure: Conduct monthly reports running an analysis on SCIs.

6.4 Objective: To ensure that all Use-of-Force incidents are within policy.

Measure: Conduct monthly reports running an analysis on Use-of-Force incidents to ensure that all force was appropriate.

Analysis and Innovation

Goal #1: Move all city safety and security cameras off of the milestone platform.

***Rationale:** Milestone is a complicated, overly robust, and expensive to update/maintain software package that does not allow us to easily export files to common formats that can be put on our Getac video system. This move would increase efficiencies in workflow, retention, maintenance, access, and dissemination.*

1.1 Objective: Transition VMS to Alastar.

- Replace firewall to allow for increased network load.
- Run Alastar/Milestone in tandem.
- Make Alastar the primary VMS and address any issues.
- Turn off Milestone services.
- Decommission server 1.

1.2 Objective: Put all exported video on Getac video for retention and dissemination.

- Successfully upload files to Getac video. Do not burn DVDs.
- Do not export to flash drive.

1.3 Objective: Manage accounts through AD so username/password match city account.

- Attach to web AD.
- Create security OU.
- Grant access to appropriate parties.

Goal #2: Utilize active directory for as many services as possible.

***Rationale:** Officers/staff are required to create, maintain, and remember passwords for a large number of systems. Putting these services on AD authentication would mean that an officer would potentially go from 10 passwords to 2 and the management would go from 10 systems to 1.*

2.1 Objective: Put Getac video on AD authentication.

- Get permission from IT.
- Create AD related security groups.
- Link officers to appropriate groups. Activate AD.
- Activate single sign on.

2.2 Objective: Put Alastar on AD.

2.3 Objective: Put Blue Team on AD.

2.4 Objective: Put PowerDMS on AD.

2.5 Objective: Put Faweb on AD.

2.6 Objective: Put IA Pro on Dashboard.

Goal #3: Re-design data housing, analysis, and flow.

***Rationale:** Our current workflow for pulling, analyzing, and disseminating product is extremely time consuming, inefficient by design, and lacking approachability by most of the department. This process will automate manual tasks, decrease load on production server, increase security, lower fragmentation, and allow for more time to be spent on actual analysis instead of report generation.*

3.1 Objective: Create a data lake.

- Build a SQL Database Server for housing a copy of all data needed for all reporting/analysis.
- Create ODBC connections to all systems that capture any data in the department.
- Setup transactions to pull in copies of appropriate data into this central server on a schedule in the format needed for analysis. (Clean data on transaction)

3.2 Objective: Rebuild all queries on SQL language.

- Audit all reports to see what is necessary, what can be rebuilt and what can be removed.
- Re-code, document all SQL views on the data lake server.

3.3 Objective: Implement new reporting server.

- Check existing products to minimize financial/technological/implementation impact.
- Build Reports that can be accessed via web portal.
- Use with AD.

3.4 Objective: Implement internal interactive dashboards.

- Identify a web interface analytical product.
- Set up interactive dashboards for different position levels.
- Use with AD.

3.5 Objective: Phase out all access databases outside of CIU.

- Replicate needs in SQL on Data Lake to take the place of disparate access database.
- Build new reports off of captured data and link to other internal datasets.

3.6 Objective: Publish interactive data to the public from the data lake.

- Install web server on DMZ to access data lake.

- Build interactive dashboards for the public that references data in the data lake to take the place of our current PDI.

Goal #4: Overhaul intel product creation and dissemination.

***Rationale:** Creating automated process and central locations for information viewing will allow for greater efficiency, consistency, and access to intel products.*

4.1 Objective: Build standard forms for usual products (Bolos, Officer Awareness, Missing Person, etc.).

- Create web forms that request the data types and become stored on the data lake.
- Build final reports from the web forms so a product is created.
- Allow for direct email or download from this portal.
- Track who creates the product and when.

4.2 Objective: Publish info to web based dashboard.

- Create an in-house dashboard that is tailored to teams.
- Allow access through AD.

Goal #5: Restructure Criminal Intelligence Unit.

***Rationale:** This will allow for an updated job description and delineation between the staff to hire the appropriate people in the future and institute pay steps to increase retention.*

5.1 Objective: Create a specific Criminal Intelligence Unit.

- Change job description to lean toward intel skill set.
- Explore ways to adjust the pay band to create upward mobility and encourage retention.
- Provide opportunity for intelligence certifications.

