



# CHARLESTON ILLUMINATION PROJECT

Community Engagement, Strategic Planning and Implementation Report



CHARLESTON  
ILLUMINATION  
PROJECT

# LETTER FROM CHARLESTON POLICE CHIEF GREG MULLEN

## LETTER FROM CHARLESTON POLICE CHIEF GREG MULLEN

September 6, 2016

The Honorable Mayor John J. Tecklenburg  
Honorable Members of Charleston City Council

Dear Mayor and City Council Members:

“What can I do as the police chief in Charleston to avoid the conflict, destruction, and violence I have witnessed all across our Country as a result of the deteriorating relationships between citizens and their police departments?”

This is the question I frequently asked myself starting in 2014 as I watched and read story after story of citizen encounters with the police that led to death and chaos. Regardless of the circumstances or who was right or wrong, the outcome was the same – communities were being ripped apart. I care deeply about Charleston, its citizens and my officers and I wondered would we be next? My answer came on June 17, 2015.



On that day, a series of events began that would challenge the Charleston community and test the years of community engagement efforts of its police department. That night, a young, white male who had the goal of starting a race war entered the most historic black church in the region and sat down with its members during a bible study. At approximately 9:06 pm, he retrieved a Glock .45 caliber pistol from a fanny pack and systematically killed nine people.

As the scope and magnitude of what had occurred became known to the community, its potential impact and consequences were immediately apparent. What was not known, that cities around the country had struggled to control, centered on the community’s response.

What followed over the next 12 days was nothing short of remarkable. The grace, forgiveness, and unity that brought citizens together from all walks of life to demonstrate and protest their disdain for this vicious act of hate and call for healing and reconciliation captured the hearts and minds of people around the world.

This horrific night changed the landscape of Charleston forever and it changed me. It demonstrated with such clarity the power and resilience of the human spirit. It will forever signify the ability for each of us to choose between good and evil.

It compelled me to take action rather than view it as another horrible situation that this time, incredibly ended without conflict, confrontation, or more violence. It would be unacceptable, because of the exceptional response, to fail to seize upon the momentum and strong relationships demonstrated between citizens and police that were manifested during this tragedy. Thus, an initiative that would strive to continue to strengthen the relationships between police and citizens grounded in trust and legitimacy was born - The Illumination Project.

The Illumination Project honors the legacy of grace, forgiveness, and love demonstrated by the survivors and the victim’s families from the Mother Emanuel tragedy. The initiative has brought together people from all parts of the community– citizens with all the diversity they represent, academia, business leaders, faith-based organizations, police officers, elected officials, and media – in an enlightening process. Our shared experiences have created opportunities for everyone to work together in a safe, open, respectful environment. The goals have been to identify root causes of the critical dilemmas facing our community and find solutions that further strengthen citizen and police relationships. With each step we have built

## LETTER FROM CHARLESTON POLICE CHIEF GREG MULLEN

greater understanding and agreement. Confidence in the process continues to increase as we begin implementing plans developed by the community.

We are at a pivotal moment in our country as it relates to police trust and legitimacy. To do nothing is not an option; to engage in a journey that has been challenging, risky, and has the potential to inform generations to come has been our responsibility and honor.

Sincerely,

*Gregory G. Mullen*





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# EXECUTIVE SUMMARY



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The Charleston Illumination Project began as a heartfelt response to the shocking murders of nine parishioners at a Bible study class in the basement of the Mother Emanuel AME Church. Charleston Police Chief Greg Mullen had a desire to “illuminate,” or shine a light on, the corners of the community needing improved relationships between citizens and police.

With the support of Mayor Joseph P. Riley, Jr., Chief Mullen conceived of this effort to engage the community to further strengthen citizen and police relationships. In addition to improving this critical relationship, it has become a touchstone of healing, compassion, and understanding for all those involved.

**The mission of the Illumination Project was to further strengthen citizen/police relationships grounded in trust and legitimacy.** Trust is a vital ingredient in all healthy relationships, especially one with the inherent tension of community safety (taking care of the “whole”) and individual rights (taking care of the “part”). Legitimacy speaks to a core element of the citizen and police relationship – police exercising their authority appropriately and citizens believing they are being treated fairly.

The Illumination Project is founded on the principles and practices of Polarity Thinking™, an approach uniquely designed to positively leverage this tension instead of it devolving into an unproductive debate and potentially, a dangerous situation. This approach enables people to transcend the all-too-typical either/or or win/lose arguments when they are actually dealing with situations in which both parties are right, or what we call both/and situations.

A five-phase process guided decisions and actions throughout the Illumination Project:

1. Planning and developing the project: Laying the groundwork for the project’s success.
2. Developing the steering and resource groups: Building the steering team leading the effort and the resource group that recruited people to participate in the process.
3. Engaging the community: Creating opportunities for the public to contribute their ideas for improving citizen and police relationships.
4. Evaluating the project: Measuring results, assessing impact and identifying lessons learned from the effort.
5. Making the model available for the rest of the nation: Sharing the methods, tools and processes of the Illumination Project to cities across the country.

The heart of The Illumination Project has been the Listening Sessions, small group both/and conversations between citizens and police. The purpose of these conversations was to gather ideas about what both police and citizens could do to improve their relationship. Active and persistent marketing of the Listening Sessions was a key to their success. Print media, radio interviews, in-person recruiting at city social events and social media all played a part. A “Bringing the Illumination Project to You” approach of holding sessions for any group that would host one is one of many examples of making it easier for people to have their voices heard. This experience, uncommon for citizens when typically dealing with police, led to many more people attending the sessions.

The year-long and counting initiative led to broad-based support and engagement.

Number of Listening Sessions	33
Citizens Participating	858, including 290 middle/high school youth
Police Participating	Command Staff and 40 additional officers
Citizen Action Ideas	1,093
Police Action Ideas	1,133
Ideas Generated through August	2,226

## EXECUTIVE SUMMARY

The 2017 – 2020 Strategic Plan produced through The Illumination Project has five goals that closely align with recent National Studies in effective policing<sup>1</sup>. Each goal has objectives, strategies and measures of success detailed in Appendix A (see Appendix B for a glossary of terms). Four strategies are already being implemented. The five goals are listed below.

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

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

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

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

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

*\*Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.*

*C.O.P.S., U.S. Department of Justice*

Within these five goals, 86 strategies were identified to improve citizen and police relationships grounded in trust and legitimacy. Of these 86 strategies, 66 came from citizen Listening Sessions, 12 from National Study recommendations and eight from the Charleston police staff. Identifying these strategies began with the 858 citizens participating in Listening Sessions prioritizing their own ideas. From that list the best ideas for police actions and citizen actions that would improve the relationship were suggested as priority ideas to the two leadership groups for the effort, the Citizen Steering Group and Community Resource Group (descriptions of the purpose and role for each group can be found on pages 17-18). Ten of these ideas were translated into strategies and recommended for immediate implementation in 2016. Public written comment sessions refined the highest priority ideas and the leadership groups endorsed these revisions.

Regarding research, community and police surveys were conducted to gather data. The data served as a benchmark for citizen and police attitudes that were used in developing the strategies and measures that have formed the foundation of the Strategic Plan.

We have learned many lessons from our work with The Illumination Project and look forward to sharing these with others.

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<sup>1</sup>Department of Justice Community Oriented Policing Services – 2015, Police Executive Research Forum - 2015 The President's Task Force on 21<sup>st</sup> Century Policing - 2015

# SPONSORS/INTRODUCTION

## SPONSORS | INTRODUCTION



# SPONSORS/INTRODUCTION

**SPONSORS**

We thank sponsors of The Illumination Project without whom this work would not have been possible, and especially recognize the *Charleston Police Fund*, Dr. Gary Nestler, Chairman, and Mark Ruppel, Executive Director, for their support in fundraising, fund management and press relations.



<p>Avery Research Center, College of Charleston          Boeing          Charleston Convention and Visitors Bureau          Charleston Regional Business Journal          City of Charleston          Costco          Cumulus Radio          Daniel Island Community Foundation          Eastrock Properties          Freeland Construction, Kenneth Canty          Holy Trinity Greek Orthodox Church          Indigo Road Restaurant Group          Keller Williams          Mail and More          Medical University of South Carolina</p>	<p>Patrick Properties          Post and Courier          Production Design Associates          Roper St. Francis Health Care          Santee Cooper          SC Ports Authority          Staples          The Chronicle          The City Paper          The Core Group          Tinkler Law Firm          Triangle Char and Bar          WCBD TV          WCIV TV          WCSC TV</p>
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- Daniel Prentice for his support of the Illumination Project web site.
- Emma Lavetter-Keidan for her social media support.

# SPONSORS/INTRODUCTION

## INTRODUCTION

### Current situation with citizens and police nationally and in Charleston

Recent events, both locally and nationally, have highlighted the eroded relationships between police departments and their communities. Charleston had a unique opportunity to build upon the goodwill and unity displayed in the wake of the shootings at Mother Emanuel AME Church in making the Charleston police and community a model for other sectors of the community and the nation.

### Purpose of the Illumination Project

Rather than waiting for negative events to occur between police and citizens, the Illumination Project engaged the community upstream of inevitable challenges. This approach lessened the likelihood of damaging reactions between police and the community they serve during stressful situations. Lasting positive relationships were another result of this approach.

The city of Charleston's Illumination Project created a unique, community-wide experience for both citizens and police with the purpose of further improving their relationship, grounded in trust and legitimacy. See Appendix C for the newspaper articles chronicling the journey and a first-ever Charleston Post and Courier documentary, Emanuel: One Year Later.

<http://data.postandcourier.com/saga/oneyearlater/page/6>

**THE PURPOSE OF THE ILLUMINATION PROJECT**  
is to further strengthen citizen/police relationships  
grounded in **trust and legitimacy**

### TRUST

Firm belief in the reliability, truth, ability, or strength of someone or something – good relationships are built on.

### LEGITIMACY

People believe that authority exercised is appropriate and they are being treated fairly.

The mission of the Illumination Project includes two important words: trust and legitimacy. Trust is a vital ingredient in all healthy relationships, especially one with the inherent tension of community safety (taking care of the “whole”) and individual rights (taking care of the “part”). Legitimacy speaks to a core element of the citizen and police relationship – police exercising their authority appropriately and citizens believing they are being treated fairly.

### Outcomes to be achieved

Clear outcomes lead to smart plans. Smart plans ensure limited resources are allocated where they will have the greatest positive impact. The desired outcomes for this effort are below.

- Enhance community-police relationships throughout the community and across the entire Charleston Police organization.
- Give voice to all segments of our community in a way that promotes calm and measured exploration of issues and ideas.
- Agree upon changes that preserve both societal values of Public Safety and Individual Rights.
- Increase the capacity of community and police to have civil, meaningful dialogue when addressing difficult issues.
- Celebrate and nurture those aspects of the police-community relations that are working well.
- Develop specific, concrete, implementable plans that are measured for success.

# SPONSORS/INTRODUCTION

## **Six Reasons to Support the Effort**

We used the six reasons below when recruiting sponsors, leadership group members and Listening Session participants.

1. Safe communities are healthy communities. It is good for both residents and businesses.
2. This process engages citizens, young and old, by reaching into all parts of the community including high schools and nursing homes. Youth participation is essential for making a lasting, positive difference.
3. The four-member consulting team includes a Charleston native and resident, a South Carolina native, and a member who recently designed and supported the highly acclaimed Late Night Activity Committee in Charleston. They utilized a tested approach to achieving collaboration where polarization tends to occur.
4. Over 12 months, the highly diverse 22-member Citizen Steering Group drove the process.
5. An additional cadre' of 81 community influencers created a vast pool of people to engage others and help support the numerous public Listening Sessions.
6. In collaboration with the College of Charleston, a research team included a professor who is the Director of The Riley Center for Livable Communities and a globally recognized professor of Political Science. This team provided both benchmark and impact analysis of the plan's process, actions and outcomes. This information will enable data-driven course corrections in Charleston and help ensure rigor in supporting the creation of a successful national model for the future.

## **Polarity Thinking™: The Model behind The Illumination Project**

The Illumination Project is founded on the principles and practices of Polarity Thinking, an approach uniquely designed to positively leverage this tension instead of it devolving into an unproductive debate and potentially, a dangerous situation (see Appendix D). This approach enables people to transcend the all too typical either/or arguments or win/lose arguments when they are actually dealing with situations in which both parties are right, or what we call both/and situations.

Polarities are interdependent pairs of positions, interests and points of view that need each other over time. There are two “poles” in each polarity. Here are examples of community-based polarities. They often show up as tough decisions or tensions: Should we raise taxes in 2016 for infrastructure improvements or lower them to support entrepreneurial initiative? Should we preserve our core traditions or pursue new and exciting futures? Will it be better to preserve the abundance of nature surrounding our city or create incentives for businesses that will expand the job market and reduce unemployment?

The overarching polarity identified for the Illumination Project was how to best focus on each pole of Public Safety And Individual Rights to achieve a common Mission. We call this mission in Polarity Thinking terms the Greater Purpose Statement or GPS. The GPS that helped keep us focused throughout the Illumination Project was the same as our mission: Further strengthen citizen and police relationships grounded in trust and legitimacy. The Polarity Map for this polarity, a basic tool in Polarity Thinking that concretely analyzes the tension between these two points can be found in Appendix E.

# SPONSORS/INTRODUCTION

## Definitions GREATER PURPOSE STATEMENT

Further Strengthen Citizen/Police Relationships Grounded in Trust and Legitimacy

## PUBLIC SAFETY

The combination of effective policing services and community engagement that creates a safe, secure, and livable city.

## INDIVIDUAL RIGHTS

The ability for people, regardless of their individual circumstances, positions, or authorities, to be treated with fairness, equity, and dignity and respect based on the rights and freedoms prescribed under the US Constitution and other relevant laws, regulations, and societal norms.

## Project Outcome Measures

The outcome measures below, described in terms of the polarities they represent, were developed by a sub-team of the citizen group leading the effort with Dr. Kendra Stewart, Director of The Riley Center for Livable Communities at the College of Charleston. The consulting team and Police Chief Greg Mullen also contributed to this work. These are the ultimate measures of the Project's success.

### PROJECT OUTCOME MEASURES

#### POLICE

Police have trust and confidence in the community.

Police take initiative to solve problems in the community.

Police are perceived by the community as guardians who protect citizens.

Police perceive they share common interests and values with citizens.

Police responses demonstrate basic respect for all citizens.

#### COMMUNITY

Community has trust and confidence in the police.

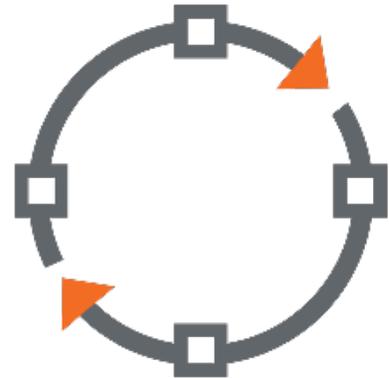
Citizens become partners in helping the police solve problems.

Citizens feel a responsibility to follow the law.

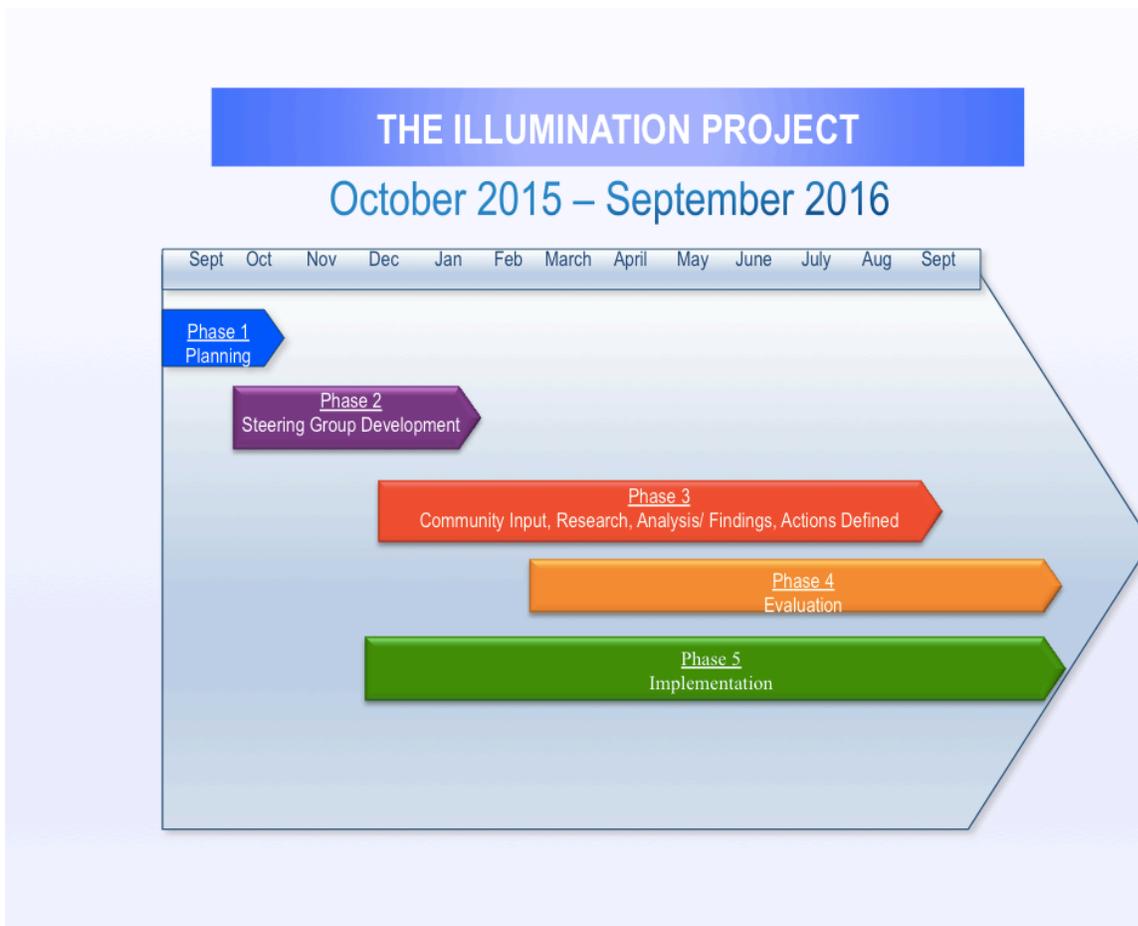
Citizens perceive they share common interests and values with police.

Citizens demonstrate basic respect for the police.

# THE PROCESS



## THE PROCESS



# THE PROCESS

The Illumination Project unfolded over a twelve-month period following the graphic as displayed on the flow chart above. The structure provided by this overall plan made it easier for all involved to do work where, despite careful planning, situations could become volatile and outcomes unpredictable. For example there were no guarantees of civil conversations in the Listening Sessions. Purposeful and detailed agendas helped facilitators to effectively navigate those potentially difficult dynamics. This project plan was one of many examples of project leaders inviting others to contribute to the process while making known there were no hidden agendas. The agendas for the meetings, and in this case the overall project, were shared with all those who participated. (See Appendix F for monthly progress reports that document deliverables achieved against this plan.)

## PHASE 1: PLANNING AND DEVELOPING THE PROJECT

The consulting team drafted the project's purpose, desired outcomes, and a suggested scope of work for project leaders. The two groups reached agreement on these elements as well as key engagement strategies (which later became the Listening Sessions), resources needed, and a draft Polarity Map focused on leveraging the tension between Community Safety And Individual Rights.

## PHASE 2: DEVELOPING THE STEERING GROUP

The Project Management Team identified a Steering Group whose members were then invited by the mayor to serve a one-year term. This diverse group of key community stakeholders came from neighborhoods, business, education, faith-based organizations, political leaders, law enforcement, media and others. Using the principles of Polarity Thinking, the Steering Group refined the project purpose drafted in Phase 1 and explored the inherent tensions between these societal values:

- Public Safety And Civil Liberties
- Respect for Law And Respect for People

The Steering Group's preliminary work opened dialogue that served as a microcosm of the public sessions to come in 2016. These community leaders guided the process development as we learned together about who should create and how to create an approach that would work for citizens throughout the city.

## PHASE 3: ENGAGING THE COMMUNITY

Phase 3 entailed the most intensive work of the project. People needed to be recruited to attend the Listening Sessions and participate in them. Learning was gathered from other cities and national studies. The phase concluded with developing a comprehensive plan and beginning to implement strategies from that plan.

### Public Relations and Community Education

This work included using social media, targeted marketing and clear messaging with the goal of every citizen in Charleston being aware of this effort, its goals, and how they could become involved. As well, 81 community influencers were educated in Polarity Thinking, creating a large pool of people encouraging citizens to attend a Listening Session. They also then had the skills to engage others in the city in Polarity Thinking conversations.

# THE PROCESS

## Listening Sessions

The Listening Sessions enabled citizens to have their voices heard and the Steering Group to listen to the varied perspectives and emotions of the community. This vast amount of information was compiled into what would eventually become the strategic plan to further improve relationships between citizens and police, with trust and legitimacy.

## Assessment and Modification

This critical step ensured that the input gathered from the community in the Listening Sessions was analyzed and prioritized. The Steering Group then reviewed it and integrated themes from the entire community into a solid, well informed and implementable plan.

## Research, Analysis and Findings

Research was conducted to learn from other cities, associations and that was factored into the growing body of information.

## Actions Defined, Report and Implementation Plan

Insights gained from the information gathered were then prioritized, integrated, and compiled into a comprehensive strategic plan.

## **PHASE 4: EVALUATING THE PROJECT**

The Riley Center for Livable Communities, our research partner, assessed the impact of the Illumination Project and citizen and police perceptions of each other were measured. There were also measures for success for each of the 86 strategies to be tracked over the three years of implementing the plan.

## **PHASE 5: CREATING A MODEL FOR THE REST OF THE NATION**

On-going where/how/what lessons learned will be communicated to Charleston and the nation. This will include marketing efforts to inform other cities of the Illumination Project approach, providing them with the tools and support needed to implement it, and creating a community of Illumination Project cities that will continue to learn from each other into the future.

# GOVERNANCE and WORKGROUPS

## GOVERNANCE and WORKGROUPS



## GOVERNANCE and WORKGROUPS

Seven groups comprised the governance and support for The Illumination Project (See Appendix G for members and their affiliations).

### 1. Process Management Team

The purpose of the Process Management Team was to provide direction, support and strategic thinking to the other teams involved in the project. They met both bi-monthly and also monthly based on the work they needed to do to best move the project forward.

### 2. Citizen Steering Group

There were two purposes of the 22-member citizen Steering Group of the Illumination Project:

- Create a process to strengthen and broaden collaboration between the city of Charleston police and the citizens they serve; and,
- Ensure the input gathered in the Listening Sessions and other research was analyzed and prioritized into a solid, well-informed and implementable plan.

This group met monthly and was comprised of a wide spectrum of the community.

#### *The Citizen Steering Group Subgroups*

Five subgroups were formed to carry out important tasks for which the Citizen Steering Group was accountable. The purposes of these subgroups were to distribute the workload, accelerate accomplishments, and build momentum for the effort. The subgroups also further expanded the Steering Group's reach into the community early in the process by inviting additional citizens to join the subgroups. The five subgroups and their associated purposes are below.

School/youth inclusion: To plan and implement strategies to increase participation of young people from schools and youth organizations in the Listening Sessions.

Faith community engagement and activities: To plan and implement an ongoing community-wide effort wherein people of various races, cultures and faith traditions regularly prayed together for the success of the Illumination Project. They also deepened their own understanding across groups so they would be better able to collaborate in community-wide good works in the future.

Facilitator recruitment and training: To identify, recruit, organize and deliver training to a pool of skilled facilitators. These facilitators supported the Listening Sessions and any other elements of the Illumination Project that needed their newly developed skills.

Research and metrics: To provide guidance for the College of Charleston research team in learning about how other communities have addressed similar issues, create a design for the research aspect of the effort, implement this design, analyze findings and make ongoing improvements to the design based on what is learned.

"Things" the Citizen Steering Group can do together: To identify, get input, and spearhead meaningful activities to create shared experiences for the Steering Group. The goal was for Steering Group members to deepen their understanding of realities in our community and strengthen their ability to lead this effort.

### 3. Community Resource Group

The 81 people in this group of community influencers played an important part in the Illumination Project. They came from a wide spectrum of socio-economic classes, races, genders, religions and ages. They had three primary purposes:

## GOVERNANCE and WORKGROUPS

1. Give voice to our community, using Polarity Thinking, in bringing differing views together in order to achieve a common greater purpose.
2. Engage others across the city and increase participation in the Listening Sessions.
3. Communicate proposed action plans created by the Steering Group following the Listening Sessions to the community.

### 4. Faith Clergy

Very early in this work it became clear the Illumination Project would benefit from the spiritual support of a broad cross-section of the area's faith community. We all saw the power of forgiveness displayed by members of the Mother Emanuel AME Church, ensuring a civil and precedent-setting response to the horrific crime against their church family. It is this spiritual foundation we sought for the Illumination Project. The diverse congregations that have hosted these monthly prayer gatherings are below.

#### Prayer Gatherings

JAN 4	Circular Congregational Church
FEB 2	Second Presbyterian Church
MAR 2	Kahal Kadosh Beth Elohim Synagogue
APR 5	Greater St. Luke AME
MAY 4	Cathedral of St. John the Baptist – Law Enforcement Month Prayer Vigil
JUN 1	Mother Emanuel AME
JUL 19	Mt. Zion AME
AUG 18	St. Andrews Presbyterian
SEPT 14	First Scots Presbyterian

### 5. Facilitators

There were 30 local professionals trained in advanced Facilitation Skills and Polarity Thinking. They have supported all Listening Sessions. These gained skill sets were transferable into their own organizations and personal practices.