5.2 Objective: Create a specific Crime Analysis Unit.

- Change job description to lean toward databases and analysis skill set.
- Explore ways to adjust the pay band to create upward mobility and encourage retention.
- Provide opportunity for analysis certifications.

Administrative Services

Goal Statement: *To provide our personnel and the public with administrative and other essential support services for the effective and cost efficient delivery of police services. This includes essential functions including the following sections: personnel, records, NCIC operations, budget, accounting, procurement, supply services, and facility management.*

Goal #1: Strengthen our workforce.

1.1 Objective: Streamline application and hiring process. Implement internal tracking mechanism to evaluate hiring process trends and identify needs for improvement. (CNA Recommendation 35.1⁴²)

Measure: Bring department vacancy rates for sworn and non-sworn to or below goal of 5%, measured using full time equivalent (FTE) (including grant and hospitality funded FTE's).

Measure: Percentage increase/decrease of employment applications received from one fiscal year to another.

Measure: Track the number of employment applications received in fiscal year.

Measure: Percentage of qualified applicants who complete the hiring process and are eligible for hire in CPD.

Measure: Percentage of applicants who pass or fail various stages of hiring process. Note: This should include variances in diverse populations to identify any needs for improvement of unintended negative impacts. (CNA Recommendation 37.1⁴³)

1.2 Objective: Develop plans for staffing/retention/recruitment to align with current and future needs. This should incorporate use of workload analysis and plans for current and future staffing needs based on growth or programs. (IP Strategies 4.3.1, 4.3.2, and 4.4.1⁴⁴)

1.3 Objective: Develop and create opportunities for developing skills for administrative staff to assist in succession planning.

Measure: Number of training initiatives and strategies successfully completed per year.

⁴² **CNA Recommendation 35.1:** "CPD should develop a strategic plan for recruitment and hiring."

⁴³ **CNA Recommendation 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."

⁴⁴ **Illumination Project Strategy 4.3.1:** "Develop an inspirational recruiting video to expand outreach and interest in policing as a career." **4.3.2:** "Create a mechanism to encourage and recruit youth and adults to join law enforcement as a career." **4.4.1:** "Review and update CPD's recruiting plan with a specific focus on opportunities to broaden its diversity in relation to sex, race, language, life experiences, cultural background, and underrepresented populations."

1.4 Objective: Develop career-based step increase plan for civilian personnel based on certifications, skills, and education. (CNA Recommendation 47.1⁴⁵)

Goal #2: Strengthening fiscal management.

2.1 Objective: Provide quarterly financial forecasting reports to command staff prior to the end of each period to include personnel costs, overtime, and operating budget.

Measure: Whether departmental budget is maintained without exceeding the prorated monthly target for each division by 10%, including overtime use.

2.2 Objective: Provide monthly status reports to command staff regarding expenditures and project completion for budgeted items.

2.3 Objective: Make fiscal decisions based on operational needs and expenditure/historical data.

Measure: Provide monthly expenditure report to command staff and track completed target goals for projects, personnel costs, and operating budgets.

Goal #3: Infrastructure expansion and capital investment.

3.1 Objective: Create and implement a 5-year capital replacement plan for all CPD equipment and vehicles.

Measure: Complete annual reports for programs with capital equipment needs and update to accommodate budget planning.

3.2 Objective: Continue to pursue permanent facilities for leased sites; fleet/shop, brigade warehouses, and office spaces.

Measure: Complete annual reports for programs with capital equipment needs and update to accommodate budget planning.

3.3 Objective: Pursue the viability of developing a new HQ's facility to include feasibility study, land acquisition, and capital project approval.

⁴⁵ **CNA Recommendation 47.1:** "CPD should examine its current internal communications process and procedures, especially as they relate to the complaints, use of force review, and promotional processes."

Measure: Complete annual reports for programs with capital equipment needs and update to accommodate budget planning.

3.4 Objective: Pursue the viability of developing a shared public safety training facility to include feasibility study, land acquisition, and capital project approval.

Measure: Complete annual reports for programs with capital equipment needs and update to accommodate budget planning.

3.5 Objective: Prioritize facility needs and work with Capital Projects in incorporating a 5-10- year capital facilities replacement and expansion plan for CPD facilities.

Measure: Complete annual reports for programs with capital equipment needs and update to accommodate budget planning.