This critical work group had three primary purposes.

- Facilitate Listening Sessions so citizens and police could contribute to the conversation, were heard, and collectively identified measurable actions to further strengthen police citizen relations grounded in trust and legitimacy.
- To give voice to the community, using Polarity Thinking, in bringing differing views together in order to achieve a common greater purpose.
- Engage others across the city and increase participation in the Listening Sessions.

### 6. Researchers

Six researchers fulfilled the goal of ensuring the Strategic Plan was based on the most recent and exhaustive national studies on policing. They also collected data that was used as baseline information for assessing the long-term effectiveness of the Illumination Project.

### 7. Consultants

Four consultants have coordinated, supported, conducted training, recruited participants, and facilitated all meetings and aspects of The Illumination Project. They also worked closely with Chief Mullen and other leaders of the effort to formulate the Strategic Plan.

# CONNECTING with the COMMUNITY

CONNECTING  
with the COMMUNITY



# CONNECTING with the COMMUNITY

The Illumination Project has benefited from a multi-faceted set of tactics to connect with the community. These were aimed at maximizing citizen engagement in this entire effort. Social media, targeted marketing and clear messaging made citizens in Charleston aware of this effort, its goals, and how they could become involved. Below are lists of the specific actions taken.

## Flyer distribution to the following locations (see Appendix H).

<ul style="list-style-type: none"> <li>▪ Prayer Gatherings</li> <li>▪ All Neighborhoods through the city of Charleston neighborhood presidents</li> <li>▪ AME church leaders</li> <li>▪ Bishop Gadsden Retirement Community</li> <li>▪ Bridgeview Village Apartments</li> <li>▪ Charleston County employees</li> <li>▪ Charleston Housing Authority</li> <li>▪ Charleston Regional Business Journal</li> <li>▪ Citadel Mall Tenants and Employees</li> <li>▪ College of Charleston</li> <li>▪ Community Action Teams distribution (police in geographic locations)</li> <li>▪ Convention and Visitors Bureau</li> <li>▪ Director of City of Charleston Recreation Center distribution</li> <li>▪ Entertainment District Police Officers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Faith and Values section in Charleston Post and Courier</li> <li>▪ Illumination Project Sponsors</li> <li>▪ Interview on WTMA radio station</li> <li>▪ Medical University of South Carolina Weekly Newsletter</li> <li>▪ Police Team Lieutenants Public Presentations at Specific Locations</li> <li>▪ Roper St. Francis weekly newsletter</li> <li>▪ Second Sunday King Street-March, April &amp; May</li> <li>▪ Sottile Theater for Race and Justice Initiatives</li> <li>▪ Steering Committee and Community Resource Group personal invitations</li> <li>▪ Trident Technical College Palmer Campus</li> <li>▪ West Ashley Seacoast Church</li> </ul>
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## Social Media

- Web Site for archiving and communication purposes
- Twitter account
- Facebook page updated frequently with upcoming Listening Session dates, times and places; also used to promote relevant and related collaborative conversations across the country
- Consistent Twitter postings @illuminationchs
- Continued publicizing through Charleston police department social media channels

## Television

- March 8 Launch Listening Session covered by all 3 local television stations (1 live)
- May 4 Prayer service honors Low Country law enforcement, Live5 News

## Radio

- Chief Mullen public service announcements on five Cumulus radio stations
- Chief Mullen interview on three Cumulus stations
- Margaret Seidler interview with Sheree Bernardi from WTMA
- Margaret Seidler appeared on Kevin Smith's Sunday night radio show to promote The Illumination Project
- Margaret Seidler appeared on Dr. Wayne Applewhite's radio show, AFFECT, speaking about Community Leadership and The Illumination Project
- Members of Illumination Project interviewed by National Public Radio and SC Public Radio
- Public Service Announcements

## Newspaper

All articles appeared in the *Charleston Post and Courier* unless noted otherwise.

- September 22, Charleston Leaders Announce Effort To Build Police Trust
- October 26, Project to Improve Trust Between Police, Residents Aimed At Setting Example For Nation

## CONNECTING with the COMMUNITY

- January 4, Charleston Prayer Gathering Supports Effort to Strengthen Police, Community Trust
- February 6, Charleston Police Chief Wants to Illuminate Community Relationships in Wake of Emanuel Shooting
- March 6, Illumination Project Seeks Public Input on Policing in Charleston
- March 8, Police All Ears at First Listening Session
- March 21, Op-ed, of Charleston Regional Business Journal written by Chief Mullen and Council members Mitchell, Waring and Wilson
- April 7, NAACP Throws Support Behind Police Listening Sessions
- April 11, Front page article in the Charleston Chronicle
- April 12, Charleston Police, NAACP Holding Listening Sessions For Community Relations
- April 13, Illumination Project Gathers Input at ILA Hall article, Post and Courier
- April 13, Project Illumination Hopes to Shine a Light on Police/Community Relations, The Chronicle
- April 27, Illumination Project Session set for Tonight at Shaw Center, Post and Courier
- May 2, Community Invited to Prayer Service To Show Appreciation for Area Law Enforcement
- May 4, Prayer Gathering Honors Local Police
- June 1, Emanuel AME Brings Community Together With Prayer Service, Discusses Collaboration With City
- June 8, Charleston Police Fund Challenges Charleston to Donate 1 Million Coins For Illumination Project
- June 15, In Wake of Orlando Shooting, Charleston's LGBTQ Community and Police Discuss Safety
- July 13, Charleston Police Listening Project Could Offer Solutions Nationwide
- July 28, Charleston NAACP Hosts Conversation About Police Violence
- August 5, Illumination Project to Present Plan For Improving Police-Community Relations
- August 9, Illumination Project Presents New Road Map for Police-Community Relations in Charleston
- Faith & Values section of Post and Courier weekly calendar announcing all Listening Sessions
- Prayer Gatherings and Public Review Sessions

### General Communications and Recruitment Strategies

- Latino Advisory Group established
- Full-page ad in Mt. Zion AME Easter service program
- Direct people to the web site to register for Listening Sessions
- Distribute press releases to local and regional media outlets
- "Bringing the Illumination Project to you" approach of holding sessions for specific groups supplemented the standard public sessions and substantially increased participation. Customized marketing flyers were created and distributed for these site/group specific private Listening Sessions.
- A documentary, *Emanuel: One Year Later*, produced by the Charleston Post and Courier newspaper that tells the Illumination Project's story from inception through the Listening Sessions. <http://data.postandcourier.com/saga/oneyearlater/page/6>
- In addition to connecting with citizens within Charleston, the Illumination Project has been nominated for inclusion in an important new research project, "Exploring Emergence in Complex Social Change Initiatives." A detailed description of the research project is available <http://www.4qpartners.com/research.html>.

# LISTENING SESSIONS to GAIN CITIZEN INPUT

## LISTENING SESSIONS to GAIN CITIZEN INPUT



# LISTENING SESSIONS to GAIN CITIZEN INPUT

The heart of The Illumination Project was the Listening Sessions, the small group facilitated conversations between citizens and police. The purpose of these dialogues was to gather ideas about what both police and citizens could do to improve their relationships with one another. Specific efforts were made to engage minority communities such as the Latino Advisory Group that sponsored a Johns Island Latino Community Session through a local community health program, SC PASOs. There were also numerous sessions brought directly into African American neighborhoods.

Overwhelmingly participants reported that they felt their voices and ideas on strengthening citizen and police relations had been heard at the sessions and that their trust in Charleston's approach to strengthening citizen and police relationships has increased. In addition they reported understanding new perspectives by listening during these sessions and would recommend others participate in the Listening Sessions.

## Purpose of the Listening Sessions

To get community and police ideas about what the police and citizens can do to improve relationships with one another.

## Outcomes for a Session

1. Appreciate that there are many different leaders and supporters who are behind this effort.
2. Have creative conversations where everyone in the room feels heard and understood.
3. Develop specific actions that both citizens and police can take to build trust, respect, and improve their relationships.
4. Build confidence that the process is reliable and good things will result from it.

## High Level Agenda

Chief Mullen or Deputy Chief Jerome Taylor began each Listening Session talking about why the session mattered, their personal vision of what the Illumination Project could create and to thank people for taking the time to come to the session. People take great meaning from small actions, even if they are not totally conscious of it. The police were hosting these sessions. They showed appreciation for citizens attending. They let people know that they were serious about taking these ideas forward and implementing them. This was not going to be a "feel good" session where nothing came from people's input.

## Opening

The opening section of the Listening Sessions was titled The World We Are Living In. The single slide for this section read, "Local and national events have highlighted the troubled relationships between police and their communities." Though only one slide that was briefly reviewed at the beginning of each session it had significant purpose in both language and timing in the session. The statement was one of fact. There was no "side taken" on anything happening in the room regarding this reality. This kept the process and those managing it in a role of being an "honest broker." There would be no hidden agendas or thinly veiled attempts to influence the outcomes.

## Welcome

One purpose of the Welcome was to identify from the start that the Listening Sessions had broad-based support from the local college, small businesses, large corporations, city government, and health care providers among others. It was intended to "level the playing field" so that everyone knew what everyone knew. Group agreements were also introduced. One in particular was emphasized: Say your piece and leave time for others to say their piece (Don't assume you have more or less to say than others.) This theme of finding ways for people to have their voices heard was embedded in the DNA of the Illumination Project. There is a saying in the field of change that people own what they help create. Many people needed to own the Illumination Project to achieve its full potential.

# LISTENING SESSIONS to GAIN CITIZEN INPUT

## Introductions

The purpose of the Introductions was to highlight the diversity in the small groups by learning everyone's name, their role in the community, how long they've lived in or loved Charleston and why they came to the session. This section was much more than a typical "get to know you" talk. It legitimized everyone in the room be they police or citizens, differences in skin color, socio-economic status, age, job, religion or any other aspect of the people in the session. This helped people better have their voice be heard, because everyone had already "earned their place at the table" by virtue of being who they were. The question about how long people had lived in or loved Charleston was also purposeful. Participants had great pride in their city so the question became a point of common ground that mirrored the project purpose: Further strengthening Citizen/Police relationships grounded in trust and legitimacy.

## What Makes The Illumination Project Different

Time was allocated in the session to highlight what was different about the Illumination Project than other initiatives in which people may have been involved in the past. The project roadmap was explained, the more than 125 people helping to lead the effort were shown on the screen, and pictures from a beta session held with young African American leaders and youths were all shared to convey an important message – this is an open process and you are welcome to become involved in any way you want. There was no "inner group" calling the shots. Everyone had a contribution to make and the participants were going to be making theirs shortly. People even received a quick lesson in Polarity Thinking about how both Public Safety And Individual Rights were needed to create citizen and police relationships with trust and legitimacy. All the terms used were defined; another action intended to create a level playing field for all in the room.

## Building Respectful Partnerships

Listening Session participants first answered two questions (see below) to build a common understanding of each other's experiences – both those they shared and those that were different. One of the results of this first conversation was increased empathy. Another was decreased labeling. For example in one instance a comment of "All I see in you is a person with a gun," to finding out that the officer had a family too with two children who don't want to go to sleep on time. These shifts in perception led to deeper and more honest conversations in the next section of the agenda when people were asked for ideas about how to improve the citizen and police relationship.

## A New Way of Building Respectful Partnerships: Conversation Questions

1. We recognize the issues facing our society that are at the forefront across our country involving citizen and police encounters that led to tragedy. In light of the current environment, what are your concerns about building respectful partnerships in the Charleston community between citizens and police?
2. We recognize the issues facing our society that are at the forefront across our country involving citizen and police encounters that led to tragedy. In light of the current environment, what are your hopes about building respectful partnerships in the Charleston community between citizens and police?

## Your Ideas For the Future Questions That Guided Small Group Conversations

Whereas the first conversation focused on shifting perceptions, the purpose of the second Listening Session conversation was to suggest specific, concrete, realistic actions that both the police and citizens could take to improve their relationship. It was important to ensure that both police and citizens spent time identifying ways citizens could contribute to avoid all expectations for change resting with the police. Healthy relationships are two-way where each party both gives and receives. After each group completed this conversation, having been supported by a trained facilitator, they had separate lists for police and citizen actions. All session participants then prioritized ideas for citizens and police based on the positive impact they believed each would have on improving the relationship. Prioritized results across the 33 Listening Sessions were then combined, collated and became the foundation for the Illumination Project's strategic plan. The questions below remarkably led to nearly the same number of ideas for citizens as there were for police (1,093 – citizens; 1,133 – police).

# LISTENING SESSIONS to GAIN CITIZEN INPUT

## Your Ideas For the Future: Conversation Questions

1. What suggestions do you have for police to further strengthen relationships with citizens that both preserve Public Safety and safeguard Individual Rights? For example, ideas about what police could start doing, stop doing, continue doing and do more (any of these)?
2. What suggestions do you have for citizens to further strengthen relationships with police that both safeguard Individual Rights and preserve Public Safety? For example, ideas about what citizens could start doing, stop doing, continue doing and do more (any of these)?

## Prioritizing The Ideas For Action

Each person was allotted five check marks for them to identify the actions for both citizens and police that would make the biggest impact in improving the relationship. Not only were people prioritizing their own ideas; they were doing it in a way that made it visible to everyone in the room. Once again the meeting design was ensuring that decisions for the many were not going to be made by a few.

## Total Group Report Outs

Once again a short period of time with clear intention was set aside. It was important in the meeting design that there be time for small group facilitators to report out their group's top two or three ideas. People could hear their own ideas, further legitimizing their participation. They could also compare their group's work to the work of other groups, leading people to recognize there were good ideas from every group in the room. To adapt a phrase for the Illumination Project, it took a community.

## Close

A list of future Listening Sessions was shared at the close of each gathering. This was one more opportunity to invite people into the process whether they were friends, family or anyone else who could contribute. Finally along with a big "Thank You!" the last slide included the Facebook page, website and twitter handle. Also, an exit flyer was available at the door to be given to citizens to encourage others to participate in future Listening Sessions.

Number of Listening Sessions	33
Citizens Participating	858, including 290 middle/high school youth
Police Participating	Command Staff and 40 additional officers
Citizen Action Ideas	1,093
Police Action Ideas	1,133
Ideas Generated through August	2,226

## LISTENING SESSION DATES AND LOCATIONS

January	1. January 20 CSG tested Listening Sessions questions 2. January 23 Boyz 2 Gentlemen Summit
February	3. Feb 10 Community Resource Group Listening Session
March	4. March 8 Downtown Early Session 5. March 8 Downtown Late Session 6. March 10 West Ashley High School Session 7. March 15 Downtown Early Session 8. March 15 Downtown Late Session 9. March 19 LINKS Youth Group 10. March 29 Downtown Early Session 11. March 29 Downtown Late Session
April	12. April 5 Greater St. Luke AME 13. April 6 College of Charleston, Addlestone Library 14. April 12 Greek Orthodox Church, Early Session 15. April 12 Greek Orthodox Church, Late Session 16. April 13 Bishop Gadsden Retirement Community

## LISTENING SESSIONS to GAIN CITIZEN INPUT

	<ul style="list-style-type: none"> <li>17. April 13 ILA Hall (co-sponsored with Charleston NAACP)</li> <li>18. April 14 St Andrews Middle School, Early Session</li> <li>19. April 14 St Andrews Middle School, Late Session included Pink House After School</li> <li>20. April 19 James Island Charter High School</li> <li>21. April 22 Charleston County Bar Association</li> <li>22. April 22 Burke High School</li> <li>23. April 27 Shaw Center</li> <li>24. April 30 LINKS at West Ashley High School</li> </ul>
May	<ul style="list-style-type: none"> <li>25. May 11 Bridgeview Village Apartments</li> <li>26. May 18 CE Williams Middle School</li> </ul>
June	<ul style="list-style-type: none"> <li>27. June 14 Bridgeview Village Apartments</li> <li>28. June 15 Alliance for Full Acceptance (AFFA)</li> </ul>
July	<ul style="list-style-type: none"> <li>29. July 19 Camp Hope (West Ashley Middle School)</li> <li>30. July 21 Camp Hope (Haut Gap on Johns Island)</li> <li>31. July 21 Promotores (MUSC program on Johns Island)</li> </ul>
August	<ul style="list-style-type: none"> <li>32. August 5 Backpack Journalism Day Camp</li> <li>33. August 22 Ardmore Sherwood Forest Neighborhood</li> </ul>

### Listening Session Ideas

The highest prioritized summaries of ideas for actions for both citizens and police from Listening Sessions are below. The number in parentheses is equal to the number of people in the Sessions that put a high priority on the item as a good one to implement.

<b>Police Ideas</b>	<b>Priority</b>	<b>Citizen Ideas</b>	<b>Priority</b>
Police Procedures	265	Know and Follow Law	356
Community Engagement	252	Community Policing	267
Community Policing	243	Respect Authority	255
Communication	173	Community Engagement	232
Treat Citizens Equally	163	Youth	192
Training	125	Media Accountability	129
Youth	79	/ Be Informed /Share Positive	
Educate	72	Communication	80
Transparency	59	Officer Appreciation	62
Media	48	Humanize Officers	34
Technology	40	Continue Conversation	23
Continue Conversation	13	Law Enforcement Career	6
Collaborate with Local PD	4		
Officer Appreciation	4		

# LISTENING SESSIONS to GAIN CITIZEN INPUT

## Demographics of Adults Who Submitted Exit Surveys From The Listening Sessions

### Adult

39.63%	149	Male
54.79%	206	Female
0.53%	2	Other
5.05%	19	Blanks

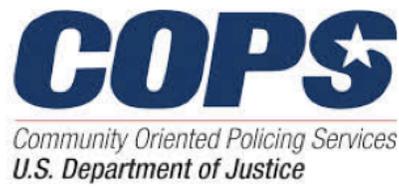
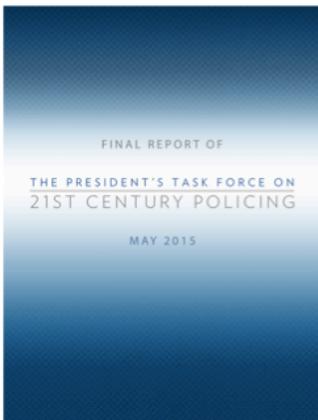
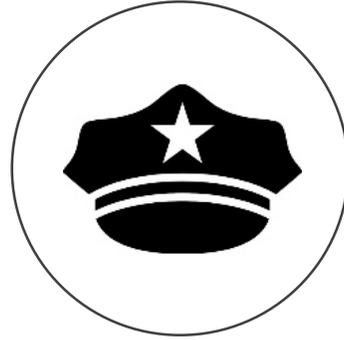
55.05%	207	White
2.39%	9	Hispanic or Latino
35.11%	132	Black or African American
0.00%	0	Native American
0.00%	0	Asian/Pacific Islander
1.33%	5	Other
6.12%	23	Blanks

### Youth

- 290 (middle/high school)
- 90% 261 African-American
- 10% 29 White

# NATIONAL STUDIES on IMPROVING POLICING

## NATIONAL STUDIES on IMPROVING POLICING



# NATIONAL STUDIES on IMPROVING POLICING

## NATIONAL STUDIES on IMPROVING POLICING

External information was included in developing the Strategic Plan. The Riley Center at the College of Charleston conducted a two-part research effort on policing that provided a national context for the Illumination Project. In 2015 three major reports were published regarding community and police relations.

Each report was reviewed and a comprehensive list was created of all recommendations made by each organization. These recommendations were then compared to the Charleston Police Department's current practices. Then the researcher worked with the Charleston Police Department to determine the progress the department was making on each recommendation. The summary of this research is included in Appendix I. The main recommendations from each report are below. These became another important guide for the final plan.

### **Department of Justice Community Oriented Policing Services - 2015**

- Explores opportunities to build trusting relationships between diverse communities and police.
- Explains importance of creating specific plans and programs directed toward education and understanding of different cultures.

### **Police Executive Research Forum - 2015**

- Examines policies and procedures focusing on use of force.
- Challenges traditional training and tactics used by police.
- Explores the potential of new equipment to keep citizens and officers safe.

### **The President's Task Force on 21st Century Policing - 2015**

- Conducts a holistic review of current police administration and procedures to enhance trust and legitimacy.
- Examines the important roles of citizens/police partnerships to enhancing community policing, reduce crime, and increasing transparency/trust.
- Outlines the importance of training and education for citizens and police to increase understanding, improve communication and relationships, reduce tragedies, and enhance officer wellness and safety.

2017-2020 STRATEGIC PLAN SUMMARY



2017-2020 STRATEGIC PLAN SUMMARY



## 2017-2020 STRATEGIC PLAN SUMMARY

The healing, understanding and appreciation many have experienced as part of the Illumination Project has led to further healing for many. For some, this healing has led to profound insights and expanded world-views that will support improved relationships between citizens and police for years to come.

The Illumination Project has equally been about rigorous research, clear measures, and concrete, measurable steps that will need to be taken to create sustainable improvements in this relationship. Four strategies in the Plan have already been implemented. Ten have been prioritized for implementation in 2016. These actions are designed to span from 2017 to 2020.

The Illumination Project has leveraged the polarity of “soft” and “hard.” Much needed continued healing in the community has been the heartbeat of the work. Concrete strategies and their immediate implementation have given both citizens and police the confidence that the feeling of camaraderie they have experienced is not fleeting. It holds the promise of lasting change – change that will have to be sustained on street corners, in places of worship and in neighborhoods throughout the city.

The purpose of the Illumination Project Strategic Plan was to provide a roadmap to creating that future. The plan is organized into five major goals closely aligned with recent National Studies on effective policing. Taken together the goals pointed toward achieving the mission of the Illumination Project: “Further Strengthening Citizen/Police Relationships Grounded in Trust and Legitimacy.” These areas are each broken into objectives, strategies and measures of success. Rich and robust community engagement has been the hallmark of the Illumination Project. It has been a one-of-kind opportunity in the United States where a mayor supported the city police chief’s desire to ask citizens to provide specific, actionable suggestions for improving citizen and police relationships. A large and diverse group of Charlestonians is responsible for identifying 66 of the 86 strategies in the plan that follow (See Appendix J for a list of all 86 strategies). This plan is by the citizens and police for the citizens and police.

Strategic Goals are purposely broad and identify the overarching end states that will allow transformation of operations at the organizational and community level. They are statements of the main results we are dedicated toward accomplishing between now and 2020. Objectives are defined under each of these goals: the specific information to achieve the strategic goal. The objectives may change over time. Strategies are specific activities to accomplish the stated objective. Strategies break down the objectives into specific components and are measurable and lead to the accomplishment of the objective and overarching goal. (See Appendix A for the complete Strategic Plan including all objectives, strategies and measures of success). The goals and high priority strategies for implementation in the next four months follow.

### *The Different Cultures and Backgrounds Goal*

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

### *The Respectful, Trusting Relationship Goal*

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

### *The Training Curriculum Goal*

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

### *The Policies and Procedures Goal*

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

## 2017-2020 STRATEGIC PLAN SUMMARY

### *The Community Policing\* Goal*

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

*\*Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.*

*C.O.P.S., U.S. Department of Justice*

In addition, four ideas were already implemented by CPD:

1. Placement of 90% of police policies/procedures on city web site (Those not posted relate to tactical operations and techniques)
2. Police to Citizen Contact training for improved Communication and People Skills (currently seeking examples from citizens)
3. Fair and Impartial Policing Training
4. *Begin With Books!* In Partnership with the Charleston County Library, distribution of books to children in need that were deemed undeliverable by US Postal Service

# STRATEGIC PLAN 2016 IMPLEMENTATION PRIORITIES

## STRATEGIC PLAN 2016 IMPLEMENTATION PRIORITIES

High Priority Strategies ranked by all three groups are below

- Public Session Participants
- Citizen Steering Group
- Community Resource Group

The 858 people who attended the public Listening Sessions, the 22-member Citizen Steering Group, and 81-member Community Resource Group prioritized strategies 1-8 below when asked to prioritize strategies from any of the five goals in the plan. Note that strategies from each of the five goals were selected as high priority ones for 2016 implementation.

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

1.2P Objective: Police contribute to creation of diverse partnerships to enhance community safety

### **STRATEGY 1**

Collaborate with citizens who are disproportionately impacted by crime to develop crime reduction strategies to improve relationships and gain cooperation

*Measurement: Identify the top 5 crime prone neighborhoods within the city based on crime analysis data; conduct listening sessions within these neighborhoods to build a mutual understanding and strategy to address crime; measure change in crime rates; measure change in relationships by involving neighbors to conduct a door-to-door survey*

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

2.1C Objective: Citizens take a leadership role in creating a safe community

### **STRATEGY 2**

Continue Listening Sessions in all parts of the community:

- a. Identify a citizen team made up of local community influencers to continue the work ahead
- b. Train citizen team in presentation skills and how to facilitate Listening Sessions
- c. Define team responsibilities so they can be direct links to the community to help develop crime reduction strategies to improve relationships and gain cooperation among citizens who are disproportionately impacted by crime
- d. Host annual listening sessions in each patrol team, schools, Camp Hope and difficult-to-reach groups such as low income areas, ex-felons, individuals who are incarcerated regarding citizen/police understanding and relationships
- e. Conduct annual public community listening sessions to assess progress and hear new issues or concerns
- f. Create internal risk-free listening sessions for officers to express issues and concerns involving community support and relationships

*Measurement: Identify and train community influencers to comprise the team by April 2017; develop roles and responsibilities for the Team by August 2017; number of listening sessions held annually; facilitators self-report competence and confidence in leading sessions*

# STRATEGIC PLAN 2016 IMPLEMENTATION PRIORITIES

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

3.1P Objective: Police apply current research and citizen feedback to police training, new equipment and policy and procedures to minimize negative citizen/police encounters

## **STRATEGY 3**

Expand the department training curriculum for officers and supervisors with consideration of the following topics:

- a. Concepts in unconscious bias, problem solving, and partnership building, cultural sensitivity
- b. Procedural Justice Principles (Internal and External)
- c. Officer Wellness
- d. Language skills
- e. Cultural differences and norms within diverse groups
- f. Communication/people skills/conflict resolution skills for/with citizens
- g. Guardian Mindset concept
- h. Generational differences
- i. Enhanced Constitutional Law with a specific focus on the legal parameters of officer-initiated contacts using classroom and scenarios based formats
- j. Scenario based training on decision-making and real-life situations
- k. Crisis Intervention Team concepts for all officers (during Block-Training program)
- l. Supervisory skills and practices to investigate Use of Force incidents
- m. Basic and advanced Community Policing curriculum
- n. Interacting with mentally ill and emotionally-challenged citizens

*Measurement: Increase the training hours per officer by 8 hours in 2017, 2018, and 2019 to address priority topics listed above based on officer self-report and supervisor input; number of advanced training hours provided in the listed topic areas each year; internal processes implemented dealing specifically with officer safety, wellness, and morale*

## **STRATEGY 4**

Promote de-escalation as a core principle of the department's training program

*Measurement: Add de-escalation principles and concepts to all applicable training courses as identified by Department's Senior Staff and Training Director; identify subject matter experts to deliver education and training for de-escalation; number of officers trained in advanced de-escalation techniques and principles*

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

4.1C Objective: Citizens demonstrate respect for police

## **STRATEGY 5**

Identify, where needed create, and then disseminate instructional material, using both 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

*Measurement: Brochures, videos, PSAs, and presentations created for dissemination; number of each of the above disseminated*

4.4P Objective: Police provide opportunities for citizen access and understanding of police policies and procedures

# STRATEGIC PLAN 2016 IMPLEMENTATION PRIORITIES

## **STRATEGY 6**

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

*Measurement: Research conducted on similar groups in the US; Citizens represent a broad cross-section of criteria defined by elected leaders, community members and police employees, media coverage that increases transparency; knowledge and understanding of ethics and principles of policing*

## **STRATEGY 7**

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

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

*Measurement: PCAC By-Laws and Organizational Structure designed with stakeholder input; Structure approved by City Council by December 2016; Educate PCAC members in police policy, procedures, practice and the complexities involved in the profession; Council holds findings in confidence to protect the rights of officers and to ensure transparency in the process*

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

5.1P Objective: Police expand opportunities for joint problem solving/pro-active engagement

## **STRATEGY 8**

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

*Measurement: Conduct surveys in CAT areas to identify and prioritize citizen concerns; conduct quarterly community conversations to share progress toward problem resolution; Number of current and new outreach initiatives in each area; participants engaged in community events*

# STRATEGIC PLAN 2016 IMPLEMENTATION PRIORITIES

## High Priority Strategies Ranked by Citizen Steering Group and Community Resource Group For 2016 Implementation

High Priority Strategies Ranked by two of the three groups are below.

- Citizen Steering Group
- Community Resource Group

The Citizen Steering Group and Community Resource Group identified two additional strategies that supplemented the eight strategies above. These strategies were selected from the third and fifth goals.

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

3.1C Objective: Citizens provide input/feedback for police training, new equipment and procedures, when needed, to minimize negative citizen/police encounters

### STRATEGY 9

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 through a variety of methods which includes a notification letter of the complaint and disposition

*Measurement: Liaison group's assessment of the current Administrative Investigation Policy; modifications made to the current policy based on the Group's input; number of complaints received and the method of complaint and complaint making; number of compliments*

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

5.1C Objective: Citizens take advantage of expanded opportunities for joint problem solving/pro-active engagement

### STRATEGY 10

Develop and implement a Chief's Young Adults Advisory Council to provide input into community issues, problem-solving and create programs that support ongoing, positive interaction between youth and police officers

*Measurement: Advisory members identified, selected, and trained by June 2017; Quarterly meetings held; number of problems identified and solutions developed; number of programs developed, attendance at programs, evaluation of participant learning and attitude improvements from attending program*

RESEARCH



# COLLEGE *of* CHARLESTON

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JOSEPH P. RILEY JR.  
CENTER FOR  
LIVABLE COMMUNITIES

# RESEARCH

## Illumination Project Research Report

Conducted by the Joseph P. Riley, Jr. Center for Livable Communities

August 2016

### **Executive Summary**

In order to determine the current attitudes and perceptions of citizens and police during year one of the Illumination Project, the Joseph P. Riley Center at the College of Charleston conducted two surveys. In this report we describe a summary of the findings. The subject of this survey research is the City of Charleston Police Department (CPD). Our main survey asked citizens in the Charleston area about their views on the police, police department practices, and their interactions with the police officers (see Appendix K). A second survey asked police officers about their views on a similar set of issues (see Appendix L).

Although most Americans express confidence in the police in national surveys, that confidence has declined to a 22-year low.<sup>2</sup> When compared to police in general however, we find that the Charleston Police Department receives significantly higher marks. When asked about specific policing issues, most citizens agree that the CPD does a satisfactory job (including questions about accountability, making the right decisions, honestly, fairness, and transparency). In all, we believe there is clear evidence that Charleston area residents have confidence in the Charleston Police Department.

As one would expect, however, the surveys reveal significant differences of opinion by race. On many issues related to whether the police do a satisfactory job, Blacks are closer to the “neutral” position (on a sliding agree/disagree scale) while Whites are closer to the “agree” position. (Because of a limited response rate, we were unable to examine the views of Latinos as a separate category). Although popular opinion views these gaps as immutable, one of our more encouraging findings is that the gap between Whites and Blacks can be almost entirely undone by positive interactions with the police.

Finally, we find that how citizens view the police has real world consequences. Controlling for a range of factors, the biggest determinant of whether a citizen is willing to report crimes to the police or work on a community policing project is their opinion of the police.

All in all, the results reveal significant levels of support for the Charleston Police Department but also suggest some areas for improvement.

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<sup>2</sup> See a June 19, 2015 report from Gallup “In U.S., Confidence in Police Lowest in 22 Years.”

# RESEARCH

## Survey Report

### Citizen Survey Demographics

Returned Surveys: 1,091 (percents below indicate valid percent)

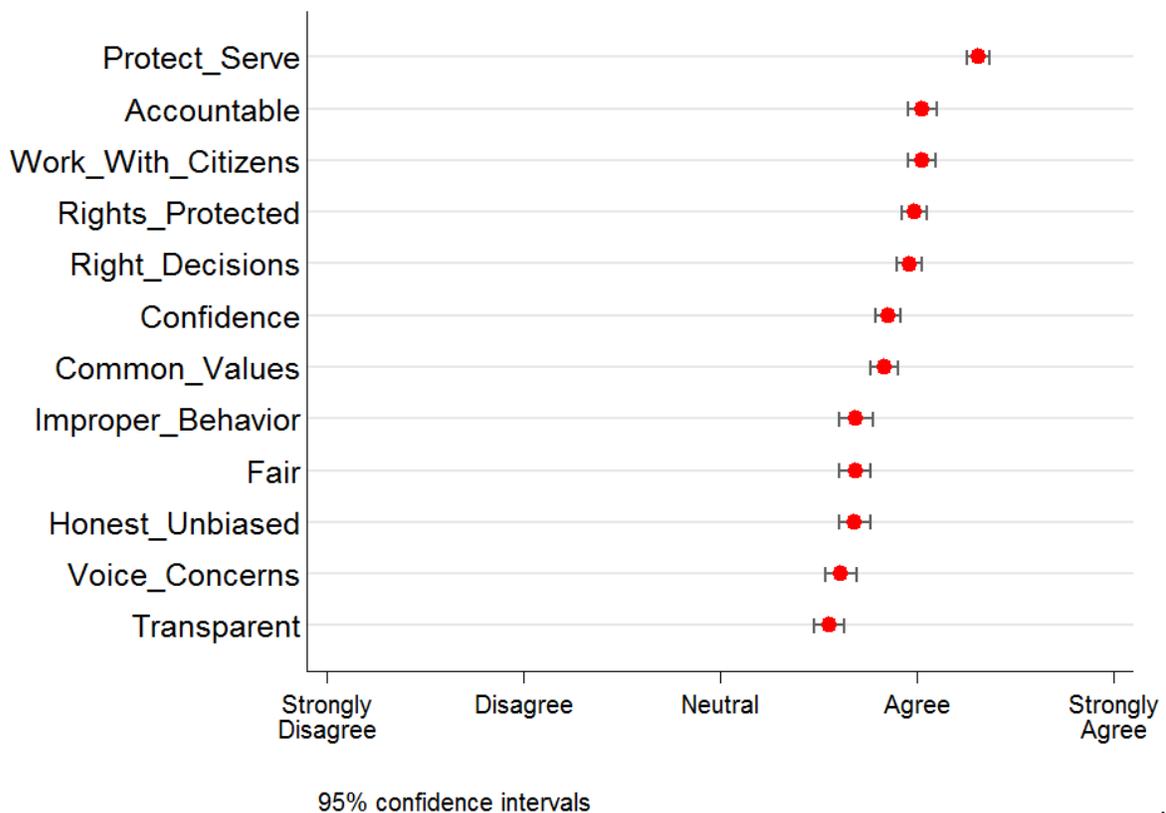
Residence: West Ashley (187, 39%), James Island (93, 19%), Charleston Peninsula (88, 18%), North Charleston (63, 13%), Mount Pleasant (49, 10%)

Race: White (582, 80%), Black (97, 14%), Latino/Hispanic (12, 2%), Asian/Pacific Islander (12, 2%), Other Race (3%). \*Due to the higher response rates among White and Black respondents, this study focuses primarily on these two racial categories. Additional surveying would be required for statistically significant data on other racial minorities.

Gender: Female (531, 73%), Male (195, 27%)

Questions 1-5 and 13-19 ask citizens their views of the police. Ordered from best to the worst. Beliefs that the police are “transparent” scores the worst followed by “citizens are able to voice concerns with law enforcement.” Perhaps these are recommended areas for improvement. However, all answers are closer to “agree” than “neutral.”

## Citizens' Views of Police

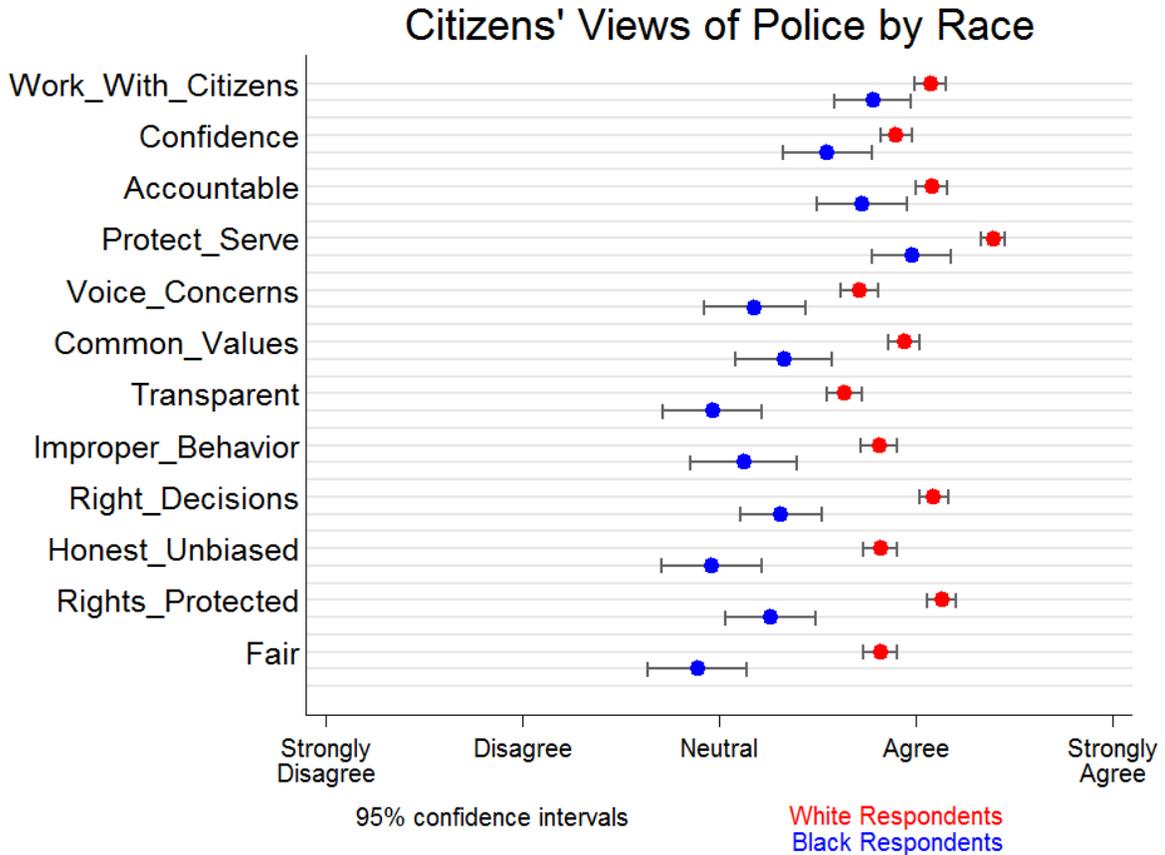


In the figure above we plot responses to questions asking citizens their views of the police and policing practices (questions 1-5 and questions 13-19). We have ordered the categories from best (top) to worst (bottom). We find:

- **As a whole, the scores are consistently high, with every category closer to the “agree” position than to the “neutral” position.**

## RESEARCH

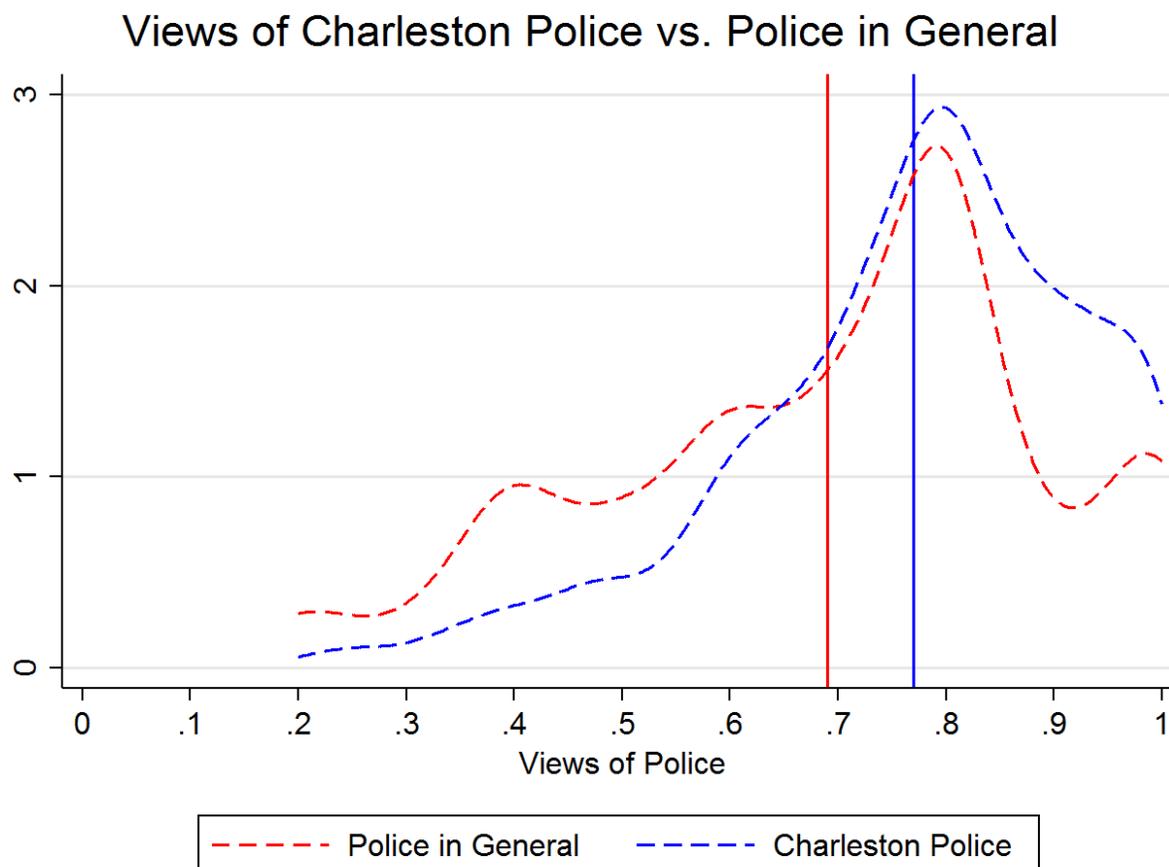
- Beliefs that the police protect and serve, are held accountable for their actions, work with citizens, protect peoples’ rights, and make the right decisions have the highest overall scores.
- Beliefs that the police department is transparent, that citizens can voice their concerns, are honest, fair, and punish improper behavior score the lowest.
- Beliefs that the police are transparent scored the lowest overall. One of our recommendations to focus on improving this perception.



We recognize that citizens’ views of the police are not uniform. In particular, issues related to race and policing have received considerable attention over the past few years. We therefore examined the same set of questions as above, this time separating citizens’ views by race. We ordered the figure from smallest gap (top) to biggest gap (bottom). We find:

- **As a whole, we see significant gaps by race. On every question, Whites have more positive views of the police compared to Blacks.**
- **On the eight questions at the bottom (police are fair, my rights are protected, police are honest, police make the right decisions, police are transparent, and I can voice my concerns to the police), Blacks are closer to “neutral” position while Whites are closer to the “agree” position.**
- **Beliefs that the police are fair had both the lowest overall score among Blacks and the highest gap between races.**

## RESEARCH



We were interested in knowing how people felt about the Charleston Police Department compared to police in general. In essence this gives us an overall picture of how the Charleston Police Department is doing. On the survey there were a range of questions that asked about “the police” in a general sense and a range of questions asking specifically about CPD. Using those questions we created an overall scale of citizens’ views. It ranges from “1” if the respondent gave all “strongly agree” answers to “0” if the respondent gave all “strongly disagree” answers. We have plotted the distribution of both scales for police in general (red dotted line) and the Charleston Police Department (blue dotted line). The solid vertical lines indicate the average response for both groups. We find:

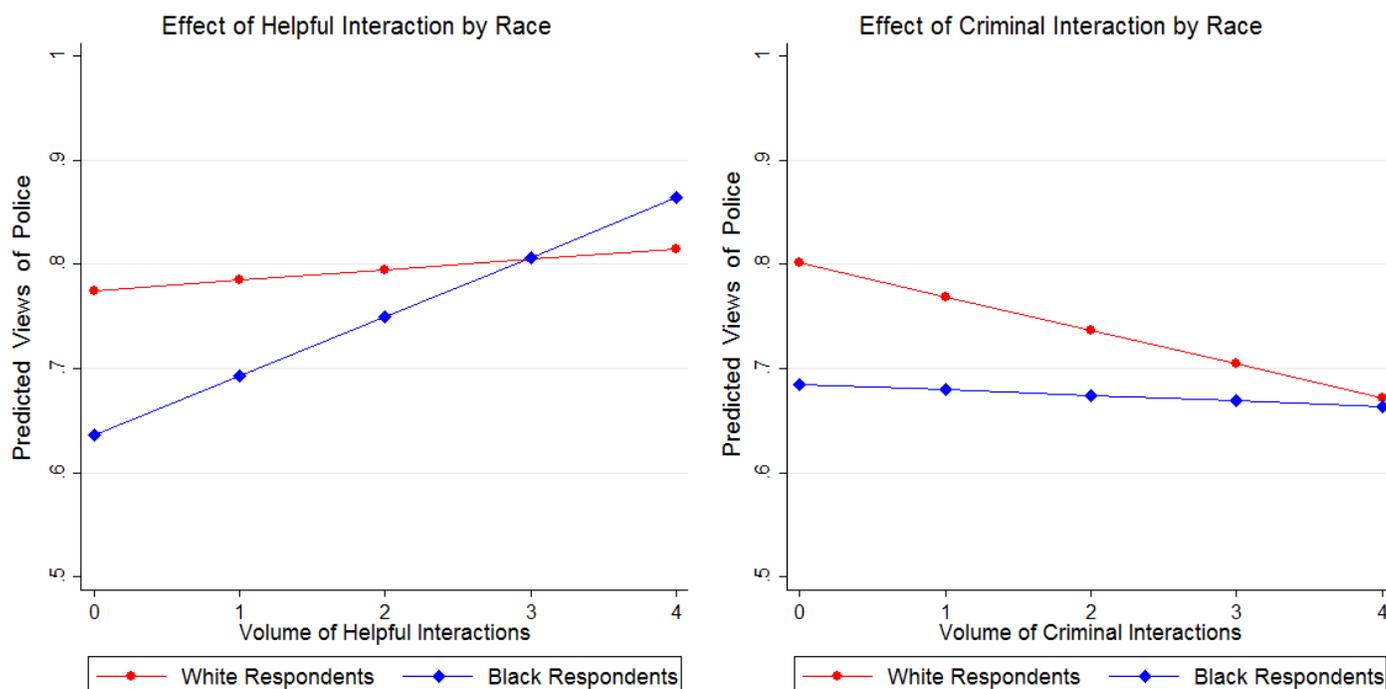
- **Charleston police are viewed more positively when compared to the police in general. We can see a higher volume of scores at the high end of the scale (0.8-1.0) for the Charleston Police Department and a higher volume of scores at the low end (0.3-0.5) for police in general.**
- **The mean score for the Charleston Police Department is 0.77 and the mean score for police in general is 0.69. A statistical test indicates that this is a significant difference.**

We then used a statistical technique called regression to identify the factors that explain variation in citizens’ views of the Charleston Police Department. In other words, we wanted to know why some people have positive views of CPD and others have negative views. Our main findings are:

## RESEARCH

- On demographics, Blacks, people with low incomes, and those with greater education have lower overall views of police.
- As one might expect, race has the largest effect size of any variable in the model.
- Helpful interactions with the police (defined as “seeking help from the police,” or “participating in a block watch program”) significantly increases positive views of the police. In other words, views of the police are not set in stone and can be changed in a meaningful way depending on the kind of interaction a citizen has with police officers.
- Criminal interactions with the police (defined as “being stopped by the police,” or “being arrested”) significantly decreased positive views of the police.
- The data did not convey residential differences. For example, North Charleston residents do not have more or less favorable views of the police compared to West Ashley or James Island residents (once we control for demographics).