3.6 Objective: Continue to provide annual facility related recommendations for incorporation into the Capital Improvement Plan.

Measure: Complete annual reports for programs with capital equipment needs and update to accommodate budget planning.

APPENDICES

Appendix A: Detailed Special Operations Plan

SWAT/QRS, EDT, K9 and SRO/SSRT

Special Operations Units (SWAT/Quick Response SWAT(QRS), Explosive Device Team(EDT), K9)

Goal#1: Ensure public safety during incidents outside the normal scope of policing.

***Rationale:** Ensure SOD is properly equipped, trained, and prepared when deployed and ensure continued development and department support.*

1.1 Objective: Maintain inventory of equipment throughout the units.

Measure: Quarterly reports completed accounting for all equipment/vehicles, track all broken/repair needs/upgrades/new technology to maintain readiness.

1.2 Objective: Identify equipment needs.

Measure: Prepare annual budget plans outlining all recurring/replacement items needed for the team/officers, new equipment needs, technological advancement, and planned equipment and vehicle maintenance/upgrades.

1.3 Objective: Training and certifications needed to maintain standards.

Measure: Prepare annual budget plans outlining any future training needs and instructor certifications and track the courses approved and not to plan for the future budgets.

1.4 Objective: Continue to evolve in tactics and standards.

Measure: Seek outside training, conduct After Action Reports, and present to team for consideration to continue development by identifying areas of improvement. Continued evaluation of the need for more training days/time in each area.

1.5 Objective: Maintain training and operational documentation.

Measure: Document all operational and training objectives and complete operational/training AAR's to assist in budget planning, training needs, and equipment needs to maintain and advance in tactics and standards.

1.6 Objective: Unit development and diversity.

Measure: Conduct information sessions for the department to allow for interest, questions, and insight into what SOD units do and how to become a member.

1.7 Objective: Maintain interest and development of department for unit growth.

Measure: Develop a support team/element based around officers who have tried out for the various units. Those members will be volunteer-based and will be mentored/trained by current members and will be maintained as a support role for the various units on call-outs. Will be able to develop and progress for the opportunity to become full-time members when openings are available.

1.8 Objective: Succession planning.

Measure: Use the Three Deep Model – each level of leadership is preparing the persons behind them for the next advancement leadership position.

1.9 Objective: Leadership development.

Measure: Place officers in training instruction/planning roles, budget/equipment tracking roles, operational planning/operational leadership roles, and unit mentor programs and promote an independent thinking/problem solving mentality.

1.10 Objective: Department training.

Measure: Continue to advance in active assailant training, develop patrol tactics courses, and conduct interdepartmental train-the-trainer instruction, complete field guide for protocol of EDT calls, field guide for K9 tactics/response levels.

1.11 Objective: Support Department in reduction of violent crime.

Measure: Develop plans/operations based around intentional policing compiled from intelligence gathered from ongoing investigations (central/SIU/CIU), crime trends, repeat offenders,

or groups of offenders identified, and/or information from neighboring agencies or national trends.

School Resource Officers (SRO)/School Safety Response Team (SSRT)

Goal #2: Ensure safety and security and strengthen relationships and trust of students, administration, and overall community.

***Rationale:** Ensure the unit is properly trained, equipped, and staffed to provide a safe and secure environment for the students and administration to further educational development and growth.*

2.1 Objective: Training requirements and needs to maintain district standards.

Measure: Ensure all officers receive School Resource Officer training to allow officers to be prepared for the many challenges of working in a school environment.

2.2 Objective: Advance training.

Measure: Plan for further training focused on active assailant response, TAC med, drug problems, mental health, identifying bullying, and de-escalation and deconfliction.

2.3 Objective: Mentorship and student interaction.

Measure: Develop initiatives, programs, classes/courses, or demonstrations based around officer and student interaction, promoting student mentorship and overall child development.

2.4 Objective: Develop school response plans and security plans.

Measure: Conduct security assessments of school property and structure, and develop plans to store on network drives for department responses that are re-evaluated annually. Make changes if needed.

2.5 Objective: Staffing of schools.

Measure: Develop comprehensive plan addressing the state request of staffing elementary schools focused around budget, department staffing, and school district budget contribution.

2.6 Objective: SSRT Unit.

Measure: Maintain this highly effective unit to ensure safety of schools who currently do not have permanent SROs based on district evaluations of the officers within the school's clusters, response to active situations, (collected by CIU or AAR), and overall relationships of students/administration/officers based on quarterly meetings.

2.7 Objective: Align department expectations of SRO/SSRT with School District expectations.

Measure: Meet with administration/School District once bi-annual school evaluations are completed to discuss possible areas of concern, and develop a quarterly evaluation completed by supervisors with SRO, similar to what the district uses to maintain accountability and overall development.

Traffic Division

Goal #3: The City of Charleston Police Department is devoted to providing our citizens and visitors with a safe environment when utilizing roadways, whether by vehicle, bicycle, or foot. The overall goals are the reduction of impaired driving and a target of zero collisions that cause great bodily injuries and fatalities, accomplished through research-based enforcement and education. The traffic safety plan identifies specific objectives and tasks to meet the objectives, designed to impact current strategies and make traffic safety a main focus of the Charleston Police Department.

Rationale: *To conduct fair and impartial enforcement focused on areas identified by research as having compromised safety issues.*

3.1 Objective: Research-based enforcement, utilizing strategy and technology.

- Obtain collision data from CIU and SCATTS database to focus enforcement on identified problem areas and identified causation factors.
- Maintain and utilize speed trailer and stealth box to identify problems and confirm complaints.
- Work with other agencies to conduct group enforcement and checkpoints focused on specific collision causation factors.

Measure: Analyze information following a time period regarding research-based enforcement. Record amount of time spent conducting enforcement in relation to obtaining results.

3.2 Objective: Trust within the community and integrity within the unit.

Rationale: Communication and trust will allow us to better support the community's public safety needs.

- Exercise officer supervision and accountability when conducting enforcement or responding to traffic related complaints.
- Implement a tracking system for traffic citations and traffic court adjudication.
- Implement traffic stop procedures promoting safety and citizen engagement/disengagement.
- Monitor officer actions through BWC/in-car camera review.

Measure: Prepared spreadsheets, monitoring reports, implemented bodycam review program, and supervisor reporting.

3.3 Objective: Highly trained police officers able to investigate collisions and identify problems in roadways.

Rationale: Lead to better investigation outcomes.

- Schedule officers for TC Phase training at the SCCJA, Total Station/ Mapping training.
- Maintain and track proficiencies.
- Work as a cohesive organized unit when investigating collisions involving fatalities or GBI.
- Work with and train with other agencies providing services in this arena.

Measure: Prepared spreadsheets tracking training and certifications, recorded amount of time spent training for specialized units, track engineering deficiencies, and notification/outcomes of desired results.

3.3 Objective: Improved road safety for bicyclists and pedestrians.

Rationale: Fewer collisions causing injuries and death.

- Work with community partners and committees to identify high risk areas for vulnerable roadway users.
- Consult with Traffic and Transportation and SCDOT regarding engineering concerns.
- Implement enforcement in areas with high volume traffic of vehicles and pedestrians.

Measure: Approved paths for bicyclists, sidewalk repair and installation, reduced collisions.

3.4 Objective: Educated and informed citizens on the effects of impaired driving and traffic safety matters.

Rationale: Less collisions causing injury and death.

- Conduct presentations to communities and schools/ colleges.
- Attend community meetings and events.
- Provide education information when conducting enforcement.

Measure: Monthly percentage of time spent conducting education activities, number of activities conducted.

Police Motor Unit

Goal# 4: The Charleston Police Motor Unit operates under the direction of the Traffic Unit and Special Operations. The primary goal of the motor unit is to serve as a primary response unit for the enforcement of traffic laws, traffic control, and collision response, as well as other incidents requiring the mobility or other unique capabilities of motorcycles. Additionally, a secondary goal of the motor unit is to assist with special events such as community service functions, public education events, funerals, and dignitary escorts.

Rationale: Will increase enforcement performance and increase safety.

- Maintain and track proficiencies.
- Work with and train with other agencies.
- Specialized training/ competition attendance.

4.1 Objective: Research-based enforcement utilizing strategy and technology (see Charleston Traffic Unit Plan).

4.2 Objective: Highly trained motorcycle operators.

Measure: Training attended and performance outcomes.

4.3 Objective: Certified auxiliary motorcycle operators.

Rationale: Be able staff events and escorts, increase department morale.