## RESEARCH



Next, we examined whether the effect of helpful and criminal interactions with the police depends on the person's race. We find that there are indeed differential effects by race. In the figures above we plot these effects. Helpful interactions with the police are plotted in the left figure and criminal interactions with the police are plotted in the right figure. In both figures the volume of helpful or criminal interactions is plotted along the x-axis (fewer interactions to the left and, frequent interactions to the right). Views of the police are plotted along the y-axis (positive views at the top and, negative views at the bottom). We find:

- **Helpful interactions with the police have a large positive effect on how Blacks view the police and a small positive effect on how Whites view the police. For Blacks, views of the police improved by a whopping 20% the more often a Black resident experiences helpful interaction with the police. For Whites, increasing the frequency of helpful interactions improves views of the police by only 4%. In addition, we can see that Blacks and Whites begin with very divergent views of the police, but as the volume of helpful interactions increases, that gap narrows rapidly.**
- **As a whole, we believe these results are meaningful for a few reasons.**
  - **First, given the significant racial gaps in opinions of the police, the data shows that the gap can be closed by increasing the frequency of positive interactions between police and citizens.**
  - **Second, although the effect of helpful interactions may seem obvious, it is notable for just how significant the effect is. In essence, the gap in attitudes can be efficaciously narrowed by maximizing helpful interactions between the police and Black residents. While some may view racial differences in views of the police as set in stone, these results suggest the opposite.**
- **For criminal interactions we find the opposite pattern. Criminal interactions with the police have a large negative effect on how Whites view the police and a small negative effect on how Blacks view the police.**

## RESEARCH

Next we used a statistical technique called regression to identify the factors that explain variation in citizens' willingness to cooperate with the police. One set of questions asked citizens their willingness to report crimes to the police (questions 27-31) and another set of questions asked citizens their willingness to work with the police on community policing projects (questions 32-33). Our main findings are:

- **Age is the only consistent demographic factor. In both cases, younger citizens reported less willingness to cooperate with the police. Needless to say, this validates efforts by CPD to reach young Charleston area residents through programs such as Friday Night Lights and Camp Hope. We do not find racial differences in willingness to cooperate with the police.**
- **The data suggests that positive views of the police correlate with an increased willingness to cooperate with policing efforts, whether by reporting crimes or participating in community projects. Conversely, people with negative views are significantly less likely to report crimes or work on community policing projects. One of the implications of this result is that opinions of the police have real world consequences on the effectiveness of policing services, i.e. investigations. Combined with the earlier result, we find a circular relationship: positive views of the police increase a citizen's likelihood of seeking help from and working with the police which, in turn, further increases positive views of the police.**

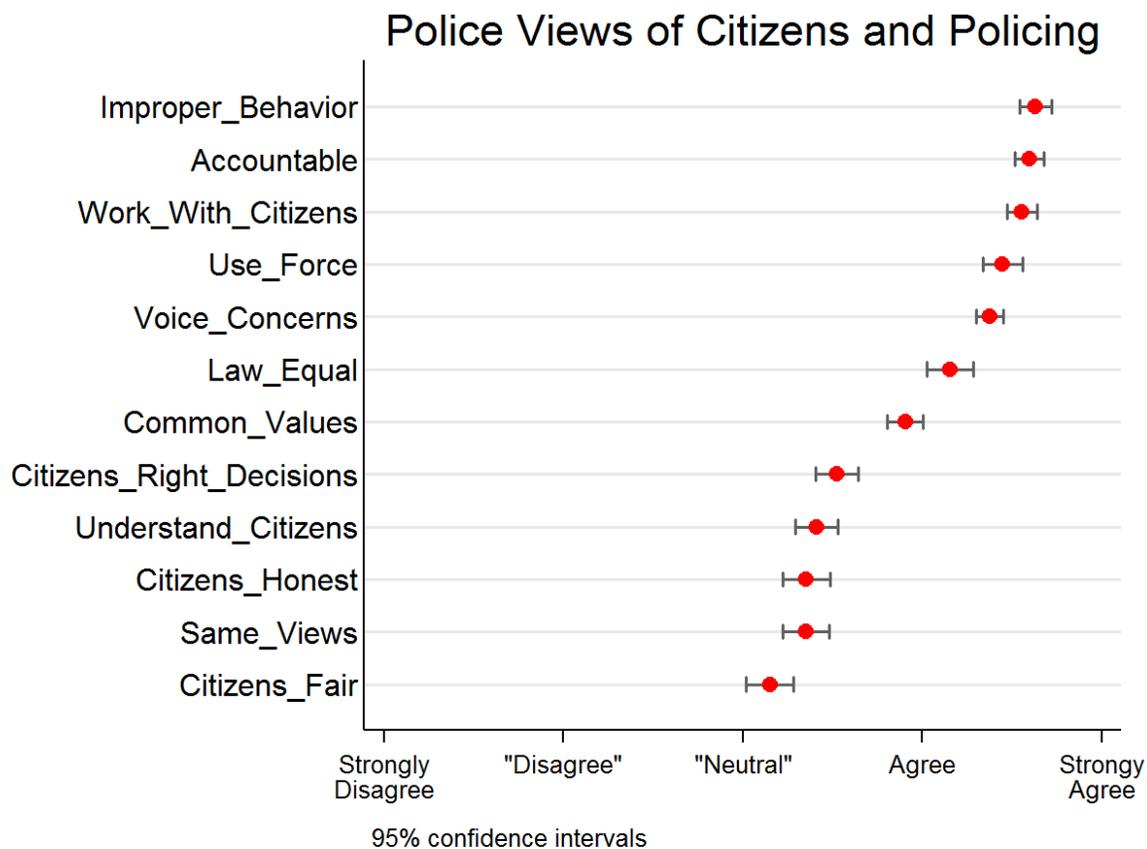
### Police Survey Demographics

Returned Surveys: 210 (percents below indicate valid percent)

The police survey gathered demographic data on gender, age, race, and years with the department.

- 84% male; 15% female; 2% no response
- 6% aged 18-24; 48% aged 25-34; 30% aged 35-44; 13% aged 45-54; 4% aged 55+
- 89% White; 8% Black; 2% Hispanic/Latino; <1% other/no response
- 16% 0-2 years with department; 22% 3-5 years with department; 22% 6-8 years with department; 14% 9-11 years with department; 27% 12+ years with department

## RESEARCH



In this final figure we report a set of results from the survey of CPD officers. On that survey we asked some of the same questions that were asked of citizens. Officers were asked their views on policing as well as their views of citizens. We have ordered the categories from best (top) to worst (bottom). We find:

- **Officers are in strong agreement that improper behavior is punished, that they are held accountable, that they are willing to work with citizens, and that the use of force is applied equally to all citizens.**
- **Officers are closer to the “neutral” position on whether citizens treat police fairly, if citizens share the same views as officers, if citizens are honest, and if they understand a citizen’s needs.**

# CONCLUSION

## CONCLUSION

Though great progress was made in Charleston through the Illumination Project to further improve relationships between police and the citizens they serve, much work still needs to be done.

Many lessons were learned throughout the process and strategies implemented even before the planning was done. This real time approach brought about faster and more lasting improvements in the relationship. For example there are already plans in place to continue holding the powerful Listening Sessions on a regular basis. Both citizens and police have made commitments to see each other for whom they really are – people with the best of intentions, who take pride in the city of Charleston, and want it to be a safe place to live, work and play.

While the effort and learning continues, it is important to capture the most important insights so far, both for others and ourselves, so that we can all best leverage them for the common good in the future.

### Lessons Learned

1. The people who really lead the city need to lead the project. Easy and obvious formal leaders come to mind. We found the informal leaders in the neighborhoods, on street corners and in community centers to be at least, if not more, important to our success.
2. Persevere. We found this to be above and beyond other community work we have done in the past. The number of stakeholders and complexity of the work continued to grow throughout the project, sometimes at what felt like exponential rates. When we were tested the most is when others pulled more than their fair share to make things work, regardless of job title or role in the project.
3. Not enough can be said about the importance of vision and leadership. Chief Mullen saw the power and possibilities in asking police and citizens to improve their own relationships. The polarity of Direction And Participation was well leveraged throughout the process. Clear boundaries, processes and roles were defined early in the project. Paradoxically people had more freedoms to participate in the work in many ways because of this structure. As a mentor of ours once said, “Structure is really helpful; it gives you something to deviate from.” Vision and leadership were not the sole purview of Chief Mullen either. Members of the leadership teams, facilitators, consultants, researchers and people joining each Listening Session shared their own visions for the project and future relationships. All were welcomed to lead in this effort and all were welcomed to participate.
4. Prepare to be changed by the process. Emotionally. Logistics, meeting designs and rooms, flyers to increase attendance and more are required to succeed. These are all tasks. You’ll become familiar with your checklist for every Listening Session you hold. And then there are the conversations that you hear from people sitting in their circle. The fear they have walking outside their home. The challenges they have felt in their past relationship with police. The difficulty they have living paycheck to paycheck. The pride they feel in how they are raising their children. The good deeds they do for others for no other reason than that they need to be done. These stories, repeated so many times, make their way into your heart. Hearing them over and over can leave you feeling both motivated and powerless at the same time. We thought we understood and had empathy for those less fortunate than ourselves. The process transformed us. We now see so much more of the reality in the world – both the good and the bad.
5. You’re going to make some new friends. Whether they are members of one of the leadership teams, facilitators, or participants, they all have the same greater purpose. You’ll find people who know people you know, and others who are brand new friends. New best friends may be waiting for you in the process. We found that by staying open to the possibilities, the kind of people we met were as diverse as the communities in which we lived.

## CONCLUSION

6. Find a great team. These may be people with whom you've worked before or new colleagues where you are partnering together for the first time. Our definition of a great team included having each other's back, ensuring excellence in all we did, and supporting each other in doing the work we each did well. Train your facilitators who conduct the Listening Sessions and debrief for shared learning and improvement. This is the foundation of trust-building.
7. This is very serious business...and don't forget to find time to enjoy each other and the work along the way. The gravity of the work is substantial. Some people feel that their basic human dignity is being challenged. Others have a fear of facing life and death situations in their own neighborhoods and homes. This project was intense because the issues were intense. Yet we found that a healthy helping of positive energy went a long ways toward making the tough times better. Whether it was a mad rush to get Listening Session data ready for a Steering Group meeting or bonding with some of the most interesting characters that make Charleston, Charleston, when we acknowledged the difficulties and focused on what was working we got the best results.
8. Learn, apply, repeat. Many times we found ourselves saying "Boy, we sure wish we had another chance to..." And of course in most cases we did. Our final version of materials used in the Listening Sessions had the word "accessible" in the title. Had we started with that in the title would it have been easier for the early groups to grasp the work we were asking them to do or did we need to improve the materials to such a point as they earned the title of accessible? Either way, continuous improvement was the watchword of the day. If something was good at one stage of the effort, the question became how could it become great for the next one. Learn, apply, repeat.
9. Leave a trail for others to follow. From the beginning it was a goal of the Illumination Project to become a national model. When we had things clear enough to do our work, we often paused to make them clearer yet for others who might be creating Illumination Projects in their own cities. We have a vision that while we can continue to learn from others around the country doing this important work, they too will be able to learn from us.
10. Expect a great deal of yourself and others....and be surprised at how much more everyone is willing and able to give to a common cause. A project of this scope and scale is a significant undertaking. Our common greater purpose of further strengthening citizen and police relationships with trust and legitimacy became the glue that held us together. Especially through the most challenging times. We have been surprised by the progress we have made in the past year in pursuing the noble goal of leveraging the polarity of individual rights and public safety. We look forward to more of the same in the future.
11. Realize that beginning community work through police relationships is an effective entry point for addressing other issues. The police have a reach into a community unlike any other since their main mission, safety, is a common greater purpose that all members of the community support.
12. Information = commitment. The more people know about the process in which they are engaged, the more informed their decisions are within that process. The Illumination Project was designed and managed to share information whenever and however possible. The overall process was described at the beginning of each Listening Session. Every idea for police and citizens to improve their relationship were captured, themes identified and this information posted on a public website. Email addresses were collected at Listening Sessions and at events where the Illumination Project was publicized. Project newsletters were regularly sent to these addresses with the latest project updates and links to the newest documents that had been compiled. The old adage that "Information is power," has some truth to it. With the Illumination Project, that power was shared far and wide building commitment to the project and most importantly between citizens and police of Charleston to further improve their relationship.

The Illumination Project, if it is to realize its full potential, needs to become a regular way of working and living in the city of Charleston. When it becomes this type of ongoing process we will both have completed our work and at the same time ensured the work to further improve the relationship between citizens and police, with trust and legitimacy will never end.

APPENDICES

APPENDICES



# APPENDIX A: COMPLETE STRATEGIC PLAN

## *Appendix A: Complete Strategic Plan*

### **Journey for Developing The Strategic Plan**

The final four months of The Illumination Project are described in the high level roadmap below.

#### June

- Agreement on Goals and Objectives of Plan
- Review, initial prioritizing of ideas/comments, pre-organized by objective
- Look for any nuggets, not recorded in the top priorities (by Objective area)
- Analyze Idea/Comments Areas and specific recommendations using selection criteria:
  - Greatest impact
  - Ease of implementation
  - Urgency
  - Cost/resources
  - Able to influence implementation
  - Accounts for legal restrictions

#### July

- Create Strategic Plan “portfolio” of strategies -- how many and which ones for each objective
- Sign off on goals, objectives, and strategies: Who needs to lead/support each of these
- Steering Group member commitments to lead citizen actions and recruitment of other stakeholders as needed

#### August

- Final DRAFT report writing
- Review with Charleston Police Fund Board
- Review with Mayor and City Council
- Review with Public for written comments and priority-setting in each Goal area (sessions held 6:30 – 8:00 August 9 and 11)
- Steering Group Meeting to review public input
- "Launch" support for initiatives
- September meeting preparations

#### September

- Review of overall Plan
- “Final” revisions made to Plan that will improve and evolve over time
- Check in on launch preparations
- Celebration
- Final Steering Group Meeting

# APPENDIX A: COMPLETE STRATEGIC PLAN

## The Charleston 2017-2020 Strategic Plan

### For Strengthening Citizen and Police Relationships

#### Grounded In Trust and Legitimacy

**Mission** defines the “business you are in.” It should bring focus to what is “in bounds” and “out of bounds.” It also highlights areas in which to develop goals in order to better excel at the mission.

**The Mission of The Illumination Project:** *Further strengthen Citizen/Police relationships grounded in trust and legitimacy*

*Legitimacy = People believe that authority exercised is appropriate and they are being treated fairly*

*Trust = Firm belief in the reliability, truth, ability, or strength of someone or something – Good relationships are built on trust*

#### Project Outcome Measures

Procedural Justice is defined by these four central principles where police:

- 1. Treat people with dignity and respect,**
- 2. Give citizens 'voice' during encounters,**
- 3. Be neutral in decision making, and**
- 4. Convey trustworthy motives.**

Research demonstrates that these principles contribute to relationships between legal authorities (police and government entities) and the community in which 1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; 2) the community feels obligated to follow the law and the dictates of legal authorities, and 3) the community feels that it shares a common set of interests and values with the police.

To this end, the Illumination Project’s Research Team identified 10 measurable outcomes that demonstrate positive community/police relations based on principles of Procedural Justice. The outcome measures are intended to both determine individual experiences and help understand to what degree each group, police and citizens, can see the other’s views. They are:

- **Community has trust and confidence in the police**
- **Police have trust and confidence in the community**
  
- **Police take initiative to solve problems in the community**
- **Citizens become partners in helping the police solve problems**
  
- **Police are perceived by the community as guardians who protect citizens**
- **Citizens feel a responsibility to follow the law**
  
- **Citizens perceive they share common interests and values with police**
- **Police perceive they share common interests and values with the citizens**
  
- **Police responses demonstrate basic respect for all citizens**
- **Citizens demonstrate basic respect for the police**

#### Summary Strategic Goals

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## APPENDIX A: COMPLETE STRATEGIC PLAN

*Strategic Goals* in this Report are for a 3-year period for the city of Charleston Police Department (CPD) The Goals are purposely broad and identify the overarching End States that will allow CPD to transform its operation at the organizational level. They are statements of the main results we are dedicated toward accomplishing between now and 2020. It is CPD’s desire to completely achieve the desired outcomes within 3 years; however, we recognize that this process is ongoing and will require constant and deliberate attention beyond the initial time frame. *Objectives* are defined under each of these goals: the specific information to achieve the strategic goal. The objectives may change over time. *Strategies* are specific activities to accomplish the stated objective. Strategies break down the objectives into specific components and are measurable and lead to the accomplishment of the objective and overarching goal.

*The Different Cultures and Backgrounds Goal*

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

*The Respectful, Trusting Relationship Goal*

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

*The Training Curriculum Goal*

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

*The Policies and Procedures Goal*

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

*The Community Policing\* Goal*

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

**\*Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.**

COPS, U.S. Department of Justice

**Strategic Goals, Objectives and Strategies**

The Different Cultures and Backgrounds Goal

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

**Goal Polarity**

Citizens Understand Police Culture and Officer Backgrounds, and Experiences	AND	Police Understand Citizens’ Different Cultures, Backgrounds, and Experiences
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**1.1C Objective: Citizens increase opportunities and capabilities to establish relationships with police as members of the community**

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

## APPENDIX A: COMPLETE STRATEGIC PLAN

*Measurement: Number of programs developed; police and citizens attendance at programs; number of individual actions for recognition documented from citizens and reported by police*

### **2. Grow Neighborhood Watch efforts by increasing participation and identifying contact people**

*Measurement: Increase in number of Neighborhood Watches and participants; Percent of Neighborhood Watch Programs with identified leaders*

#### **1.1P Objective: Police expand their own understanding and appreciation of the diverse groups they serve and protect**

##### **1. Create geographic and needs-based outreach initiatives to engage diverse communities**

*Measurement: Number of neighborhood needs assessments completed; Outreach initiatives developed and implemented by team based on the completed assessments; citizen involvement in initiatives*

##### **2. Develop policies and practices for interactions with members of the Lesbian, Gay, Bi-sexual, Transgender and Queer (LGBTQ) community**

*Measurement: Liaison position with LGBTQ community created by 1st quarter of 2017; Conduct input sessions with LGBTQ leadership during 2nd quarter of 2017; develop and implement policies geared toward LGBTQ interaction by January 2018; feedback from LGBTQ community regarding new policies and practices*

##### **3. Ask citizens to identify strategies to address important issues such as homelessness, alternatives to jail or prison, specialty courts, etc.**

*Measurement: Conduct two public forums annually on issues identified as critical community concerns; number of citizens participating in each forum; suggestions implemented based on information gathered; exit evaluation to determine effectiveness of forum*

#### **1.2C Objective: Citizens contribute to creation of diverse partnerships to enhance community safety**

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

*Measurement: Number of content experts identified (locally and nationally) and utilized in conducting training, number of training session implemented, document outcomes of training sessions through pre and post-session testing*

##### **2. Sponsor a re-entry program for returning citizens to aid them in being successful upon release from prison**

*Measurement: Funding support provided to the Turning Leaf Program; number of graduates who complete the program and remain crime free; number of graduates who obtain full-time employment or start a business; feedback from participants on their experience*

## APPENDIX A: COMPLETE STRATEGIC PLAN

**1.2P Objective: Police contribute to creation of diverse partnerships to enhance community safety**

**1. Develop partnerships with local colleges and universities to enhance the education and understanding about how historic interactions between citizens and police impact trust and confidence**

*Measurement: Agreements signed between CPD and higher education entities to develop and deliver curriculums to broaden awareness and understanding of officers pertaining to historic aspects of relationships involving police and minority communities; programs delivered; officers trained; evidence that learning/insights have been gained*

**2. Identify evidence-based initiatives that resulted in crime reduction and positive community support**

*Measurement: Identify and implement two evidence-based initiatives annually targeting specific crime categories that are supported by research and evaluation; conduct analysis and gather feedback to determine success relating to crime reduction and community support of initiatives; any changes needed to further enhance positive impact are implemented*

**3. Collaborate with citizens who are disproportionately impacted by crime to develop crime reduction strategies to improve relationships and gain cooperation**

*Measurement: Identify the top five crime-prone neighborhoods within the city based on crime analysis data; conduct listening sessions within these neighborhoods to build a mutual understanding and strategy to address crime; measure change in crime rates; measure change in relationships by involving neighbors to conduct a door-to-door survey*

**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**

*Measurement: Add Crisis Intervention Team (CIT) concepts to Block Training for all officers; complete Memorandum of Understanding with Veterans Administration for ongoing training for recruits and in-service officers; collaborate to develop advanced training specific to Post Traumatic Stress Disorder (PTSD) and other trauma related responses; officers report being more comfortable/effective in dealing with these populations*

**5. Ensure availability of interpreters to improve language access**

*Measurement: Partner with Charleston County Consolidated Dispatch to enhance scope of Language Line to support officer activities; increase in number of bi-lingual officers hired by the CPD; number of situations in which translation was needed but unavailable*

***The Respectful, Trusting Relationship Goal***

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

**Goal Polarity**

Citizens Contribute to a Mutually Respectful, Trusting Relationship With Police	AND	Police Contribute to a Mutually Respectful, Trusting Relationship With Citizens
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## APPENDIX A: COMPLETE STRATEGIC PLAN

### **2.1C Objective: Citizens take a leadership role in creating a safe community**

#### **1. Participation of citizens in quarterly staff meetings with top police officers from each patrol team**

*Measurement: Number of Staff meetings attended by community members per Team; number of participants attending Staff Meetings collectively; level of participation of citizens in meetings; number of meeting agendas co-developed by police and citizens*

- 2. Continue Listening Sessions in all parts of the community:**
  - a. Identify a team made up of local citizen community influencers to continue the work ahead**
  - b. Train citizen team in presentation skills and how to facilitate Listening Sessions**
  - c. Define team responsibilities so they can be direct links to the community to help develop crime reduction strategies to improve relationships and gain cooperation among citizens who are disproportionately impacted by crime**
  - d. Host annual listening sessions in each patrol team, schools, Camp Hope and difficult-to-reach groups such as low income areas, ex-felons, individuals who are incarcerated regarding citizen/police understanding and relationships**
  - e. Conduct annual public community listening sessions to assess progress and hear new issues or concerns**
  - f. Create internal risk-free listening sessions for officers to express issues and concerns involving community support and relationships**

*Measurement: Identify and train community influencers to comprise the team by April 2017; develop roles and responsibilities for the Team by August 2017; number of Listening Sessions held annually; facilitators' self-report competence and confidence in leading sessions*

### **2.1P Objective: Police engage community to build trust and create a safe community**

#### **1. Enhance Neighborhood Watch efforts by increasing participation and identification of points of contact for Neighborhood leaders**

*Measurement: Increase in number of Neighborhood Watches and participants; percent of Neighborhood Watch Programs with identified leaders*

- 2. Assess and examine the role of the School Resource Officer (SRO) in schools and evaluate current curriculum**

*Measurement: Create work group of police officers, educators, and citizens to discuss roles and responsibilities of SROs by January 2017; complete assessment of current activities and training curriculum and offer recommendations for improvement by June 2017; number of changes implemented by December 2017*

- 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**

*Measurement: create and deliver citizen and police survey based on procedural justice principles bi-annually; analyze data to identify change in citizen satisfaction from base-line data received in 2016; number of new programs suggested and implemented; number of improvements to existing programs based on feedback*

## APPENDIX A: COMPLETE STRATEGIC PLAN

### **4. Implement cite and release programs for minor violations when appropriate**

*Measurement: Identify crimes for cite and release program; implement program by January 2017; reduce physical arrests for identified crimes*

### **5. Research and implement online technology solutions that allow greater community awareness about crime and police activity in their neighborhoods**

*Measurement: Assign research project to Technology Committee by December 2016; research available technology solutions or enhancements for current software applications; evaluate and recommend best options for inclusion in 2018 operating budget*

### **6. Host an independent website for the Illumination Project designed for citizens to review Mission Statement, meeting schedules and contact information**

*Measurement: Private funding identified for development of website by January 2017; Develop and launch Illumination Project website in line with sampling survey of citizen input for desired features and functionality once funding is available*

## **2.2C Objective: Citizens are informed and actively share the whole story of citizen and police interactions**

### **1. Build relationships with key media outlets to develop a plan that highlights minority contributions to creating a safe city**

*Measurement: Number of relationship building meetings offered to media leaders. Tracking of media coverage of positive stories of minority contributions; number of stories contributed by the minority community*

### **2. Ensure media coverage of quarterly Town Hall meetings where citizens and police interact to discuss concerns and develop solutions**

*Measurement: Number of Town Hall meetings attended by media outlets; comparison between the number of Town Hall meetings held and news stories presented*

### **3. Increase invitations for patrol officers to attend community meetings and other gatherings to increase community interactions during non-emergency situations**

*Measurement: Comparison of community meeting invitations received by Crime Prevention Office for patrol officer's presence compared with 2016; increase meetings attended by 5% in 2017, 2018, and 2019*

## **2.2P Objective: Police provide media with a more complete picture of citizen and police interaction including those that "humanize" police**

### **1. Meet with media and the public quarterly to review data regarding citizen/police interaction showing demographic and geographic information**

*Measurement: Quarterly meetings occur; number of media outlets and citizens who attend meetings; feedback from participants about issues or concerns and understanding of information shared*

### **2. Share CPD accomplishments of employees and the organization with the community at large and other interested organizations via various media formats**

## APPENDIX A: COMPLETE STRATEGIC PLAN

*Measurement: Create a social media plan to increase dissemination of CPD activities and achievements by 2nd quarter of 2017; percentage increase of stories shared with community partners compared to 2016 baseline; percentage increase in “likes” and “followers” compared to 2016*

**3. Create and publicize a commendation that rewards officers who resolve situations through de-escalation that avoids the use of deadly force**

*Measurement: Add “Guardian Award” to the CPD’s Awards and Commendation policy by January 2017; number of awards presented*

**4. Invite media to yearly listening sessions held in each patrol team**

*Measurement: Schedule annual Listening Sessions for each patrol team and publicize dates by February of each year; number of media representatives attending Listening Sessions; stories written or aired by media representatives*

***The Training Curriculum Goal***

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

**Goal Polarity**

Citizens Understand Police Roles, Rights and Responsibilities	AND	Police Understand Citizens’ Roles, Rights and Responsibilities
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**3.1C Objective: Citizens provide input/feedback for police training, new equipment and procedures, when needed, to minimize negative citizen/police encounters**

**1. Gain citizen input for training, new equipment and procedures through groups such as the proposed community liaison group (see Goal 4 of this Report)**

*Measurement: Identify and select diverse community members to serve as Community Liaisons; meet semi-annually or as needed to discuss new initiatives or procedures being considered by CPD; initiatives assessed and evaluated by the work group*

**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 which includes a notification letter of the complaint and disposition**

*Measurement: Liaison group’s assessment of the current Administrative Investigation Policy; modifications made to the current policy based on the group’s input; number of complaints received and the method of complaint making; number of compliments received*

**3.1P Objective: Police apply current research and citizen feedback to police training, new equipment and policy and procedures to minimize negative citizen/police encounters**

**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**

*Measurement: Identify resources to assist CPD personnel with the assessment and evaluation by 2nd Quarter of 2017; develop an assessment of effectiveness of current training and establish criteria, structure to enhance it as needed for the future; complete the assessment and recommendations for calendar year 2018 training*

## APPENDIX A: COMPLETE STRATEGIC PLAN

2. **Expand CPD training curriculum for officers and supervisors with consideration of the following topics:**
  - a. **Concepts in unconscious bias, problem solving, and partnership building, cultural sensitivity**
  - b. **Procedural Justice Principles (Internal and External)**
  - c. **Officer Wellness**
  - d. **Language skills**
  - e. **Cultural differences and norms within diverse groups**
  - f. **Communication/people skills/Conflict Resolution skills for/with citizens**
  - g. **Guardian Mindset concept**
  - h. **Generational differences**
  - i. **Enhanced Constitutional Law with a specific focus on the legal parameters of officer-initiated contacts using classroom and scenarios based formats**
  - j. **Scenario based training on decision-making and real-life situations**
  - k. **Crisis Intervention Team concepts for all officers (during Block-Training program)**
  - l. **Supervisory skills and practices to investigate Use of Force incidents**
  - m. **Basic and advanced Community Policing curriculum**
  - n. **Interacting with mentally ill and emotionally-challenged citizens**