- Expansion of the motor unit utilizing department police officers.
- Maintain and track proficiencies.

Measure: Increase of trained motor operators.

Harbor Patrol Unit

Goal #4: The Charleston Police Harbor Patrol Unit operates under the direction of Special Operations. The primary goals of the Harbor Patrol Unit are to safely operate vessels to

provide the City of Charleston services and protection on waterways (such as search and rescue operations, investigation, interdiction, and apprehension of waterborne violators), to provide vessel support for special team units, and to operate in concert with other agency marine units.

4.1 Objective: Highly trained and proficient marine unit officers.

Rationale: Will be able to better service citizens and the waterways.

- Monthly training and retention.
- Train with other agencies to identify deficiencies.
- Provide support to local, state and federal agencies.

Measure: Training attended and performance outcomes recorded.

4.2 Objective: Equipment maintenance and upgrade.

Rationale: Reliable equipment needed to perform.

- Vessel maintenance and upkeep.
- Short term and long term equipment plans.
- Port security grant.

Measure: Equipment obtained, tracked, and maintained.

4.3 Objective: Unit succession and training plan.

Rationale: Logical to plan for succession and/or other circumstances.

- Functional improvement through use of collateral officers.
- Officer quality of life improvement through use of collateral officers.
- Succession plan and TAD plan.

Measure: Officers identified and trained specifically for the unit.

Transport Unit

Goal #5: The Charleston Police Transport Unit operates under the direction of the Traffic Unit and Special Operations. The primary goals of the Transport Unit are to ensure the rights and safety of the person in custody are preserved, while assuring the person in custody does not escape, does not get injured, and does not injure others, and that the safety of the general public and transport officer are not compromised.

Rationale: *To maintain safety when dealing with prisoners and trust within the community.*

- Yearly training and retention.
- Identify deficiencies through bodycam review.
- Bodycam use via policy and review.

5.1 Objective: Highly trained and proficient transport officers.

Measure: Training performance outcomes and consistency maintenance documented.

5.2 Objective: Equipment maintenance and upgrade.

Rationale: To be able to complete tasks efficiently.

- Vehicle maintenance and upkeep.
- Upgrade vehicle plan.

Measure: Developed and documented vehicle plan.

5.3 Objective: Functional schedule to compliment operational needs.

Rationale: To build and maintain morale.

- Discussion meetings.
- Current assigned overlap unit.
- Permanent shifts as agreed to improve officer quality of life.

Measure: Schedule identified and maintained, and changes documented.

Reserve Police Officers

Goal #6: The Charleston Police Reserve Police Officer Unit operates under the direction of Special Operations. As volunteer sworn police officers with part-time police powers, the primary goals of the Reserve Police Officer Unit are to supplement personnel demands in situations such as special events, natural disasters, civil disturbance, or other operational needs.

Rationale: *To trust officers who are voluntary and part time.*

- Yearly training and retention.
- Monthly reporting of activities.

6.1 Objective: Trained and proficient officers.

Measure: Track training with PD&T, and activity reporting.

6.2 Objective: Uniformity and accuracy in reporting assignments.

Rationale: To remain compliant with SCCJA.

- Reporting requirements and training forms completed.
- Comprehensive review of placement and demands.

Measure: Retain submitted reports.

6.3 Objective: Growth and succession.

Rationale: To be able to better utilize the officers within the unit.

- Exit interview notification of reserve officer opportunity to police officers.
- Advertisement and education.

Measure: Interest tracked.

Community Service Officers

Goal #7: Community Service Officers (CSOs) operate under the direction of Special Operations. As volunteer civilians, the primary goals of CSOs are to supplement personnel demands in which a sworn police officer is not needed, such as assisting during special events, assisting disabled motorists, assisting police with road closures or diversions, and performing limited administrative tasks.

Rationale: *To better serve the community.*

- Maintain vehicles and communicate with traffic division/ fleet.
- Maintain and stock additional equipment such as cones, flares, etc.

7.1 Objective: Maintenance and knowledge of equipment.

Measure: Vehicle and equipment tracking.

7.2 Objective: Growth and succession.

Rationale: To be able to better utilize officers within the unit.

- Advertisement of opportunities.
- Notification to local partners.

Measure: Interest tracked.