**\*\*Fair and Impartial Policing Training – implementation in progress**

*Measurement: Increase the training hours per officer by 8 hours in 2017, 2018, and 2019 to address priority topics listed above based on officer self-report and supervisor input; number of advanced training hours provided in the listed topic areas each year; internal processes implemented dealing specifically with officer safety, wellness, and morale*

3. **Promote de-escalation as a core principle of CPD's training program**

*Measurement: Add de-escalation principles and concepts to all applicable training courses as identified by CPD's senior staff and Training Director; identify subject matter experts to deliver education and training for de-escalation; number of officers trained in advanced de-escalation techniques and principles*

4. **Participate in Police Executive Research Forum's (PERF) Critical Issues meeting to stay abreast of emerging issues**

*Measurement: Attend two PERF Critical Issues Sessions per year; require all Command Staff members to attend one Critical Issues seminar at PERF during the period 2017-2020; number of ideas implemented based on attendance; lessons learned shared with entire Command Staff*

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

*Measurement: Develop internal work group to research other police departments using the Education Based disciplinary model during 2017; complete and present an evaluation and recommendations regarding pros and cons of the system; senior staff makes decision about changes or modifications by 2nd quarter of 2018*

6. **Review best practices for behavioral "state of mind" psychological examinations to determine frequency of testing**

## APPENDIX A: COMPLETE STRATEGIC PLAN

*Measurement: Partner with Medical University of South Carolina to review best practices during 2017; consider review outcomes and recommendations; identify any modifications necessary 4th quarter of 2017; modifications implemented if necessary*

### **3.2C Objective: Citizens understand the laws and their roles in creating a safe community**

- 1. Suggest marketing opportunities, such as YouTube and other media for citizens to learn about police policies and practices**

*Measurement: Young Adults Council provides ideas for social media ideas. Charleston marketing community provides ideas*

- 2. Create a recognition program for community influencers who educate the public about the laws and citizen roles in creating a safe community**

*Measurement: Community Liaison committee creates program*

### **3.2P Objective: Police embrace a mutual understanding of their roles in creating a safe community**

- 1. Using citizen input, develop and deliver educational seminars to increase citizen knowledge and understanding about police policy and practices**

*Measurement: Collect citizen input at community gatherings and forums regarding areas of interest; number of seminars developed and delivered to community members per year; number of citizens who participate in the seminars; post-seminar feedback about increases in knowledge and understanding*

- 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**

*Measurement: All new recruits spend five days with the SRO as part of their Patrol Officer Training Program starting in fall 2016; SRO and officer self-report of positive relationships with students*

- 3. Using citizen input, update the Citizens Police Academy to include current topics like Fair and Impartial Policing and increase participation**

*Measurement: Complete a review of the current Academy curriculum by April 1, 2017; create for senior staff approval a new curriculum based on current topics, trends, and issues by October 1, 2017; deliver new curriculum once in 2017 and twice yearly thereafter*

### **3.3C Objective: Citizens participate in educational programs to be good citizen partners with police**

- 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**

*Measurement: Community Outreach Office develops an action plan to increase participation for both Academies by 20%; SROs and Crime Prevention Officers actively recruit participants from all areas of the city to attend, focusing on individuals who may not currently interact with the police; number of participants from challenged communities*

## APPENDIX A: COMPLETE STRATEGIC PLAN

- 3.3P Objective: Police provide education to improve officer capabilities in communication, de-escalation and community policing**
- 1. Apply National Tactical Officers Association’s (NTOA) principles to the patrol officer decision making model**

*Measurement: Special Weapons and Tactics (SWAT) Team members develop training curriculum for patrol officers based on NTOA model; training is delivered to all officers during the 2018 block training cycle; number of incidents de-escalated based on the principles of the model*

- 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**

*Measurement: Ideas generated by citizens regarding desired information; format created for daily messages; comparison of current messages delivered new efforts; percentage increase in likes and followers after implementation*

- 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**

*Measurement: Subject matter experts identified and engaged to provide training; training hours delivered in each topic; number of citizen complaints, use of force incidents as well as compliments after training; number of officers trained*

**The Policies and Procedures Goal**

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

**Goal Polarity**

Improved Citizen and Police Relationships Through Police Being Clear about Policies and Procedures and Procedures	AND	Improved Citizen and Police Relationships Through Citizens Understanding Police Policies and Procedures
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- 4.1C Objective: Citizens demonstrate respect for police**
- 1. Develop processes to engage citizen leaders to share with their neighbors the importance of respectful citizen/police relationships**

*Measurement: Process implemented by Police Citizen Advisory Council (PCAC) to engage neighborhood leaders; PCAC held information sessions with neighborhood leaders; number of ways, places and people with whom leaders share why respecting the police is important*

- 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**

*Measurement: Brochures, videos, Public Service Announcements (PSA), and presentations created for dissemination; number of each of the above disseminated*

## APPENDIX A: COMPLETE STRATEGIC PLAN

3. Community influencers educate constituencies about the importance of voluntary compliance during citizen/police encounters

*Measurement: Brochures, videos, PSAs, and presentations created for dissemination*

4.1P Objective: **Police** adhere to procedures and expectations that demonstrate respect for citizens

1. **Review and improve, where needed, current policies addressing:**
  - a. **Procedural Justice principles so community members and police officers feel that police procedures and processes are fair and equitable, and community members and police officers feel heard, treated with respect and dignity so “the why” is understood which allows citizens to accept procedural outcomes they don’t agree with or like**
  - b. **Vulnerable populations (children, mentally ill, immigrants and homeless)**
  - c. **LGBTQ and transgender community**
  - d. **Officer performance evaluations**
  - e. **Tracking and reporting information on officer-involved critical incidents**
  - f. **Use of Force**
  - g. **Data analysis**
  - h. **Administrative investigations**

*Measurement: Establish a baseline of current policies and practices to determine how CPD is advancing in community policing. Complete policy reviews by June 2017; modifications implemented; training completed on new policies*

2. **Assess and evaluate current enforcement practices on traffic stops, investigatory and consensual contacts**

*Measurement: Review enforcement practices that may lead to disparities, community concerns, or complaints; compare current CPD practices with the recommendations by April 2017; changes or modifications made based on the review; comparison of data (12 months) before and after the changes were implemented*

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

*Measurement: Reports reviewed yearly; modifications made to policies or training based on the review; percentage of report recommendations already in practice and in process of implementation/partially met*

4. **Develop and implement policies requiring officers to obtain written consent for all searches not based on reasonable suspicion or probable cause**

*Measurement: Policy created and reviewed by staff; fully implemented and officers trained by first quarter 2017*

## APPENDIX A: COMPLETE STRATEGIC PLAN

- 5. Continue participation in the Commission on Accreditation for Law Enforcement Agencies (CALEA) audit and maintain accreditation at the *Gold Standard Level*, comprised of 400 standards and community member interviews**

*Measurement: Reaccreditation achieved at Gold Standard Level*

### **4.2C Objective: Citizens view law enforcement as a worthwhile career**

- 1. Develop an inspirational recruiting video to expand outreach and interest in policing as a career**

*Measurement: Collaboration between citizens and police surrounding the content and messaging for the video; video created and disseminated*

- 2. Create a mechanism to encourage and recruit youth and adults to join law enforcement as a career**

*Measurement: Number of citizen sponsored recruiting initiatives; number of recruits referred by citizens hired*

### **4.2P Objective: Police develop recruiting, hiring and retention practices that focus hiring on geographic, racial, ethnic, and gender diversity**

- 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**

*Measurement: Complete review and update of current plan by 2nd quarter of 2017; recruiting initiatives specifically targeting diverse populations; increase in number of officers representing targeted groups*

- 2. Identify and apply for state and federal grants to assist with recruiting initiatives that expand opportunities for outreach and personal contacts**

*Measurement: Increase in recruitment budget resulting from grant dollars; increase in recruiting trips and fairs based on the grant dollars; number of applicants and hires resulting from the new contacts*

- 3. Schedule quarterly meetings with community members representing gender, ethnic, racial, and LGBTQ communities to discuss diversity in recruiting and hiring**

*Measurement: Number of meetings conducted; Ideas generated during the meeting to enhance recruitment; number of referrals resulting from the meeting*

### **4.3C Objective: Citizens provide input/feedback on policy and procedure enhancements for transparency and communication relating to citizen actions and police practices involving citizen and police interactions**

- 1. Set up a community liaison group to work with the police to develop and evaluate policies and procedures involving priority issues such as Use of Force, administrative investigations, hiring processes, etc.**

*Measurement: Identify members; identify priority policies for evaluation; number of policies created or modified; feedback from community liaison group that experience was positive and enhanced their view of police*

## APPENDIX A: COMPLETE STRATEGIC PLAN

### **2. Expand the mediation process to increase communication between groups of citizens and officers after a contentious situation occurs**

*Measurement: Complete coordination with current mediators regarding structure and process by March 2017; draft and review procedure and format for use; events that activate the process; both citizens and officers report more positive and productive communication*

### **4.3P Objective: Police develop and apply policies and procedure that enhance transparency and communication relating to police practices involving citizen interactions**

- 1. Encourage a culture of transparency to include:**
  - a. Participation in national initiatives like the White House Police Data Initiative to enhance data availability**
  - b. Requiring State Law Enforcement Division (SLED) to investigate all incidents involving officer involved shootings and all cases of Use of Force that result in death**
  - c. Continuing to review, analyze annually and report to Federal Bureau of Investigation (FBI) all officer involved shooting events**
  - d. Sharing with the public an annual report from the Professional Standards Office that provides information to the public about officer complaints and related information**

\*\*To date, CPD has placed over 90% of police policies/procedures online

*Measurement: List of initiatives implemented that impact transparency; Policy changes or modifications that increase data available to citizens; public views of information posted on CPD's website*

### **2. Complete a CPD analysis by April 2017 to determine officer allocation and deployment based on crime analysis and prioritization of needs**

*Measurement: Complete a 3 year analysis of crime patterns and calls for service to identify priority areas of need; evaluate patrol team's officer allocations to match need; implement changes identified during the analysis and evaluation by June 2017*

### **3. Review and assess current policies relating to mass demonstrations to create a tier response that focuses on de-escalation and preservation of rights**

*Measurement: Research current practices and lesson learned from mass demonstrations throughout the US; assess current policies based on information gained by research; modify policies and procedures that create a response continuum*

- 4. Develop new policies designed to:**
  - a. Implement crime prevention strategies based on Targeted Operational Planning and other data driven approaches**
  - b. Display demographic information on police activity and establish a non-census driven criteria for analysis of the information on a semi-annual basis**
  - c. Provide for monthly internal inspections of identified police activities for quality assurance and early warning of problem areas**

## APPENDIX A: COMPLETE STRATEGIC PLAN

*Measurement: Identify research partners to assist with criteria development; draft or modify current policies based on research recommendations; implement new policies by December 2017*

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

*Measurement: Solicit for Committee members by March 2017; Select and train Committee by June 2017; complete first review in January 2018*

- 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**

*Measurement: Request eight additional officers per year to expand Community Action Team (CAT) deployments; number of patrol beats staffed on a six month minimum rotation; feedback from citizens about knowledge of officers assigned to their communities; feedback from officers about increased recognition and deepening relationships with citizens from their “beat”*

### **4.4C Objective: Citizens actively access and understand police policies and procedures**

### **4.4P Objective: Police provide opportunities for citizen access and understanding of police policies and procedures**

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

*Measurement: Research conducted on similar groups in the US; Citizens represent a broad cross-section of criteria defined by elected leaders, community members and police employees, media coverage that increases transparency; knowledge and understanding of ethics and principles of policing*

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

*Measurement: PCAC By-Laws and Organizational Structure designed with stakeholder input; Structure approved by Charleston City Council by December 2016; educate PCAC members in police policy, procedures, practice and the complexities involved in the profession; City Council holds findings in confidence to protect the rights of officers and to ensure transparency in the process*

## APPENDIX A: COMPLETE STRATEGIC PLAN

### 3. Prohibit predetermined numbers for any enforcement activity

*Measurement: Review policies dealing with enforcement activities and add language which distinguishes between quotas and performance expectations by March 2017; disseminate verbal and written expectations during Officer Roll Call Training in April 2017*

### 4. Host information sessions annually with key stakeholders to:

- a. Discuss Use of Force Policies and their use
- b. Report the race, gender and ethnicity of CPD
- c. Build advocacy with elected officials for legislative action relating to new laws, modification of current laws, or deletion of laws no longer applicable or valid

*Measurement: Annual meeting conducted; complete and disseminate annual report outlining key data points and demographic information; feedback from participants about the usefulness of report; number of laws implemented, changed, or removed as a result of advocacy with elected officials at the local, state, and federal levels; improvements publicized through all forms of media*

### **The Community Policing\* Goal**

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

\* *Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. COPS, U.S. Department of Justice*

#### **Goal Polarity**

Expanding Community-Oriented Policing to All Segments of Our Community	AND	Focusing Community-Oriented Policing on Every Segment of Our Community
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### **5.1C Objective: Citizens take advantage of expanded opportunities for joint problem solving/pro-active engagement**

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

*Measurement: Advisory members identified, selected, and trained by June 2017; quarterly meetings held; number of problems identified and solutions developed; number of programs developed, attendance at programs, evaluation of participant learning and attitude improvements from attending programs*

2. **Support police in broadening the target audience for the Youth Academy and include important topics surrounding citizen/police interactions and roles**

*Measurement: Increased teen youth participation from proven-risk neighborhoods; diversity of participants as measured by socio-economic status, race, gender and age; annual updates of curriculum to address current events/concerns*

3. **Assist police in creating an asset map of potential citizen partnerships and community resources, then prioritize for making connections using high**

## APPENDIX A: COMPLETE STRATEGIC PLAN

**leverage groups such as the Charleston Apartment Association, neighborhood presidents and school leadership**

*Measurement: Completion of asset map by December 2017; prioritized list of desired connections, number of prioritized connections translated into participating groups; volunteer hours recorded; joint initiatives launched and/or completed*

### **5.1P Objective: Police expand opportunities for joint problem solving/pro-active engagement**

**1. Expand citizen/police interaction in challenged neighborhoods during non-crisis or enforcement situations by increasing communication about current programs and community outreach opportunities**

*Measurement: Conduct surveys in CAT areas to identify and prioritize citizen concerns; conduct quarterly community conversations to share progress toward problem resolution; number of current and new outreach initiatives in each area; participants engaged in community events*

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

*Measurement: Modify existing process in January 2017; number of Citizen Advisory Groups re-purposed into Neighborhood Forums; number of ideas and suggestions received from community members; outreach efforts completed by citizens and police reported by Patrol Teams*

**3. Partner with educators to identify different approaches for dealing with at-risk youth outside the criminal justice system**

*Measurement: SRO supervisor formalizes a leadership group with Charleston County School District (CCSD), 9th Circuit Solicitor’s Office, and South Carolina Department of Social Services; training and education received regarding alternative solutions to police interaction; new alternatives implemented; number of at-risk youth diverted from court system*

**4. Conduct a performance assessment of CPD policies and practices utilizing the city’s Performance Innovation Program methodology for more effective policing services. <http://datasmart.ash.harvard.edu/news/article/how-can-data-and-analytics-be-used-to-enhance-city-operations-723>**

*Measurement: Create and training Performance Innovation Program team by April 2017; select consultants to work with core city team on assessments; actions and policies implemented based on assessment*

**5. Collaborate with other public safety departments within the city to increase community outreach efforts**

*Measurement: Number of joint community initiatives launched involving police department and at least more than one other city public safety agency*

**6. Research and implement the successful Cops and Barber Program to enhance communication and learn about concerns in the community**

*Measurement: Pilot two Cops and Barber sites in 2017; number of expansion sites; feedback from citizens and officers about relationship improvements*

## APPENDIX A: COMPLETE STRATEGIC PLAN

### **7. Inventory community resources and develop integrated partnerships to address community issues holistically**

*Measurement: Completion of asset map by December 2017; number of groups recruited to participate; volunteer hours recorded; joint initiatives launched and/or completed*

#### **5.2C Objective: Citizens transform existing relationships**

##### **1. Gain direct business leader support to serve as peer resources for citizen team of existing community influencers**

*Measurement: Business leaders engaged in process; education and training hours provided; number of influencers involved initiatives led by Influencers; feedback from community influencers and business leaders as to effectiveness of relationship*

##### **2. Build collaboration between the Illumination Project and similar projects/efforts across the community**

*Measurement: Joint projects initiated; improved impact of existing programs based on cross-project/effort input/lessons learned*

##### **3. Expand the Faith Community Engagement subgroup to lead and plan various programs with a goal to tap their leadership to be involved in other parts of the community**

*Measurement: Conduct monthly support group gatherings across the city; increase in number of places of worship participating; number of lay leaders participating; number of citizens participating; outreach efforts launched by the subgroup*

#### **5.2P Objective: Police transform existing relationships to make a significant difference in people's lives**

##### **1. Expand the value of community policing principles in officer evaluations and promotional processes**

*Measurement: Modify performance evaluations and promotional material to specifically rate community police efforts as a key performance indicator in 2017; improvement year over year in community policing-related evaluations for department overall*

##### **2. Review and assess current crime reduction strategies to determine success and identify any unintended consequences of specific actions and the impact on trust and legitimacy**

*Measurement: Examine data-driven and crime analysis models in use for efficiency and effectiveness outcomes relating to crime impact, officer deployment, and community trust; conduct surveys in Hot Spots and other areas to identify pros and cons of current practices; modifications made based on input from citizens and officers*

##### **3. Create a coalition of human service agencies to collaborate on solutions based on the "social determinants of health" philosophy which is used to identify ways to create social and physical environments which promote good health in the community**

*Measurement: Identify required members of the coalition by April 2017; number of identified service providers who participate; initiatives of cross discipline nature implemented by the coalition; changes in community health based on initiatives implemented*

## APPENDIX A: COMPLETE STRATEGIC PLAN

### **4. Implement policies and practices dealing with children exposed to violence and children of parents arrested to reduce trauma and fear of the police**

*Measurement: Recruit subject matter experts as partners to develop curriculum and train officers; develop and implement policies relating to trauma informed responses to children; increase in children receiving mental health intervention within 48 hours of a violent event*

**\*\*Begin with Books: Books hand-delivered by police to children in need that were deemed undeliverable by USPS – started in February 2016**

## APPENDIX B: STRATEGIC PLAN GLOSSARY OF TERMS

### *Appendix B: Strategic Plan Glossary of Terms*

**PEER Review Committee:** A group of peers who are professionals from the criminal justice, institutes of higher learning, and legal counsel, recruited from the community. They serve as secondary resources of high level review to identify trends and patterns that may emerge during critical incidents which can lead to changes in policy and/or training.

**Camp Hope:** Camp Hope is a six-week summer program providing interaction between at-risk youth and Charleston Police Department Officers who serve as School Resource Officers and School Response Team members. Camp activities range from swimming to archery, field trips around the area to many venues these youths (age 6-14) would never see on their own. Programs include an introduction to police and how the police operate as well as learning the principles of good citizenship along with the importance of respect for self and others.

**Neighborhood Watch:** National Neighborhood Watch was begun in 1972 with funding in part by the National Sheriffs' Association, through a grant from the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The Neighborhood Watch Program draws upon the compassion of average citizens, asking them to lend their neighbors a hand. The National Neighborhood Watch Program (formerly USAonWatch) is the portal for training to assist law enforcement agencies and their communities, technical assistance, resource documents, watch stories, networking, and assistance to the field. The success of the program has established Neighborhood Watch as the nation's premier crime prevention and community mobilization program. Visible signs of the program are seen throughout America on street signs, window decals, community block parties and service projects.

**Police Executive Research Forum (PERF):** Founded in 1976 as a nonprofit organization, PERF is a police research and policy organization and a provider of management services, technical assistance, and executive-level education to support law enforcement agencies. PERF helps to improve the delivery of police services through the exercise of strong national leadership, public debate of police and criminal justice issues, and research and policy development.

**Citizens' Police Academy:** The Citizens' Police academy is a program designed to inform citizens about how the Charleston Police Department operates and how citizens can assist the police. The Academy is designed to encourage the flow of information between citizens and officers, furthering the goal of maintaining and improving community relations. The Citizens' Training Academy participants will participate in a Neighborhood Crime Watch Workshop, have the opportunity to ride along with officers on the street and to visit the Consolidated Dispatch Center. On the final night, participants can put themselves in an officer's shoes in the firearms training simulator, experiencing realistic police situations. The Academy is an eight-week course where participants meet one night a week and receive abbreviated training in the most important principles of police work including Response to resistance and aggression, fair and impartial policing, shoot/don't shoot decision making, as well as some legal training in police operations.

**Youth Academy:** The Youth Citizens' Training Academy participants learn about police work from Law Enforcement and Public Safety professionals, including Patrol officers, Detectives, Traffic, and special units like SWAT, Bomb Squad and others. They will also have an opportunity to visit the Consolidated Dispatch Center. On the final night, participants can put themselves in an officer's shoes in a realistic training simulator.

**Community Action Team (CAT):** The CAT Teams are senior patrol officers who have volunteered to be assigned to a specific community and to interact on a deeper level with those citizens. In addition to patrol and normal police functions, CAT members plan and participate in both youth programs and community programs designed to encourage police/citizen interaction and knowledge.

## APPENDIX B: STRATEGIC PLAN GLOSSARY OF TERMS

**Police Citizen Advisory Council (PCAC):** The PCAC is a council designed to better police/citizen understanding and interaction as well as to provide a citizen's perspective of policing. It will ensure transparency and promote understanding between the police and Citizens. The city of Charleston's Council will be under development starting in fall 2016. It is proposed that the Council membership be selected from community activists, neighborhood leaders, educators, retired professionals from criminal justice, legal, and victim services, researchers, and youth, using input from elected leaders, community members and police employees.

**Performance Innovation Program (PEAK):** PEAK brings together city employees from all disciplines to improve efficiencies in delivering city services as well as implement employee ideas to improve city responses and efforts for the end customer. It is an ideology, which will be trained across all city of Charleston Departments in 2017, centered on the idea that small changes can result in great improvements to the public services provided, as well as benefit the city through cost savings and work hour savings.

**Trauma Informed Responses:** Trauma-informed responses emphasize creating services and programs that are sensitive and directly responsive to the trauma that many survivors and officers experience after a violent crime or critical incident. Trauma-informed care programs identify and limit potential triggers to reduce their re-traumatization and protect their mental and emotional health

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

### *Appendix C: Documentary and Articles Chronicling the Illumination Project*

#### **Mother Emanuel: One Year Later The Documentary**

This documentary, produced by the Charleston Post and Courier, tells the story of nine people killed in the basement of the Mother Emanuel AME Church in the summer of 2015. Charleston, unlike many cities faced with these senseless murders chose to respond with grace. Instead of pulling the city apart, it brought people together. Police Chief Greg Mullen's desire to honor those who died led to the Illumination Project, a year long and counting community-oriented engagement process to strengthen citizen and police relationships. *Mother Emanuel: One Year Later* takes you along the ongoing journey describing this work in the voices by those doing it.



<http://data.postandcourier.com/sagat/oneyearlater/page/6>

## Charleston leaders announce effort to build police trust



Dave Munday ✉ Email 🐦 @dmunday

Sep 22 2015 2:15 pm 🕒 Sep 22 8:18 pm



Amid growing distrust of police officers around the nation, Charleston leaders kicked off a yearlong project that promises to reverse that trend here.

Police Chief Greg Mullen, Mayor Joe Riley and a few dozen elected officials, business, community and church leaders announced the plan at City Hall.

“There’s a tension that has developed between law enforcement and the community,” Mullen said. “We want people to understand what we do, and we want to understand what the community feels and sees in terms of police interaction. We need to know what people in Charleston want with the relationships between their police department and community.”

The Charleston Police Fund is raising at least \$100,000 to bring in experts in “polarity thinking” to listen to divergent viewpoints and list action plans, board Chairman Gary Nestler said.

Community meetings are planned the last couple months of the year, and the project should be finished by October 2016. The plan will include concrete ways to measure results, Mullen said.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Much of the distrust has come from minorities claiming they were unfairly treated by police. The NAACP has been complaining for years that young black men tend to get pulled over more often than white men and are more likely to end up in jail for similar offenses.

The tension has been fueled by highly publicized cases of white police officers being accused of using too much force on black men. The most recent example was the April 4 shooting of Walter Scott in the back by then-North Charleston Police Sgt. Michael Slager.

Charleston community leaders were especially moved to give the complaints another hearing after the response from the black community to the June 17 massacre of black worshipers at Emanuel AME Church, according to Mullen. Riley called the expressions of forgiveness and efforts for racial unity that followed “a gift of grace.”

“We feel a responsibility to build on that,” he said Tuesday.

Mullen noted that Charleston didn’t experience the riots seen in some cities, such as the violence after the death of Freddie Gray in a Baltimore police van in April or Michael Brown’s death in Ferguson, Mo., last year.

“I think that’s a gift,” he said.

Charleston NAACP President Dot Scott said her organization’s efforts are largely responsible for the peaceful response that followed the Scott shooting and other incidents of perceived injustice. She said she couldn’t comment on the plan because she had not heard about it and was not invited to the announcement.

She said she suspects she was not invited because she has been a vocal critic of police treatment of black men. For instance, she and other black leaders have continued to ask questions about the death of Denzell Curnell, a 19-year-old black man who died of a gunshot wound June 20, 2014, after an off-duty policeman challenged why he was walking through Bridgeview Village apartments. Police said Curnell shot himself in the head during a struggle with the officer. His family and black leaders challenged that account.

“If this is how they’re going to do it, I’ve got a concern about it,” Scott said of the project. “If they’re serious about it, they’ve got to get the people that don’t agree as well as those who do.”

Mark Ruppel, the police fund’s executive director, said Scott’s input is welcome. This was just an announcement with some of those who have supported us in the past,” he said. “It was by no means inclusive. We need to hear the concerns and the critics as well as the supporters.”

Dr. David Cole, president of Medical University of South Carolina, attended the briefing.

“MUSC wholeheartedly supports the Charleston Police Department’s Illumination Project and what it hopes to accomplish through better relationships with local law enforcement and those they serve,” he said. “At MUSC, we believe in a diverse community where every member feels respected, valued and safe, and are pleased that the City of Charleston, through the leadership of the police department, has engaged the community to do something so visible to demonstrate a commitment to these same values.”

The [Charleston Police Fund](#) raises money for police training, equipment and outreach that’s not included in the tax-supported budget. Last October, the fund raised \$55,000 for police body cameras.

## Project to improve trust between police, residents aimed at setting example for others

By Dave Munday and Melissa Boughton

Oct 26 2015 11:36 am  Oct 26 5:12 pm



## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Officials behind a new initiative aimed at strengthening trust between Charleston police and residents hope the project's model will be a seed for other communities across the nation to make similar changes.

The steering committee for the Illumination Project held its first meeting downtown Monday. The [Charleston Police Fund](#) organized the yearlong project to reverse the growing distrust of police officers around the nation.

Chairman Gary Nestler said he hopes the project will break down the barriers between law enforcement and the community and strengthen social justice.

"It's really developing trust again and with trust comes positive change," he said. "We're not a divisive community, we're all coming together."

He said Monday's meeting would focus on what community leaders need, want and would be willing to commit to in terms of broadening the collaboration between them, the police and residents. He added that members of the committee come from all walks of the community.

"Each one of the people inside, they're driven by the desire to bring the community together," Nestler said.

The opportunity to build on Charleston's goodwill came from the display of unity following the mass shooting at Emanuel AME Church, where nine people were killed and three survived, according to Police Fund Executive Director Mark Ruppel.

The Charleston Police Fund is raising at least \$100,000 to bring in experts in "polarity thinking" to listen to divergent viewpoints and list action plans, Nestler said when the project [was announced](#) last month.

Community meetings are planned the last couple months of the year, and the project should be finished by October 2016. The plan will include concrete ways to measure results, Police Chief Greg Mullen said.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

# Prayer meeting to promote Charleston Police Fund Illumination Project



Dave Munday [✉ Email](#) [🐦 @dmunday](#)

Dec 31 2015 12:16 pm [🕒 Dec 31 1:56 pm](#)



Charleston Police Chief Greg Mullen, Mayor Joe Riley and other community leaders announced Project Illumination at City Hall in September. FILE/DAVE MUNDAY/STAFF

An effort by the Charleston faith community to promote better relations between police and residents kicks off Monday with a prayer meeting.

A prayer gathering for the Charleston Police Fund's Illumination Project is set for 9 a.m. at Circular Congregational Church at 150 Meeting St. Charleston Mayor Joe Riley will start the 30-minute event.

The initial prayer gathering is aimed at "providing faith-based support of the project in diverse forums and to develop positive relationships across congregations," according to the announcement.

"We all saw the power of forgiveness displayed by members of the Emanuel AME Church, insuring a civil and precedent-setting response to the grievous crimes against their church family," Charleston Police Fund Executive Director Mark Ruppel said in a statement. "It is this spiritual foundation we seek for the Illumination Project."

Reach Dave Munday at 843-937-5553.

## Charleston prayer gathering supports effort to strengthen police, community trust



Glenn Smith [✉ Email](#) [f Facebook](#) [t @glennsmith5](#)

Jan 4 2016 11:36 am [🕒 Jan 4 3:38 pm](#)



Charleston city officials, clergy, community activists and others gathered Monday morning to pray for the success of an innovative initiative aimed at strengthening ties and trust between the community and its police force.

About 50 people from at least eight congregations attended the prayer gathering at Circular Congregational Church in support of the Illumination Project. The yearlong endeavor is designed to break down barriers between law enforcement and the community and foster cooperation grounded in "trust and legitimacy."

Participants in the project hope to build on the displays of goodwill and unity that followed the mass shooting in June at Emanuel AME Church, where nine people were killed and three survived.

While Mayor-elect John Tecklenburg listened in the audience, Mayor Joe Riley told those assembled Monday that a community is bound by a thousand invisible strands that unite people through mutual respect and affection. In the aftermath of the "unspeakable act of hatred and violence" at Emanuel, the Illumination Project offers a way to renew and strengthen those strands, providing valuable lessons for the nation at large, he said.

"That is why we are here," he said.

The Rev. Jeremy Rutledge, senior minister at Circular church, prayed the effort will make Charleston a safer, more peaceful and fairer city for all. "Because in the end, we are all in this together," he said.

More than 20 community leaders are already involved in a steering group for the project, which is being underwritten by private contributions to the Charleston Police Fund. Community forums are planned in the coming months.

APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING  
THE ILLUMINATION PROJECT

## Charleston police chief wants to illuminate community relationships in wake of Emanuel shooting



Glenn Smith [✉ Email](#) [f Facebook](#) [t @glennsmith5](#)

Feb 6 2016 5:00 pm



## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Tony Cretella wants people to know there is more to him than the blue uniform he dons for work as a Charleston police sergeant. He's also a dad, a husband and an avid runner who enjoys half-marathons.

He sees himself as a regular guy with many of the same hopes and aspirations as the people he is sworn to protect.



**Enlarge** (Left to right) Rev. John Brown, Rev. Herbert Temoney and Charleston Deputy Chief of police Tony Elder sing along to "This little light of mine" at Second Presbyterian Church during a meeting of the Charleston Illumination Project. Grace Beahm/Staff

Nursing administrator Debbie Bryant grew up seeing her brothers stopped, questioned and harassed by police in Berkeley County simply because they were young and black. So she had a much different take-away when she met Cretella at a forum in Charleston.

"I'm sorry, but I don't know Tony. I just see a man with a gun," she told him. "And being a man with

a gun, you can make a decision to shoot me. It can end up in a dangerous situation. That makes me worried."

Bryant's admission surprised Cretella. He'd been a cop for more than 10 years with a clean record and a reputation for helping others. Still, if she felt that way, might not others have a similar reaction? And what might he and his fellow officers do to help change those negative perceptions? These sorts of discussions — frank, complicated and constructive — are at the heart of an innovative and challenging initiative underway in Charleston that's aimed at strengthening trust and ties between the community and its police force. The "Illumination Project" is a yearlong effort that seeks to build on the unity and goodwill that emerged after the Emanuel AME Church shooting that left nine dead in June.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

The conversation comes at time when the nation is struggling to find the balance between public safety and civil rights. Hard questions about law enforcement tactics have swirled in the wake of racially charged episodes in North Charleston, Baltimore, Ferguson, Mo., and other cities where unarmed black men have died at the hands of police. The killings have sparked unrest, division and soul searching.

Those involved in the Illumination Project have stepped into this breach in hope of finding common ground and understanding somewhere between the polarizing points that frame the debate.

Bryant sits on a 24-member steering group for the project, which is being underwritten by private and public contributions to the nonprofit Charleston Police Fund. The group also includes school workers, former cops, community activists, a criminal defense lawyer, a construction company CEO and others. They've been meeting since October, exploring mutual bonds, hidden biases and a host of different perspectives on policing as they prepare for larger community forums in the months to come.

This week, the process expands to include meetings with some 70 community leaders who, in turn, will assist with "listening sessions" with the public scheduled for the spring. The idea is draw input from a wide swath of Charleston that will help form the framework for a plan of action. These won't be open mic sessions where people just complain or compliment, but working discussions focused on solutions.

"We want to go broad and deep," said Margaret Seidler, a consultant working with the group. "We are building this bridge as we are walking on it."

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT



[Enlarge](#) Police Chief Greg Mullen embraces survivors of the Emanuel AME Church shooting including, from left, Polly Sheppard and Felicia Sanders, whose son Tywanza was killed in the massacre. Also pictured is Shay Sheppard. They were among attendees at a prayer meeting at Circular Congregational Church in January. Leroy Burnell/Staff

Charleston Police Chief Greg Mullen and his commanders already have done some tweaking of policies and procedures based on the group's discussions. He's made it clear that he doesn't want this to be a feel-good exercise that leads to nothing more than a fat report that gathers dust on a shelf.

"This is about getting something done," Mullen said. "If we can implement things right away that have an immediate impact, we will. We're not going to wait around until the end."

### Bridging the gap

Mullen had long pondered how to bridge the disconnect he's witnessed at times between police and the citizens they serve. Why, for instance, did kids in the

department's Camp Hope for at-risk youth cozy up to officers during the day and then run away when police visited their neighborhoods in the evening? Were their parents teaching them to distrust police? Or was something deeper at work?

City officials have spoken with pride about the professionalism of the city's police force and its ability to hold the line on violent crime. But some have questioned the tactics employed to do so. The NAACP, for example, has long complained that young black men tend to get pulled over more often than their white counterparts and are more likely to end up in jail for similar offenses. Who is right? Or do both views have merit, depending on how you look at them?

Mullen felt the time was ripe to begin this discussion after the Emanuel shooting. Many feared the city would erupt in violence after the killing of nine black worshippers by a white supremacist. Yet the opposite happened. People came together in grief and solidarity. Police were praised for the quick apprehension of the gunman and the lengths to which authorities went to accommodate mourners and protestors alike. Police, in turn, praised the community for remaining calm, peaceful and respectful. The event showed Charleston at its best and offered a new starting point to build from.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Mullen enlisted the support of then-Mayor Joe Riley and the Charleston Police Fund, which raises money for police training, equipment and outreach that's not included in the department's tax-supported budget. The fund agreed to provide \$120,000 for the initiative. Fund chairman Gary Nestler said he sees the potential for the project to become a national model, and College of Charleston researchers will be compiling hard data on the project's initiatives to measure their success.

"I think there will be some surprises, some shockers in there along the way, but at the end of the day we will end up with a qualitative way to ensure change," he said.

The funds allowed the city to hire Seidler and her team of experts in "polarity thinking." They help guide the conversation from the standpoint that divergent viewpoints are deserving of respect and legitimacy. The idea is to get groups to explore, understand and appreciate views and values different from their own so that a common path might emerge to lead from contention to consensus.



[Enlarge](#) Mayor John Tecklenburg's wife, Sandy, embraces Polly Sheppard, a survivor of the Emanuel AME Church shooting. Leroy Burnell/Staff

The city previously employed this approach in crafting a plan for its entertainment district that would balance the need for a thriving nightlife scene while promoting diverse businesses and protecting neighborhood quality of life.

Not everyone was initially sold on the concept. Dot Scott, president of the NAACP's Charleston branch, wasn't invited to a September news conference to announce the initiative, leading her to question whether city leaders were trying to exclude those who had been critical of police treatment of black men.

Project officials assured her that wasn't the case, and she met at length with Mullen to discuss the initiative. She said she remains concerned about racial profiling and other police tactics, but is cautiously optimistic that something good is going to come out of the group's effort.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

"I am being hopeful because it's no good not to be," she said. "I'm glad folks understand there are some problems and are willing to address it and say there are some problems. I am totally supportive of the mission and the goal, and hopefully it's going to make things better for this city."

The Rev. John Paul Brown, an AME pastor who sits on the committee, said he too has had deep concerns about the treatment of minorities by law enforcement. But he said he senses that Charleston police officials are innovative and willing to change, and it's important for the black community to have a voice in that process.

"We can't do that on the outside looking in," he said. "We have to be at the table."

### Confronting bias

During a recent meeting, Brown and other participants went through a scenario in which police are called to a home after a neighbor spots two black men trying to force their way in the door. Police arrive and find an older black man in the foyer. They demand that he step outside but he refuses. The situation escalates.

Did the neighbor show bias in calling police? It could have been a burglary, after all. But what if the men had just lost their keys? Did the older man overreact in refusing to step outside? But what fears might he have harbored from previous encounters with police? What fears for their own safety might the officers have shared upon encountering the hostile man?

The scenario, based on a 2009 incident in Massachusetts that led to the arrest of scholar Henry Louis Gates Jr., led to a spirited discussion about the biases, large and small, that people carry and the shared responsibility police and citizens hold in whether such encounters go smoothly or poorly.

Cretella and another officer said that Charleston police have a strict policy requiring officers to be courteous and respectful when stopping citizens. When making a traffic stop, officers are expected to introduce themselves, explain the reason for the stop, detain the motorist no longer than necessary and politely answer the driver's questions.

But Edward Jones, a community activist from the city's East Side, said the gap between that protocol and reality is wide in his neighborhood. "I see it day to day and I can tell you, it's not like that," he said. "We see a different sort of policeman there."

Mullen pledged to talk with his troops, to make sure protocol was being followed. But he also questioned whether it would be helpful for citizens like Jones to better understand the various responsibilities different officers have when they work in a neighborhood.

Committee members suggested that police do more to publicize the citizens academy the department offers to acquaint civilians with its methods. They also suggested that police do more to educate people about what expectations officers and citizens should have of one another during an encounter.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Mullen jumped on the ideas and is working to bring both to fruition as well as create a four-hour course to introduce citizens to the workings of the police department. He also decided to have more officers cycle through the committee to establish “human” relationships with those involved and hear their concerns first-hand.

Scott Schools, a former federal prosecutor turned defense attorney, said serving on the committee has been eye-opening for everyone and they have been pleased to see Mullen’s willingness to address suggestions as the process unfolds.

Bryant, the nursing administrator, agreed. Like other panelists, she has been forced to confront biases and perceptions formed over a lifetime of experiences. But a desire to see change come from the Emanuel tragedy drives her to participate in the process.

“For me, it’s about the journey moving beyond hurt and anger to get to a place where all are treated fairly and all are safe.”

## Illumination Project seeks public input on policing in Charleston



Glenn Smith [✉ Email](#) [f Facebook](#) [t @glennsmith5](#)

Mar 6 2016 6:00 pm [🕒 Mar 6 8:30 pm](#)



Community leaders and police officers share ideas about improving ties between Charleston police and residents during a listening session held by the Illumination Project in February at the Greek Orthodox Church on Race Street. GLENN SMITH/STAFF

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

At a listening session last month involving community leaders, the discussions were open, frank and constructive. At one table, for instance, a sheriff's deputy explained his passion for helping people to a community activist who assumed cops went into law enforcement because they had been bullied in high school and wanted revenge. In another discussion, community members shared concerns about racial profiling with officers who said they, too, felt stereotyped at times and unfairly lumped in with cops who had done wrong.

More often than not, the discussions ended with handshakes and a list of recommendations for change.

Dot Scott, president of the NAACP's Charleston branch, said much work remains to be done to achieve the project's goals, but she has been impressed with the dialogue so far and the willingness of police to address tough topics. That has not always been the case here or throughout the region, she said.

"I have been encouraging folks to go (to the sessions). I think once they understand the process and that this kind of thing needs to be done, they will see the value in that," she said. "I see this as a stepping stone in the right direction, and I can only see good coming from it."

The conversation comes at a time when the nation is grappling with questions about law enforcement tactics in the wake of racially charged episodes in North Charleston, Baltimore, Ferguson, Mo., and other cities where black men have died at the hands of police. The killings have sparked unrest, division and soul searching.

The Illumination Project, which is being underwritten by private and public contributions to the nonprofit Charleston Police Fund, seeks to find common ground and understanding somewhere between the polarizing points that frame the debate.

College of Charleston researchers are compiling data on the project's initiatives to measure their success. To that end, they will [survey people about their opinions](#) on police relations with the community, said Kendra Stewart, a political science professor who also serves as director of the college's Joseph P. Riley, Jr. Center for Livable Communities.

People will be asked such questions as how likely they would be to report a crime and how they would feel about interacting with an officer in their neighborhoods. Charleston police officers and staff, in turn, will be surveyed about their perceptions of residents and the community's attitudes toward police, Stewart said.

The results can be compared over time with subsequent surveys to detect changes in attitude and perception, Stewart said. The surveys also should prove useful in determining areas in need of improvement.

"This should really help them focus on the areas that need the most attention," she said.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

After months of preparation, the public will get a chance this week to weigh in on the state of police relations with the Charleston community as part of an ambitious effort to strengthen ties and build trust.

The Charleston Illumination Project will hold its first “listening session” Tuesday night at the Greek Orthodox Church’s Hellenic Center on Race Street. At least six more sessions are planned in the coming weeks as organizers seek input on how to build upon the unity displayed after the Emanuel AME Church shooting left nine dead in June.

Organizers want a broad cross-section of Charleston to participate in the sessions, and a group of community leaders was tasked last month with encouraging people to attend. As of Sunday, 50 people had registered to participate in the opening forum, but organizers are hopeful more will turn out.

Margaret Seidler, a consultant working with the group, said the sessions will offer people a unique opportunity to help shape how policing is conducted in Charleston.

The project’s 24-member steering committee will use the public’s suggestions to form a plan of action that will be unveiled at the end of the yearlong initiative. Charleston Police Chief Greg Mullen, however, has said he won’t wait on that plan if he hears ideas that can be implemented along the way to have an immediate impact.

“I think we are one of the few communities in this country where the police chief, the city and its mayor are saying ‘Come help us make this community stronger,’” Seidler said. “But the ideas people have can’t be acted on unless they bring them forward. We are asking the entire community to come. This is a communitywide effort.”

These forums will not be a typical open-mic session where people line up to vent their grievances. Instead, people will separate into small groups to formulate concrete, action-oriented ideas about what police and residents can do to improve their relationship and strike a balance between maintaining public safety and respecting civil rights, Seidler said.

APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING  
THE ILLUMINATION PROJECT

# Police all ears at first community listening session



**Paul Bowers** ✉ Email 🐦 @paul\_bowers

Mar 8 2016 7:59 pm



Facilitator Anne Sbrocchi listens and prepares to write down the ideas of those at the table as they discuss topics during listening sessions for the Illumination Project, a year-long effort to strengthen citizen relations with police Tuesday at the Greek Orthodox Church Hellenic Center. PAUL ZOELLER/STAFF

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Police officers, community leaders and at least one former convict sat at tables Monday afternoon to hash out their differences and build what many hope will be a foundation of trust.

The Charleston Police Department held its first two listening sessions in the downtown Hellenic Center at Greek Orthodox Church of the Holy Trinity as part of its Illumination Project, with each session drawing a crowd of about 30 people that included officers, facilitators and community members.



 **Enlarge** Citizens gather to discuss topics during listening sessions for the Illumination Project, a year-long effort to strengthen citizen relations with police Tuesday at the Greek Orthodox Church Hellenic Center. Paul Zoeller/Staff

“I think I’m probably the only person at this table who’s ever been to prison,” said Christopher “Poppa Smurf” Cason, an African-American community activist who attended the first session. After serving a 10-year prison sentence on a drug trafficking charge from the ‘90s, Cason said he hopes other arrestees will be given the same chance at rehabilitation that he was.

Seated across the table was Deputy Chief Jerome Taylor, a 40-

year veteran of the department. Taylor said he wished community members had a better understanding of the nature of his work.

“People tend to understand us based on what individuals do, but at the same time, they don’t understand the laws we enforce,” Taylor said.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Cason agreed that stereotyping goes both ways between the arrested and the arrestees.

"I was taught that the police meant us no good," Cason said. "We have a tendency of judging the police before we even get to know them."

While the initial listening session drew a diverse crowd including community and religious leaders, Cason said the city will need to bring in more everyday people — including ones who have had run-ins with the law — if the Illumination Project is going to make headway.

"Everybody at this table gets it," Cason said. "We need Knuck-Knuck and Keke here."

Luciano Solo, a pastor and member of the project's Latino Advisory Group, said police need more cross-cultural training to work with Spanish-speaking communities.

"When they arrive in a certain neighborhood, they need to understand a little bit more of the culture without making an assumption about what's going to happen," Solo said.

The Illumination Project came about in the wake of the June 2015 Emanuel AME Church shooting where nine people were killed. Police and city leaders sought to build on the city's moment of unity and also to address "issues that we cannot ignore" in community policing, according to Chief Greg Mullen.

Mullen said the police department is already close to unveiling its first change, based on the input of a project steering committee. Starting soon, police will offer five-hour classes on the basics of police work, including search and seizure procedures, professional standards and officer-involved shooting protocol. The class will conclude with a virtual-reality simulation of beat-cop scenarios and a live-action role-play of a traffic stop.

"We really feel like if people understand why we do all those things, it might help eliminate the misunderstandings," Mullen said.

# NAACP throws support behind police listening sessions



Paul Bowers ✉ Email 🐦 @paul\_bowers

Apr 7 2016 10:53 am 🕒 Apr 7 1:52 pm



NAACP Charleston Branch President Dot Scott voices her support for the Illumination Project Thursday morning alongside Charleston Police Chief Greg Mullen and Mayor John Tecklenburg. PAUL BOWERS/STAFF

Flanked by Charleston Mayor John Tecklenburg and Police Chief Greg Mullen, NAACP Charleston Branch President Dot Scott encouraged community members to attend the Illumination Project listening sessions to improve police-citizen relationships.

“Oftentimes in the past ... the NAACP and the police department haven’t always been on the same page,” Scott said Thursday morning in a news conference outside the Shaw Community Center on the East Side. “That’s why I’m here: So we can work on that, so we’re not talking to each other but talking with each other.”

Meant to harness the community goodwill that arose in the aftermath of last year’s Emanuel AME Church shooting, the Illumination Project has seen local leaders sharing ideas with police about how to improve community relations. The NAACP will co-host the next Illumination Project meeting at 6:30 p.m. Wednesday at the International Longshoremens’ Association Hall at 1142 Morrison Drive.

“Having it in certain areas makes a difference,” Scott said. “You’ve got to meet people where they are.”

The police department has been trying to organize a listening session at the Bridgeview Village apartment complex, the site of the June 2014 death of Denzel Curnell.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

A graduate of Burke High, Curnell died of a gunshot wound after an off-duty police officer pursued him because he was wearing a dark hooded sweatshirt at night in warm weather. Authorities determined the gunshot was self-inflicted, but many community members remain suspicious of the police narrative of the event.

Mullen said police would make sure Bridgeview residents are aware of the Wednesday listening session, which will take place near their neighborhood. He said Scott's endorsement of the Illumination Project represented "a monumental moment" for him.

"I think this initiative in Charleston has the potential to change many, many things," Mullen said. "If you look at the mission of what the NAACP does, which is guarantee the civil rights of people, and if you look at what the police do, which is create public safety, that's exactly what this project is all about, is balancing those two very important values for our community."

For a complete list of upcoming Illumination Project listening sessions, go to [charlestonpolicefund.org](http://charlestonpolicefund.org).

Reach Paul Bowers at 843-937-5546 or [twitter.com/paul\\_bowers](https://twitter.com/paul_bowers).

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

# Illumination Project gathers input at ILA Hall



Paul Bowers [✉ Email](#) [@paul\\_bowers](#)

Apr 13 2016 11:11 pm [🕒 Apr 13 11:12 pm](#)



Deputy Chief Jerome Taylor kicks off the Illumination Project meeting Wednesday night at the International Longshoremen's Association Hall. "We have a lot in common with the NAACP," Taylor said. "We work to make the community better." PAUL BOWERS/STAFF

Jamal Middleton attended Wednesday night's Illumination Project police listening session with low expectations. A Charleston native who grew up in East Side housing projects, he said he had been the subject of racial profiling and random searches ever since he was a young man.

"I came here tonight with zero expectations because I just have no interest in continuing to beat my head against the wall," Middleton said.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

The Illumination Project, funded by the Charleston Police Fund and other community organizations in the wake of the Emanuel AME Church shooting, is meant to foster better community relations through a series of listening session and brainstorming events. But even after Wednesday night's meeting, co-hosted by the NAACP Charleston branch in the International Longshoremen's Association Hall on the East Side, Middleton remained skeptical that change would ever come to what he saw as a "perpetual cycle" of mistrust.

Wednesday night's meeting drew a crowd of about 70 that included police officers, facilitators and several community leaders. Members of the Illumination Project steering committee have struggled to attract residents other than community leaders, and they organized the event at the ILA Hall partly in hopes of making East Side residents feel at home.

NAACP Branch President Dot Scott said she wasn't able to get any residents of the nearby Bridgeview Village apartment complex to come out Wednesday night, but she will keep trying. Bridgeview was the site of the 2014 death of 19-year-old Denzel Curnell, which set off feelings of police distrust after witness accounts clashed with the account of an officer on the scene.

"If there's another opportunity to do it, I will, because it's valuable," Scott said.

For a list of upcoming Illumination Project events, visit [charlestonpolicefund.org](http://charlestonpolicefund.org).

Reach Paul Bowers at 843- 937-5546 or [twitter.com/paul\\_bowers](https://twitter.com/paul_bowers).

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

# Charleston session seeks public input on policing, community relations

Staff reports [Facebook](#) [@postandcourier](#)

Apr 26 2016 10:49 am [Apr 26 2:46 pm](#)



Community leaders and police officers share ideas about improving ties between Charleston police and residents during a listening session held by the Illumination Project in February at the Greek Orthodox Church on Race Street. GLENN SMITH/STAFF

The Charleston Illumination Project will hold a listening session Wednesday evening to gather input and spur discussion on ways to bolster police ties and trust with the community.

The 90-minute session will be at 7 p.m. in Shaw Community Center, 20 Mary St.

The group has held several previous sessions as part of a yearlong effort to strengthen ties and build trust between Charleston police and the residents they serve.