UAS Unit (Unmanned Aircraft Systems)

Goal #8: Continue to build on current UAS Team Development and Successes. Unmanned Aircraft Systems, UAS, continue to gain popularity in the Public Safety space. UAS are proving to be a useful tool in search and rescue, missing persons searches, crime scene and traffic collision mapping, aerial traffic observation, over-watch of large events, and situational awareness during tactical events. UAS airframes, software, and applications are evolving daily. It is imperative that any UAS unit remains educated and knowledgeable of the ever-changing technology.

***Rationale:** To provide support to Special Operations Units and patrol through the use of unmanned aircraft systems.*

8.1 Objective: Increase the number of pilots and visual observers in the unit.

Measure: Select and train 4-6 additional members within the next 12-18 months.

8.2 Objective: Add additional UAS airframes to UAS fleet.

Measure: Procure at least one additional UAS platform and peripherals in 2020.

8.3 Objective: Develop a call-out format that provides for 24-hour coverage for UAS aerial support.

Measure: Continue working on a viable schedule that provides 24 hour UAS support. Have a workable format in place within 12 months.

Crisis Negotiation Team (CNT)

Goal #9: Maintain readiness through training and provide support during designated special events and civil unrest.

***Rationale:** Crisis negotiation techniques have evolved over time, as have legal standards by which the team must operate. Training allows for the team to work effectively and appropriately in this dynamic environment.*

9.1 Objective: Obtain formal training from an established program.

Measure: Obtain FBI or IPTM Level I training for those who have not yet attended.

Measure: Obtain IPTM Level II advanced training for members who have not yet attended.

9.2 Objective: Continue to ensure interoperability readiness through joint training.

Measure: Cross train with Charleston County Mobile Crisis on a regular basis by having them attend CPD CNT Training.

Measure: Participate in joint training with other area negotiation teams.

Measure: Participate in joint departmental exercises with other CPD Special Operations Units.

Goal #10: Maintain readiness through equipment maintenance.

***Rationale:** The CNT Unit responds to calls on a sporadic basis. It is important to have equipment that works when the unit is deployed.*

10.1 Objective: Maintenance of the CNT Response Truck.

Measure: Maintain mechanical parts of the vehicle (to include generator).

Measure: Maintain communication equipment (computer, phones, acoustic hailer).

Measure: Develop replacement plan for devices.

Underwater Recovery Search Team (URST)

Goal #11: To provide underwater response capabilities and to assist the Department and surrounding jurisdictions as operational needs arise.

***Rationale:** Ensure the Underwater Response Team (URT) is properly equipped, trained and prepared to deploy when the needs arise.*

11.1 Objective: Prepare inventory of deployed and stored URT equipment.

Measure: Conduct quarterly reports accounting for all equipment.

11.2 Objective: Identify equipment needs for the Unit.

Measure: Conduct quarterly reports stating any equipment needs, along with preparing a budget for requested needs.

11.3 Objective: Identify and document training needs for the Unit.

Measure: Complete reports twice a month, documenting Unit training days with specific objectives.

Office of Special Events and Off-Duty

Goal #12: Work closely with the Special Events Committee to streamline the over 350 special events that impact the City and police resources each year. Automate the system with the aid of outside vendors to include provision of insurance for officers working jobs.

***Rationale:** Currently the increasing number of special events in the city is causing greater frustration to residents in neighborhoods impacted by constant street closures and noise. Officers may not be covered under workers' comp while employed by third parties.*

12.1 Objective: Streamline the process inside the committee, also make it easier for vendors to understand the Special Event Process. Obtain vendor and have system in place within the next 12 months.

Measure: Evaluate the automated process of applying for Special Event Permits. Ensure the system is performing as required.

Goal #13: Off-duty assignments - Ensure accuracy, fairness, and accountability in reporting and staffing of all paid off-duty events staffed by Charleston Police Officers.

***Rationale:** Random telephone and site visit audits of Site POC'S. Are they available to officers in fair manner.*

13.1 Objective: Improve the off-duty process at CPD.

Measure: The measure will be twofold: 1) Citizen feedback from jobs officers have worked in the field. 2) The impact of the updated policy revisions.

Civil Disturbance Unit

Goal #14: To ensure civility in public spaces when protests or demonstrations arise.

***Rationale:** Ensure the Civil Disobedience Unit (CDU) is properly equipped, trained, and prepared to deploy when the needs arise.*

14.1 Objective: Prepare inventory of deployed CDU equipment throughout the Police Department.

Measure: Conduct quarterly reports accounting for all deployed equipment through Supply.