The project's 24-member steering committee will use the public's suggestions to form a plan of action that will be unveiled at the end of the initiative, which is being underwritten by the nonprofit Charleston Police Fund. For more information, call 747-3669.

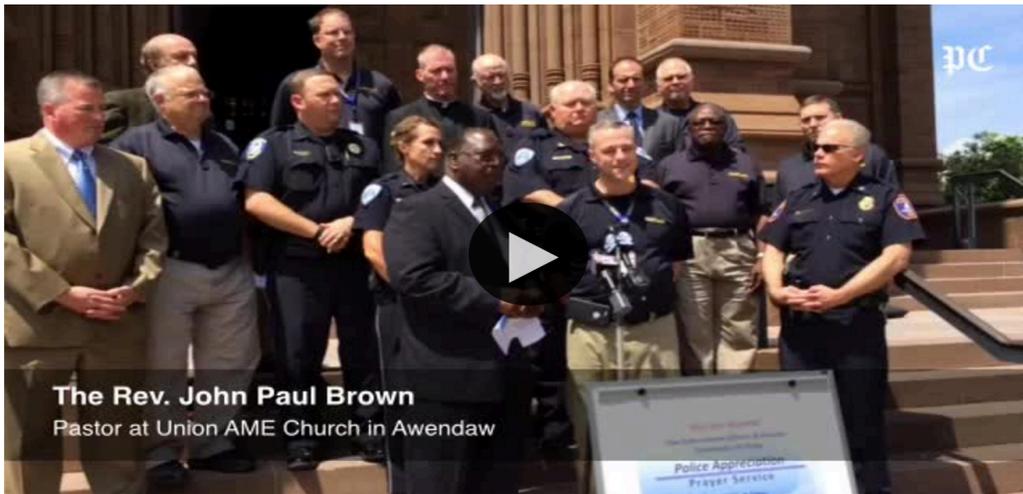
College of Charleston researchers are also surveying Charleston-area residents to gauge their attitudes on public safety and policing. Go to <http://go.cofc.edu/IlluminationCitizenSurvey> to participate.

# Community invited to prayer service to show appreciation for area law enforcement



**Melissa Boughton** ✉ Email 🐦 @mboughtonpc

May 2 2016 4:01 pm



**The Rev. John Paul Brown**  
Pastor at Union AME Church in Awendaw

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT



The Rev. Augustus Robinson Jr. shakes hands with Charleston Police Chief Greg Mullen while Deputy Senior Chaplain Rich Robinson of Coastal Crisis Chaplaincy chats with Dr. Gary Nestler, chairman of the Charleston Police Fund. They were at the Cathedral of St. John the Baptist on Monday for an announcement about an upcoming police appreciation prayer service. MELISSA BOUGHTON/STAFF

The community is invited Wednesday to attend a tri-county area police appreciation prayer service in downtown Charleston.

Law enforcement and clergy joined Monday on the steps of the Cathedral of St. John the Baptist to announce plans for the event, which include choir music, prayer and Scripture reading. It will be held at 9 a.m. at the same church, and parking will be free at the King and Queen streets garage.

"We will celebrate with the police officers, law enforcement agencies and their families," said the Rev. John Paul Brown, pastor of Union AME Church in Awendaw. "We cannot do this by ourselves. We're asking all to come out and support our effort."

The prayer service is sponsored by the Charleston Police Fund and Illumination Project. Officers with the Charleston, North Charleston and Mount Pleasant police departments will be there, along with deputies from the Charleston County Sheriff's Office and chaplains from Coastal Crisis Chaplaincy.

"In Charleston, the tri-county area, all of these agencies have thrown their arms around victims of very tragic circumstances," Brown said. "In some cases, a law enforcement agency has gotten painted with a bad brush for all and we know that's not the case, so as we've done it for veterans, as we've done it for people who have had tragedy in their lives — we want to show those in law enforcement in the area that we in the tri-county area love them."

Deputy Senior Chaplain Rich Robinson said last year was particularly hard on law enforcement because of the [mass shooting](#) at Emanuel AME Church. He added, though, that every call for service can lead to heartache for those serving the community.

"Now it's time for us as a community; we invite you to come and answer the call to pray for our police officers, to support them, to show your appreciation and your love," he said.

APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING  
THE ILLUMINATION PROJECT

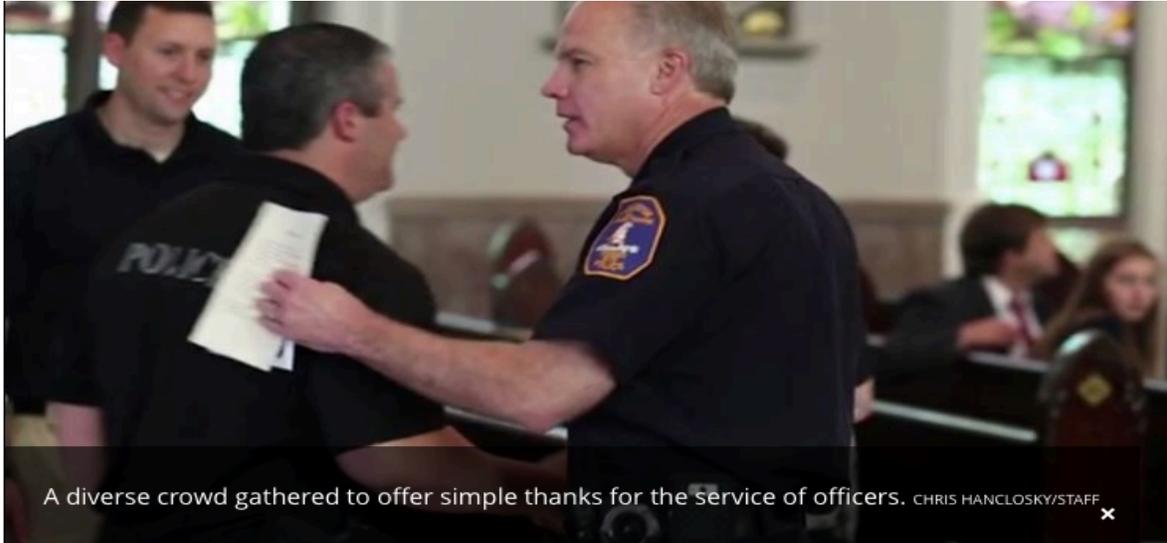
# Prayer gathering honors local police



Paul Bowers [✉ Email](#) [@paul\\_bowers](#)  
May 4 2016 4:49 pm



## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT



Charleston Mayor John Tecklenburg encouraged local law enforcement officers with a passage from the Gospel of Mark during the Police Appreciation Prayer Service on Wednesday morning at the Cathedral of St. John the Baptist.

“Whoever wants to become great among you must be your servant, and whoever wants to be first must be servant of all,” Tecklenburg said. “For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.”

A diverse crowd of political and religious leaders had gathered in the high-vaulted sanctuary to offer simple thanks for the service of officers from the police departments of Charleston, Mount Pleasant, North Charleston and other local cities, as well as county, state and federal officers in attendance. A common theme in their speeches and homilies was the sacrificial nature of law enforcement.

“You’ve been labeled, you’ve been called all sorts of names that I cannot mention from the pulpit,” said the Rev. John Paul Brown, pastor of Union AME Church in Awendaw, who helped organize the event. “You give so much. You ask for so little, and you are needed. There you are, manning the desk, answering phones, dispatching help, standing at school crossings, patrolling parking lots, intervening in domestic disputes, investigating accidents, robbery, rape, murder, homicide — and the beat goes on.”

The prayer service came about as a result of the Illumination Project, a series of community listening sessions funded by the Charleston Police Fund that aims to harness the spirit of goodwill and unity that were evident in the wake of last year’s Emanuel AME Church shootings. Charleston Police Chief Greg Mullen said that even though the project is not yet over, he has already begun receiving calls from law enforcement agencies around

“That’s certainly one of the goals of the project, that we could create a process that can be replicated in other cities,” Mullen said.

Reach Paul Bowers at 843-937-5546 or [twitter.com/paul\\_bowers](https://twitter.com/paul_bowers).

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

# Emanuel AME brings community together with prayer service, discusses collaboration with city

By Alison Graham  
agraham@postandcourier.com

Jun 1 2016 1:16 pm  Jun 1 1:43 pm



The Rev. Betty Deas Clark stood at a small podium. A stained-glass window towered over her, casting colored light on the altar at the front of Emanuel AME Church.

### Photo Gallery



[Illumination Project Prayer Service](#)

Her congregation looked up at her from red-velvet pews at a prayer service Wednesday. The hardship has lingered for almost a year after the tragedy that hit the church on June 17, 2015.

Thirteen people came to the Bible study in the basement of the church that night. One

was Dylann Roof.

Police said he listened to Bible verses for awhile before standing up and allegedly killing all but three people in the room.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

The church has become a nexus of faith after the families of the victims forgave Roof after he was arrested, challenging the members to make sense of the tragedy for themselves and others.

“It is no secret that we have been walking through a valley,” Clark said at Wednesday’s prayer service. “And at times that valley has been so dark that we wondered if our light was able to shine. As we walk through our valley, the key is knowing that where we are today is not where we’re going to be tomorrow if we hold onto God’s unchanging hands.”

Her voice rose up and down, matching the strength and serenity of her words. Mayor John Tecklenburg played a soft song on the piano a few feet away.

“The key is knowing that despite our temporary discomforts, our trials, situations in life that we can’t explain and don’t understand, we’re so grateful to know a God who’s right there in the valley with us. And because he’s with us, we have no reason to fear.”



[Enlarge](#) Mayor John Tecklenburg addresses the crowd at Emanuel AME Church for the Charleston Illumination Project’s prayer gathering Wednesday. Grace Beahm/Staff

Her congregation chimed in with “amens” and murmurs of agreement. They stood up and sang “This Little Light of Mine” to the mayor’s piano and a drummer.

When the final note played, the mayor stood up and hugged Clark before approaching the podium.

As citizens of Charleston, he said, there is an opportunity to take the goodwill that has poured out of the June 17 shooting and put it to good use.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

“I’ve felt in my heart over the last year, as terrible a tragedy we saw here a year ago, it’s great to show this togetherness and forgiveness,” he said. “If we don’t do anything about it going forward, it falls on deaf ears.”

Tecklenburg praised the Charleston Illumination Project, a project begun of the Charleston Police Fund begun in October, to strengthen community relationships with police enforcement.

The Illumination Project began listening sessions in March around the city. Citizens spoke with police about their concerns, hopes and ideas for the community. From those conversations, plans were drawn up to implement real changes.

Ultimately they hope to strengthen the trust citizens have in police.

“There’s no more direct place that I see us trying to make the kinds of improvements that can show our community and show the world that we are meaningful going forward,” Tecklenburg said.

Wednesday’s prayer service was meant to spread the word about the project and pray for its success in the Charleston community, but also to help connect parishioners with those outside their church and neighborhood.

Leaders of the service told everyone to stand and greet people around them. They had to find two similarities that connected them to others.

People from different neighborhoods, churches and backgrounds stood and shook hands. One man shared with the woman next to him a story about overcoming his alcohol and drug addictions to become an aspiring politician. Others talked about their families, jobs and childhood homes.

Emanuel AME and churches around the city are scheduling more prayer services to continue connecting others and spreading the word about the Illumination Project. The next gathering will be 9 a.m. July 19 at Mt. Zion AME, located at 5 Glebe St., and led by the Rev. Kylon Middleton.

But the message will be similar each time.

“Love and compassion can come even in the time of great tragedy,” Tecklenburg said. “And the folks that could have chosen hate and great negativity prevailed with love.”

Reach Alison Graham at 843-745-5555

APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING  
THE ILLUMINATION PROJECT

# Charleston Police Fund challenges Charleston to donate 1 million coins for Illumination Project

By Alison Graham  
agraham@postandcourier.com

Jun 8 2016 12:23 pm  Jun 8 5:50 pm



## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

The Charleston Police Fund and the Charleston Illumination Project aim to collect 1 million coins in one week.

The new fundraising effort, Change for Unity, will kick off at the Charleston RiverDogs game Sunday. People can donate at any Charleston-area South State Bank branch starting Monday, according to the official announcement Wednesday.

"We want to put Charleston on the map," Charleston Police Fund Executive Director Mark Ruppel said.

Jennifer Murray, senior vice president of South State Bank, said the bank received a call about the project Tuesday around 5 p.m. In less than one day, they coordinated a bank account for the money and set up the project partnership.

"If you get a call like that, you have to do it," Murray said.

At this time, bank branches are the only locations to donate. However, Ruppel said, they will add more if the need arises.

People may donate at the RiverDogs game, which will start at 5 p.m. Sunday. Gates open at 4 p.m.

The amount of money raised by Change for Unity will be announced after the project finishes, Ruppel said.

All funds raised will go toward the Illumination Project, which is an effort by the Charleston Police Fund and the city of Charleston to strengthen relationships between citizens and police.

"There is a real commitment, not only from the individuals within our community, but the corporate organizations, as well," Charleston Police Chief Gregory Mullen said. "It's just another really good example of what we can do working together."

Reach Alison Graham at 843-745-5555

## In wake of Orlando shooting, Charleston's LGBT community and police discuss safety



Diane Knich ✉ Email 🐦 @dianeknich

Jun 15 2016 8:38 pm 🕒 Jun 15 8:52 pm



Cody Michael Henderson was never ashamed of being gay, but after he learned about Sunday's mass shooting in a gay nightclub in Orlando, Fla., he felt afraid to be gay.

Henderson was one of several dozen people who attended a listening session for the Charleston Illumination Project, which was held at the Charleston Marriott and sponsored by the Alliance for Full Acceptance. The project is an effort to bolster police ties and trust with the community.

Warren Redman-Gress, the alliance's executive director, said he asked Charleston Police Chief Greg Mullen to conduct a listening session for the lesbian, gay, bisexual and transgender community before the shooting in a gay nightclub in Orlando that left 49 people dead and more than 50 others injured. But the tragedy sparked more people to come out to the session seeking reassurance from police that they will be protected.

Henderson, 27, said the massacre left him feeling vulnerable about being a possible target of violence, even when he walked through a grocery store. "I kept thinking, 'Who's watching me?'" he said.

He thinks police should not only protect the community but also show they support it. Perhaps that could be done by having a booth at the Charleston Pride Festival or some officers marching in the parade.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Mullen said he and his officers always are concerned about safety in places that draw crowds, especially after several recent mass shootings. But on Sunday, he had additional concerns about clubs frequented by the gay community. So the department reached out to three gay night spots — Cure Nightclub, Dudley's on Ann, and Connections Niteclub — and offered to work with them to review their security plans. Some solutions could be as simple as making sure all exits are clear so patrons can get out quickly in an emergency, he said. The department also has offered to have SWAT team members go through the clubs to point out areas of concern.

Historically, there has been some tension between the police and the LGBT community, Redman-Gress said. "But we've seen a lot of progress."

Still, many gay people question whether it's safe to go to bars, to hold hands with someone on the street or to kiss a spouse in a restaurant. And they want to know police will protect them. They want to know that if they are harassed on the street, they can turn to police for help.

Mullen said the Illumination Project so far has held about 30 listening sessions with more than 700 members of different communities. Project leaders are beginning to analyze the feedback now, he said. They will use it to complete a three-year plan, the goal of which is "to strengthen the relationship between citizens and the police to build trust and legitimacy." The plan should be completed in about three months, he said. "We want the community to know we're taking this seriously."

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

# Charleston police listening project could offer solutions nationwide



Paul Bowers ✉ Email 🐦 @paul\_bowers

Jul 13 2016 1:17 pm 🕒 Jul 13 6:16 pm



Mayor John Tecklenburg



Police Chief Greg Mullen greets community members after a prayer gathering of the Charleston Illumination Project at Emanuel AME Church in June. The Police Department has announced a plan for policy changes and trust-building initiatives. FILE/GRACE BEAHM/STAFF

Echoing President Barack Obama’s call for Americans to “reject despair” in the wake of police-involved shootings and the fatal ambush of officers in Dallas, local leaders announced Wednesday that policy changes and trust-building initiatives could be underway at the Charleston Police Department as soon as October.

And once Charleston has a plan in place, leaders of the project said they hope to share what they learned with police leaders nationwide, starting with a presentation at the White House.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT



**Enlarge** Charleston Police Chief Greg Mullen speaks alongside community leaders, including Mayor John Tecklenburg and activists from The Coalition, NAACP and National Action Network. In August, local leaders plan to unveil a set of proposals to build trust between police and citizens. Paul Bowers/Staff

The as-yet-unspecified changes, which would require approval by City Council, are the fruits of the Illumination Project, which gathered input from about 750 community members over the course of 10 months' worth of listening sessions in the wake of the Emanuel AME Church shooting.

"We cannot continue down the road we're going today," Police Chief Greg Mullen said in a

news conference, where he was flanked by community activists who have criticized the Police Department in the past. "I am tired of the death. I am tired of the hurt. I am tired of worrying every minute every day about who is going to be the next person killed in a police encounter."

According to Mullen, leaders of the project will present a set of five goals and strategies to a citizen steering committee next week. The group will share those recommendations with the public during input sessions in August before taking them to council "hopefully in October," Mullen said. From there, Mullen said he wants to have a "three-year strategy" in place that involves changes at the Police Department and community initiatives requiring community involvement.

"Most plans talk about what police can do," Mullen said. "This plan will include what citizens can do actively to bridge those trust gaps."

Mullen said the plan will include measurable benchmarks, and independent researchers at the College of Charleston will track progress toward those goals.

When asked if there would be any changes to police procedures for traffic stops or citizen encounters, Mullen said police would "look at those things."

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

“There’s a lot of opportunity in there to look at what we’re already doing and assess what’s going on in other places,” Mullen said. “Certainly as we look at that and work with our community partners, if there is opportunity for change, that will certainly take place.”

The coming changes could also include legislative advocacy at a state and national level.

“We want our legislators to also be engaged in this and help us figure out what it is that the police should be doing and let us do that,” Mullen added. “And if there are things that we should not be doing, don’t tell us to do that.”

Gary Nestler, board chair of the Charleston Police Fund and chief financial backer of the Illumination Project, said the aim has been to build “bidirectional trust” between citizens and police. He said local leaders have been “invited to present at the White House” but declined to comment further on who extended the invitation, saying his focus is still on the local effort.

Ultimately, though, Nestler said the group’s intention is “to make this a scalable and repeatable model.”

“Our national government has seen what we have done. The president has been here. The president constantly talks about Charleston in these other places. So we feel that we have an obligation to give back at some point,” Nestler said.

The Charleston Police Department has already made a few changes in response to community input from the Illumination Project. New police recruits have been working with youth camps this summer, 90 percent of the department’s policies are now publicly available on the [police department website](#), and the department is developing a four-hour Policing 101 course to help citizens understand its process and procedures.

Mayor John Tecklenburg spoke at the news conference about a need for “more than just getting together and holding hands” in the wake of violence.

“I believe, at the end of the day, that it will really build public safety, trust, and a tearing down of this wall that continues to exist between races and religions and between human beings in our society,” Tecklenburg said. “And that’s the ultimate goal.”

## Charleston NAACP hosts conversation about police violence



Adam Parker [✉ Email](#) [f Facebook](#) [t @adamlparker](#)

Jul 28 2016 10:10 pm [🕒 Jul 28 10:22 pm](#)



The Charleston branch of the NAACP put aside its regular business Thursday night to host a public discussion on police violence and its symptoms in black communities.

About 30 people participated — three Charleston police officers, representatives of the police department's Illumination Project and residents.

NAACP President Dot Scott said it was important to air community concerns about killings by and of police in the wake of several high-profile incidents that left black men dead, including the 2015 shooting of Walter Scott in North Charleston.

Dot Scott said the NAACP is concerned about both public safety and civil rights.

"We want justice, whether it's an officer being killed or a citizen being killed, we want justice to be served," she said. "The NAACP doesn't condone any kind of killing. Too often, the community is too quiet about the killing of African-American males."

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

Gwen Robinson, a Mount Pleasant resident who was one of the most vocal critics at the meeting, said police violence against blacks is hardly a new phenomenon and those who seek to defend it are misguided. It's the result of corruption, bias and lack of training, she said.

"(Policing) is hard work," Robinson said. "If you're no good, get a different job."

Rod Rutledge is a citizen-participant in the Illumination Project, a police initiative to foster dialogue and reform. He said violence and incarceration are too often a consequence of limited access to quality schooling. He also faulted the "wall of silence" among officers who seek to protect one another when something goes wrong.

Some in attendance recounted traumatic experiences with law enforcement: traffic stops they claim were unjustified and mistreatment by officers.

Brenda Jackson, a College of Charleston student, said police officers should become more engaged in communities, more visible setting a good example.

"We need to hear from good cops," she said.

Deputy Chief Jerome Taylor said police officers are public servants who benefit from such discussions. As a black man, he's sympathetic to claims from both sides, he said.

"I know how it is to be stopped by the police," he said. "I know what it means to walk down a dark alley with this gun and this badge."

Robinson said part of the problem is a police force that's partly conditioned by military experience. Some cops are recruited from branches of the armed services where they were trained to kill the enemy. In blighted neighborhoods where drugs and guns are pervasive, they view young residents as dangerous, and too often racial prejudice influences behavior.

"It's no surprise that there is violence," she said.

Also in attendance was Margaret Seidler, lead facilitator for the Illumination Project. Seidler said the initiative includes 100 leaders, including a 22-member steering committee of residents and that nearly 800 people have attended 32 meetings.

The meetings have generated numerous suggestions for policy changes, and on Aug. 9 and 11, project coordinators will host public review sessions at which 85 strategies to improve citizen-police relationships will be presented. The meetings are 6:30-8 p.m. at Greater St. Luke AME Church, 78 Gordon St.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

# Illumination Project to present plan for improving police-community relations



Paul Bowers [✉ Email](#) [@paul\\_bowers](#)

Aug 5 2016 11:36 am [🕒 Aug 5 1:15 pm](#)



Charleston city officials, clergy, community activists and others form a unity circle in January at Circular Congregational Church at a prayer rally in support of the Illumination Project, an effort to strengthen ties and trust between the community and Charleston police. Illumination Project leaders will present a list of recommendations to the public this week.

FILE/LEROY BURNELL/STAFF

After hearing from nearly 800 people in 32 listening sessions, the Charleston police [Illumination Project](#) will present a blueprint for improving police-community relationships next week.

A pair of public review sessions on Tuesday and Thursday will offer a first glimpse of what could be sweeping changes to Charleston Police Department policies. Margaret Seidler, a consultant who helped organize the project, said leaders will present 86 “strategies” based on public comments, police staff suggestions and national policing studies. More than half of the changes will be targeted at the police department, she said, while the remainder will require public participation.

The strategies have not been publicly released but will address five goals identified by the Illumination Project’s public steering committee:

Creating a better understanding of different cultures and backgrounds, both for citizens and police.

Creating a respectful, trusting relationship between citizens and police.

Providing training for citizens and police on topics to include de-escalation, cultural differences, generational differences and interacting with the mentally ill and mentally challenged.

Creating a police-citizen advisory council to review policies and procedures going forward.

Improving community policing.

Seidler said the plan is to continue the listening sessions, which have taken place at various locations across Charleston in recent months.

“One thing loud and clear was these listening sessions work, these small-group listening sessions create a space for every voice to be heard,” Seidler said.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

The list also mentions the creation of several new community groups. A Peer Review Committee would assess police use-of-force incidents. A Police Citizen Advisory Council would help police create and evaluate polices on use of force, administrative investigations, release of information during critical incidents and other matters. And a Chief's Young Adults Advisory Council would "provide input into community issues."

One interesting policy change: Officers would be required to obtain written consent for all searches not based on reasonable suspicion or probable cause. Police Chief Greg Mullen said this would ensure that citizens know their rights and that evidence collected in searches can be used in court.

"It really is a protection for both the officers and the citizens in terms of being very clear and being very upfront about what it is we're trying to accomplish," Mullen said.

The list of 86 strategies mostly came from the 32 "listening sessions" the Illumination Project has held across the city since March, in which nearly 800 people presented ideas and spoke in small groups with officers. Twelve of the strategies came from national policing studies, and eight came from Charleston police staff recommendations.

Mullen said that once the list is approved, he hopes to accomplish everything on it within three years.

Some of the recommendations are already in place. For example, Mullen said the department has been piloting a "cite and release" program for minor violations like open containers or simple marijuana possession, particularly when a citizen is not harming anyone or is a first-time offender. He said the department will consider using the same policy for other violations if the pilot program proves successful.

In addition to changes at the Police Department, the plan presented Tuesday night includes "citizen strategies" that require public participation. The draft calls for the public to "sponsor a reentry program for felons to aid them in being successful"; to provide input for a new citizen complaint process; and to participate in the Citizens Police Academy, an eight-week course on police procedures and responsibilities.

The department is also piloting a four-hour intensive course that includes a virtual-reality segment and explanations of traffic-stop procedures.

## APPENDIX C: DOCUMENTARY AND ARTICLES CHRONICLING THE ILLUMINATION PROJECT

The Illumination Project has been hosted and sponsored by the Charleston Police Fund and not the police department itself. But Police Chief Greg Mullen has attended many of the meetings to listen. At a July press conference following several police-involved shootings nationwide and a sniper attack on police in Dallas, Mullen echoed President Barack Obama's call to "reject despair" and said that any real change would require effort from both police and citizens.

"We cannot continue down the road we're going today," Mullen said at the time. "I am tired of the death. I am tired of the hurt. I am tired of worrying every minute every day about who is going to be the next person killed in a police encounter."