14.2 Objective: Identify equipment needs for the Unit and the Police Department.

Measure: Conduct quarterly reports stating any equipment needs along with preparing a budget for requested needs.

14.3 Objective: Identify and document training needs for the Unit and the Police Department.

Measure: Conduct quarterly reports documenting Unit training days with specific objectives.

Appendix B: Team Geography

- **Community Action Team:** This Team consists of Community Outreach coordinators, the Housing Unit, the Community Action Team (CAT), and Crime Prevention.
- **Team 1:** Patrol Team One serves the area of the Peninsula City on a line north of Calhoun Street to the North Charleston city line between the Cooper River and the Ashley River.
- **Team 2:** Patrol Team Two serves the area of the Peninsula City on a line south of Calhoun Street between the Cooper River and the Ashley River. Team Two also serves Fort Sumter in Charleston Harbor.
- **Team 3:** Patrol Team Three serves major portions of James Island and some areas of Johns Island, including the Charleston Executive Airport.
- **Team 4:** Patrol Team Four serves major portions of the St. Andrews / West Ashley areas of the city and extends from the Intercoastal Waterway on Charleston Harbor to Magnolia Gardens on State Highway 61 and on Main Road and U.S. Highway 17, between the Ashley River and the Stono River to Rantowles Creek.
- **Team 5:** Patrol Team Five was established in January 2002 and serves Daniel Island, Thomas Island, Rodden Island, and portions of Clements Ferry Road (Highway 33), Cainhoy Road (Highway 98), and areas adjacent to Highway 41.
- **Team 6:** This team consists of School Resource Officers and the School Security Response Team (SSRT).
- **Team 7:** The Special Units Team consists of the Traffic Division (This team handles all traffic enforcement throughout the city with the ultimate goal of accident reduction and pedestrian safety. This Team also includes Transport officers and Harbor Patrol. Parking enforcement is no longer a part of Traffic Division).
- **Team 9:** The Central Business District consists of the portion of the city that includes the Market along with Upper and Lower King Street. This Team works with the city's business services, zoning, planning and transportation departments to maintain a successful management plan for the city's growing hospitality areas.

Appendix C: Influence of CNA Racial Bias Audit and Illumination Project

Against the backdrop of national violent events which had highlighted or worsened racial tensions and unease between police and citizens, on the night of June 17, 2015, a young, white male with the stated goal of starting a race war killed nine worshipers at Mother Emanuel AME Church on Calhoun Street. This event brought to the forefront issues of racial tension, disparity, and crime. However, rather than resulting in more violence, the Charleston church shooting brought calls for reconciliation and healing from citizens and leaders across the City. Former Police Chief Greg Mullen saw an opportunity for the Police Department to play a role in continuing this positive momentum and the strong relationships that had been demonstrated between citizens and police in the aftermath. The Illumination Project was born, with the goal of improving relationships between the police and communities they serve, with a particular focus on communities who may experience less collaborative relationships with Police Departments. The project resulted in 86 suggested strategies for the Charleston Police Department and citizens to implement to improve and institutionalize strong working relationships.

Integral to strong relationships between police and citizens is an absence of racial bias in policing. Concerns about potential bias, notably expressed during a Charleston Area Justice Ministry (CAJM) Nehemiah Call to Action Assembly in 2016, led the City Council to vote in favor of an independent and voluntary racial bias audit of the Charleston Police Department. The audit was conducted by the firm CNA, and the results were published in the fall of 2019.

CPD has worked diligently to adopt the Illumination Project Strategies and the Recommendations made by CNA into this Strategic Plan. Division goals, objectives, or measures influenced by or addressing aspects of the Illumination Project and Racial Bias Audit are documented in the text and footnotes of the Division Plans above. Many of these work to institutionalize aspects of community-oriented policing, training, and data collection suggested by the Illumination Project and Racial Bias Audit.

It should be noted that all aspects of the 2019 CNA Audit may not be found within the 2020 - 2025 Strategic Leadership Plan. This result is due to some of the recommendations already being in the process of implementation or have been accomplished thus far. You can use the link below to access the full audit and view the progress of the recommendations.

Links:

[Charleston Illumination Project Full Report](#)

[CNA Racial Bias Audit Final Report](#)