People who attend one of the public review sessions will be able to offer written comments, which will go back to the steering committee for final revisions to the plan. Project leaders have [said](#) they hope to present the final list of proposals to Charleston City Council for approval in October.

Reach Paul Bowers at 843-937-5546 or [twitter.com/paul\\_bowers](https://twitter.com/paul_bowers).

## APPENDIX D: LEVERAGING POLARITIES ARTICLE

### Appendix D: Leveraging Polarities Article

Dr. Barry Johnson  
Founder, Polarity Thinking  
Polarity Partnerships, LLC

Polarities are energy pairs we can leverage in order to achieve our preferred future faster with greater sustainability. We live in them and they live in us. We live in community-based polarities. They often show up as tough decisions or tensions: Should we raise taxes for infrastructure improvements or lower them to support entrepreneurial initiative? Should we preserve our core traditions or go after new and exciting futures? Also, leadership polarities live within us: Should we be clear or flexible? Should we be grounded or visionary?

With polarities, the answer is that we need both. To be effective with polarities, we need to use “AND” in our thinking. We need to leverage the benefits of similarities AND differences. When we use “OR” thinking to try “solve” a polarity, we get in trouble. We are less likely to achieve the results we want. If we do get those results, it will be slower than necessary and will not be sustainable. Polarities are unavoidable, unsolvable, indestructible and unstoppable. This set of realities could be a bit troublesome except for two other realities of all polarities: They are free and can be leveraged.



For example, all communities are in the polarity of Stability and Change. We need both in order to be a Thriving Community. Stability provides Continuity and Change provides Adaptability. If we just focus on Stability to the neglect of Change, we become too Rigid. If we just focus on Change to the neglect of Stability, things can get Chaotic.

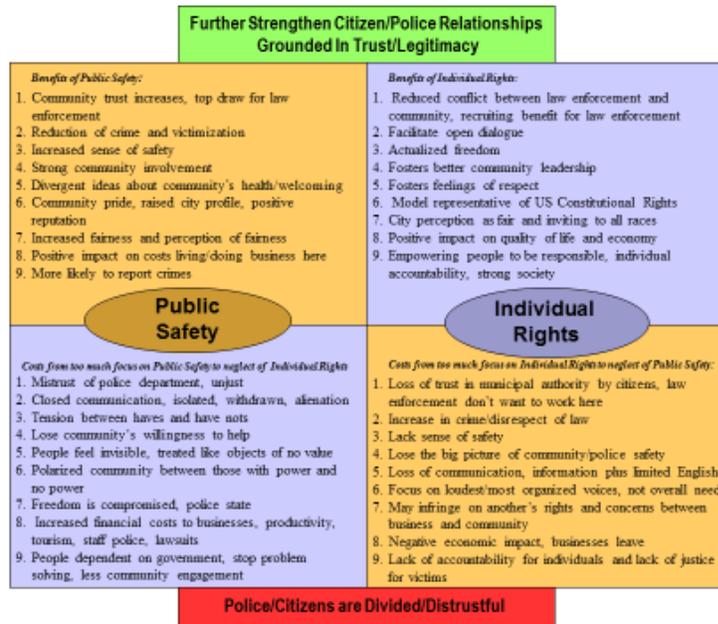
When we “See” it as a polarity, we can “Map” it to identify the benefits and limits of each pole. Then we can “Assess” how well we are leveraging it and from the assessment results, “Learn” so we can make smart decisions about getting the energy from it working for us in the future. Finally we “Leverage” this energy by identifying Action Steps to ensure Stability and Adaptability and Early Warnings to let us know when we are on a path to experiencing Rigidity or Chaos.

If we treat any polarity as if it were a problem to solve, we pay for this misdiagnosis twice. First we pay by spending energy fighting over the “solution” as if you could do one “OR” the other. Second we pay when one side “wins” because we always get the downside of the winners’ preferred pole first and then we get the downside of both poles.

The research on this is clear. Those leaders, organizations and communities that leverage polarities (also called paradoxes, dilemmas, and tensions) outperform those that don’t. The polarity map, principles and processes are the most thorough methodology available for both identifying polarities and leveraging them to support your preferred future.

# APPENDIX E: POLARITY MAP THAT GUIDED THE EFFORT

## Appendix E: Polarity Map That Guided Effort



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Polarity Map™

1

The Polarity Map is the foundational tool and lens through which interdependent opposites can be seen. In the case of the Illumination Project the fundamental polarity identified had the “poles” of Public Safety and Individual Rights. Each alone is a worthy goal; however without paying attention to both the result will be either or both of the bottom boxes. People held different views or “poles” on the way into Listening Sessions. Many left still convinced their point of view was needed, but because of the polarity-oriented process, also realized that the other perspective was equally valuable.

# APPENDIX F: MONTHLY PROGRESS REPORTS

## *Appendix F: Monthly Progress Reports*

TO: Mayor Riley, Mayor-elect Tecklenburg, Chief Mullen, Dr. Gary Nestler  
FROM: Margaret Seidler, Seidler & Associates, LLC  
SUBJECT: Progress Report #1, Charleston Illumination Project  
DATE: December 21, 2015

The *Illumination Project*, a year-long effort, provides an inclusive process to achieve an overarching purpose designed to: **Further strengthen relationships between the citizens and police by respecting two important societal values: *Public Safety and Individual Rights***. Healthy, thriving communities need to achieve success in both of these areas. Headlines across our nation are filled with examples where communities struggle and become reactive. The *Charleston Police Fund* is sponsoring this project in an effort to engage a broad cross-section of citizens. The goal is to insure differing voices are heard and perspectives explored for the development of strategies to achieve a safer community where both police officers and citizens feel respected and valued.

Mayor Riley, thank you for appointing an energetic, diverse and engaged group of citizen-leaders to serve in this important city initiative. The 23-member Citizen Steering Group is dedicated to giving their time and knowledge on our community's behalf. The Steering Group has met three times; their contributions have been robust, well-reasoned and civil. The project is on schedule. *Phase 1: Project Planning & Development* is complete. *Phase 2: Steering Group Development* will be completed on January 20th.

We are utilizing a ***Polarity Thinking*** approach, which brings together divergent views in the pursuit of a common Greater Purpose. A polarity is defined as an interdependent pair of values, often competing, which actually need each other over time to achieve sustainable success. Hence, we drive to get the best of both ***Public Safety and Individual Rights***.

### ***Phase 1: Project Planning & Development (SEP 10-SEP 30)***

#### ***Key Milestones Completed***

- Defined project purpose, scope of work, initial project structure and engagement strategies, desired outcomes as well as needed resources
- Process Management Team in place:
  - Charleston Police Fund: Dr. Gary Nestler and Mark Ruppel
  - Councilmembers Mitchell, Waring and Wilson

## APPENDIX F: MONTHLY PROGRESS REPORTS

- Polarity Management Masters: Chandra Irvin, Jake Jacobs, Margaret Seidler
- Polarity Management Facilitator: Bob Seidler
- College of Charleston: Dr. Kendra Stewart, Executive Director of the Riley Center for Livable Communities; Political Science Professor, Dr. Hollis France to both benchmark and measure the impact of the plan and the outcomes it produces; Alitasha Pringle and Meghan Schwab, two College of Charleston students in the Master of Public Administration program.

### **Phase 2: Steering Group Development (SEP 10-JAN 15)**

#### **Key Milestones Completed**

- The Steering Group learns the value of collaborative engagement and how to shift away from the destructive consequences of people holding onto their own positions without listening to the differing views of others.
- Steering Group receives education in **Polarity Thinking** to create open and civil dialogue about differing views and experiences, tied together by a common, shared purpose where natural tensions can be effectively managed.
- Steering Group receives education in *Fair and Impartial Policing* as presented by CPD Sergeants Tony Cretella and Tonatte Mitchell with support from Polarity Management Managers for training design and trainer delivery techniques.
- Formation and chartering of six (6) key subgroups to distribute the workload of the Steering Group, accelerate the work accomplishments, build momentum, and expand the reach into the community. All subgroups have met, some twice.
- Seventy community influencers are confirmed to date representing a highly diverse group of citizens. This is a larger, broader group of key stakeholders, who have the same and opposing views, will be brought together with the Steering Group as the champions of the process.
- Fifteen facilitators confirmed to date who provide support public Listening Sessions.
- Greek Orthodox Church on Race Street confirmed to serve as host site for 2016 Steering Group meetings, Community Resource Group education and Public Listening Sessions.

#### **SUBGROUPS** (See attached roster)

- 1. Propose Community Resource Group members** Group Leader Sammis, Cotton, Hamilton, Kennedy  
To dramatically increase our capacity to engage the whole community in *The Illumination Project* by developing a highly diverse cadre' of as many as 100 community influencers. This group, educated in Polarity Thinking, created a vast pool of others in the city who learn the core method underlying this entire project as well as host and support the numerous Listening Sessions that will occur.
- 2. School/youth inclusion strategies** Group Leader Smith, Gamble, Rutledge, Gunn, Simmons

## APPENDIX F: MONTHLY PROGRESS REPORTS

To plan and implement strategies to gain participation of young people from schools and youth organizations in the Listening Sessions.

### **3. Faith Community Engagement/Activities** Group Leader Brown, Sammis

To plan and implement an ongoing community-wide effort wherein people of various races, cultures and faith traditions regularly pray together for the success of the Illumination Project, and deepen their own understanding across groups so they are more able to collaborate in community-wide good works. Clergy subgroup members to date include:

- Rev. Jeremy Rutledge**, *Circular Congregational Church*
- Rev. Dr. Sidney Davis**, *Zion-Olivet Presbyterian*
- Rev. Herbert Temoney**, *St. Luke AME*
- Ms. Joan Mack**, *St. Patrick Catholic; Pastoral Council, Chairperson*
- Rev. Cress Darwin**, *Second Presbyterian*
- Rabbi Stephanie Alexander**, *Beth Elohim*
- Rev. Spike Coleman**, *St. Andrews Presbyterian Church in West Ashley*
- Rich Robinson**, *Coastal Crisis Chaplaincy*

### **4. Facilitator recruitment and training** Group Leader Varn, Berk, Rheingold, Smalls

To identify, recruit, organize and deliver training to a pool of skilled facilitators to support the upcoming Listening Sessions and any other elements of the Illumination Project that would benefit from having this type of support.

### **5. Research/metrics** Co-Group Leaders Bryant/Rheingold, Whitaker, Gunn, Schools; France, Stewart (College of Charleston)

To provide input/guidance for the College of Charleston Research Team in learning about how other communities have addressed similar issues, create a design for the research aspect of this effort, implement this design, analyze findings and make ongoing improvements to the effort based on what is learned.

### **6. “Things” (Activities) the Citizen Steering Group can do together** Group Leader Canty, Kerley, Schools, Shuler

To identify, get input, and spearhead meaningful activities to create shared experiences for the Steering Group in ways that deepen understanding of realities in our community and strengthen its ability to lead this effort.

As you can see, this is an active and dynamic process that is growing and reaching a myriad of community members. We are excited about our achievements to date and know that the positive outcomes that result from this collaborative effort will make a difference in Charleston and other communities. As we progress, we will keep you updated on our progress and successes. Please feel free to contact me if you have any questions about our project

## APPENDIX F: MONTHLY PROGRESS REPORTS

TO: Mayor Tecklenburg, Dr. Gary Nestler, Chief Greg Mullen  
FROM: Margaret Seidler, Seidler & Associates, LLC  
SUBJECT: Progress Report #2, Charleston Illumination Project  
DATE: February 16, 2016

The *Illumination Project*, a year-long effort, provides an inclusive process to achieve an overarching purpose designed to: Further strengthen relationships between the citizens and police by respecting two important societal values: *Public Safety and Individual Rights*. Healthy, thriving communities need to achieve success in both of these areas. We are utilizing a *Polarity Thinking* approach, which brings together divergent views in the pursuit of a common Greater Purpose. A polarity is defined as an interdependent pair of values, often competing, which actually need each other over time to achieve sustainable success. Hence, we drive to get the best of both *Public Safety and Individual Rights*.

*PHASE 1: Project Planning & Development (SEP 10-SEP 30) Deliverables Completed*

*PHASE 2: Steering Group Development (SEP 10-JAN 15) Deliverables Completed*

PHASE 3: Community Engagement

A. Public Relations and Community Education: DEC 1- MAY 15

A multi-faceted set of strategies are in place and being implemented. These are aimed at maximizing citizen engagement in this entire effort. Social media, targeted marketing and clear messaging makes every citizen in Charleston aware of this effort, its goals, and how they can become involved.

### Deliverables Completed

- Expanded base of volunteers are joining others supporting this effort, broadening understanding, conversation and ownership of this work. This example from the *State Ports Authority* demonstrates support: *Our Senior VP of External Affairs is going to reproduce the Listening Session flyer and share it across all terminal sites to encourage our people to participate.*

B. Community Input and Listening Sessions: JAN 15- MAY 15

### Deliverables completed

#### FACILITATOR TRAINING

- 30 local professionals were trained in advanced Facilitation Skills, Polarity Thinking, Explicit and Implicit Bias. Facilitators will support the upcoming public efforts. Their gained skill sets are transferable into their own organizations/practices.

Facilitator Training: JAN 26, 27 and FEB 2, 3 (Tuesday 5-8pm, Wednesday 8-10:30am)

#### RESOURCE GROUP OF COMMUNITY INFLUENCERS

- 77 community influencers were educated in *Polarity Thinking*, creating a vast pool of people who will engage others across the City in the core method underlying this entire project and help support the numerous "Listening Sessions" that occur throughout.
- A larger, broader group of key stakeholders who have the same and opposing views came together as champions of the process.
- Police officers from city of Charleston, Charleston County Sheriff's Office, town Mt. Pleasant and the city of North Charleston participated.
- Community influencers participated in the first Listening Session for an adult group.
- Exit interviews revealed overwhelming support for the process and questions posed.

Community Resource Group Development: Feb 9, 10 (Tuesday 5-8pm, Wednesday 8-10:30am)

## APPENDIX F: MONTHLY PROGRESS REPORTS

### SCHOOL/YOUTH INCLUSION LISTENING SESSIONS

- *CCSD's Boyz to Gentlemen Summit* was the site of the first youth Listening Session.  
Youth Session: JAN 23 (Saturday, 10:45 am-12:15pm)
- Second Listening Session will be held at West Ashley High School in early March.

### FAITH COMMUNITY ENGAGEMENT

- Prayers Gatherings are being held monthly in different places of worship to build relationships across diverse congregations and the police. Theme song has been adopted for the project. "*This Little Light of Mine, Let it Shine...*" Thank you *Mayor Tecklenburg* for leading us in song and lifting up our hearts.

JAN 4 – Circular Congregational Church

FEB 2 – Second Presbyterian Church

MAR 2 – Beth Elohim Synagogue

APR 5 – Greater St. Luke AME

As you can see, we are going full speed ahead with the process and reaching broad and deep in the community. We are excited about our accomplishments and the expanding base of support and participation. We so deeply appreciate your attending both the FEB Praying Gathering as well as addressing the Community Resource Group, Mayor Tecklenburg!! Please feel free to contact me if you have any questions or want further detail.

## APPENDIX F: MONTHLY PROGRESS REPORTS

TO: Mayor Tecklenburg, Dr. Gary Nestler, Chief Greg Mullen  
FROM: Margaret Seidler, Seidler & Associates, LLC  
SUBJECT: Progress Report #3, Charleston Illumination Project  
DATE: March 23, 2016

- The Illumination Project, a year-long effort, provides an inclusive process to achieve an overarching purpose designed to: Further strengthen relationships between the citizens and police by respecting two important societal values: Public Safety and Individual Rights. Healthy, thriving communities need to achieve success in both of these areas. We are utilizing a *Polarity Thinking* approach, which brings together divergent views in the pursuit of a common Greater Purpose. A polarity is defined as an interdependent pair of values, often competing, that actually need each other over time to achieve sustainable success. Hence, we drive to get the best of both Public Safety and Individual Rights.
- PHASE 1: Project Planning & Development (SEP 10-SEP 30) Deliverables Completed
- PHASE 2: Steering Group Development (SEP 10-JAN 15) Deliverables Completed
- PHASE 3: Community Engagement In Progress
- Public Relations and Community Education: DEC 1- MAY 15
- A multi-faceted set of strategies are in place and being implemented. These are aimed at maximizing citizen engagement in this entire effort. Social media, targeted marketing and clear messaging makes every citizen in Charleston aware of this effort, its goals, and how they can become involved. Project Management Team creates a Communication Plan to educate community about the process & desired outcomes. Explore potential of engaging a local marketing professional to assist with message delivery.

### Deliverables Completed

- Communication Plan developed integrating newspaper, radio, 2nd Sunday appearances, and “bringing the Illumination Project to you” approach of holding sessions for specific groups
- Marketing flyers created and dropped for distribution at 12 locations around the City; 14 more locations are planned for the coming weeks (see attached)
- Weekly 2nd Sunday presence to inform public about The Illumination Project, its purpose and how to get involved. Flyers have been distributed to approximately 250 people.
- Latino Advisory Group created
- Avery Center Marian Wright Edelman Event
- Marketing company interviewed; to be retained to:
  - a) Create Illumination Project website
  - b) Develop Illumination Project “tagline”
  - c) Identify and Prepare Spokespeople for Project (selected from Citizen Steering Group)
- Launch Listening Session covered by all 3 local television stations (1 live)
- Personal presence and flyer distribution at February and March Second Sunday
- Full page ad in Mt. Zion AME Easter service program
- March 21 op-ed in Charleston Regional Business Journal
- Facebook page launched
- Full page ad in Mt. Zion AME Easter service program
- Ongoing recruitment efforts by Steering Committee and Community Influencers
- Schedule press conference with Mayor and Chief, Polly and Felicia available for interviews
- April Second Sunday IP booth and flyer distribution
- Consider rescheduling a Listening Session to St. Julian Divine Rec Center
- Area-specific (downtown, West Ashley, James Island) neighborhood President email to solicit
- Association meetings at Listening Sessions
- Scheduled April 13 presentation to Bishop Gadsden prior to James Island Listening Session

## APPENDIX F: MONTHLY PROGRESS REPORTS

- Attend community meeting 3/23 & 3/30 at St. Julian Divine Rec Center
- *Radio*
- Chief Mullen PSA on five Cumulus stations
- Chief Mullen interview on three CUMULUS stations
- Margaret phone interview with Sheree Bernardi from WTMA on March 4
- Anton Gunn to appear on Kevin Smith's Sunday night radio show to promote The Illumination Project
- Margaret Seidler to be guest on Dr. Wayne Applewhite's radio show, AFFECT, speaking about Community Leadership and The Illumination Project
- *Newspaper*
- March 21 op-ed in Charleston Regional Business Journal
- Glenn Smith follows up article week of 3/7 with Listening Session dates/times/locations
- Prayer Gathering announcement in Faith & values Section of P&C
- P&C coverage of March 8 Listening Session
- Approved op-ed in 3/21 issue of CRBJ from Chief Mullen, CM's Waring, Wilson and Mitchell
- Extensive use of social media and local outlets to share the purpose of the initiative, schedule activities, and process steps
- Facebook page launched
- Police posting if Illumination Project on all of their social media outlets

### LISTENING SESSIONS

Develop and conduct a series of community listening sessions to gain feedback regarding positive/negative results from polarity map values/assumptions plus input for Action Steps.

Develop and conduct specific stakeholder listening sessions for unique input from groups not comfortable speaking freely during open sessions (political leaders, law enforcement leaders, community activists, etc.)

### Deliverables Completed

- Multiple methods to register develop: fully automated web-based program or via phone
- Sessions held past month:
  - March 8 Downtown Early and Late Sessions
  - March 10 West Ashley High School Session
  - March 15 Downtown Early and Late Sessions
- Future Sessions
  - March 29, April 12, 26 Greek Orthodox Church Early and Late Session
  - April 14, St Andrews Middle School Early and Late Sessions
  - April 19, James Island Charter School, Early and Late Sessions
- Police officers from city of Charleston, Charleston County Sheriff's Office, town Mt. Pleasant and the city of North Charleston participated.
- Relationship Management protocols in place for post-registration contact and preparation and post-meeting contact and access to session results
- Survey results from Session participation to date:
  - Offer made by Chief Mullen to hold Listening Sessions for special groups requesting them
  - Planned future population specific Sessions
    - Housing Authority
    - Loving America Street
    - Black Fraternities & Sororities
    - College of Charleston
    - Target Specific Groups: Greek Life, Athletic Department, SGA, Black Student Union, Political Science Club, Gay/Straight Alliance, Students for Acceptable Drug Policy

## APPENDIX F: MONTHLY PROGRESS REPORTS

- Political Science Department, College of Charleston
- Trident Technical College
- The Citadel
- Charleston School of Law & Select Group of Lawyers
- Adult Sports Leagues
- Medical University of South Carolina
- Bridgeview Apartments

### RESEARCH PARTNER

Discuss & agree upon the type, method, and scope of program evaluation to be used

Identify data points used in the evaluation and the sources

Outline timelines and reporting requirements

### Deliverables Completed

- Desired outcomes defined and agreed to by Chief Mullen, College of Charleston professors and Consulting Team
- Likert Scale-based surveys given after registration and immediately after Sessions to participants
- Similar data collected from Session facilitators to continually improve the participant experience

### CITIZEN STEERING GROUP LEADERSHIP

- Steering Group members invited to 14 separate events during the coming month (see attached)
- Provided with protocol to enter Members Only page of website h (see attached)
- Website resources for Members only accessed through police fund website

### COMMUNITY PARTNERSHIPS/ACTIVITIES ESTABLISHED

- Begin With Books!! Distribution of books to families in need
- Police Ride Alongs
- Police Training Session for Citizens
- Presentation to two veterans groups week of March 1
- CAJM and NAACP recruitment
- Participated in March 12 Black Expo

### SCHOOL/YOUTH INCLUSION LISTENING SESSIONS

- Planned future Youth Sessions
  - Cannon Street YMCA
  - Communities in Schools
  - ROTC

## APPENDIX F: MONTHLY PROGRESS REPORTS

### FAITH COMMUNITY ENGAGEMENT

- Prayers Gatherings are being held monthly in different places of worship to build relationships across diverse congregations and the police. Theme song has been adopted for the project. *“This Little Light of Mine, Let it Shine...”* Thank you *Mayor Tecklenburg* for leading us in song and lifting up our hearts.

MAR 2 – Beth Elohim Synagogue

APR 5 – Greater St. Luke AME

As you can see, we are going full speed ahead with the process and reaching broad and deep in the community. We are excited about our accomplishments and the expanding base of support and participation. Please feel free to contact me if you have any questions or want further detail.

## APPENDIX F: MONTHLY PROGRESS REPORTS

TO: Mayor Tecklenburg, Dr. Gary Nestler, Chief Greg Mullen  
FROM: Margaret Seidler, Seidler & Associates, LLC  
SUBJECT: Progress Report #4, Charleston Illumination Project  
DATE: May 4, 2016

The *Illumination Project*, a year-long effort, provides an inclusive process to achieve an overarching purpose designed to: **Further strengthen relationships between the citizens and police by respecting two important societal values: *Public Safety and Individual Rights*.**

***PHASE 1: Project Planning & Development (SEP 10-SEP 30) Deliverables Completed***

***PHASE 2: Steering Group Development (SEP 10-JAN 15) Deliverables Completed***

**PHASE 3: Community Engagement in Progress**

**Public Relations and Community Input: DEC 1- MAY 15**

A multi-faceted set of strategies is in place and being implemented. These are aimed at maximizing citizen engagement in this entire effort. Social media, targeted marketing and clear messaging makes many citizens in Charleston aware of this effort, its goals, and how they can become involved. Project Management Team created a Communication Plan to educate community about the process & desired outcomes.

### Deliverables Completed

- Ongoing development and implementation of Communication Plan integrating newspaper, radio, TV, and “bringing the Illumination Project to you” approach of holding sessions for specific groups
- Customized marketing flyers created and distributed for site/group specific private Listening Sessions (e.g., Bridgeview Apartments, May 11<sup>th</sup>)
- Ongoing recruitment efforts by Steering Committee and Community Influencers
- Illumination Project has been nominated for inclusion in an important new research project, “*Exploring Emergence in Complex Social Change Initiatives*.” A detailed description of the research project is available at [4qpartners.com/research.html](http://4qpartners.com/research.html).
- Data on Police Fund web site
  - a. Complete archiving of all Project Meeting Minutes and Session outputs on a secure page
  - b. March Listening Sessions’ output archived on public page (to be updated) *Radio*
- Members of Illumination Project interviewed by National Public Radio
- Margaret was guest on Dr. Wayne Applewhite's radio show, *AFFECT*, speaking about Community Leadership and The Illumination Project

### *TV and Newspaper*

- April 7 Joint Press Conference with Dot Scott, Charleston Branch of NAACP
- April 9 *Enhance Trust in the Police* article, Post and Courier
- April 13 *Project Illumination hopes to Shine a Light on Police/Community Relations*, The Chronicle
- April 13 *Illumination Project Gathers Input at ILA Hall* article, Post and Courier
- April 27 *Illumination Project Session set for tonight at Shaw Center*, Post and Courier

### *Social Media*

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## APPENDIX F: MONTHLY PROGRESS REPORTS

Extensive use of social media sharing purpose of initiative, scheduled activities

- [Facebook page](#) updated with upcoming Listening Session dates, times and places; also used to promote relevant and related collaborative conversations across the country
- Consistent Twitter postings @Illuminationprojectcharleston
- Continued publicizing through CPD and Illumination Project social media channels

### LISTENING SESSIONS

- **Listening Sessions Held: JAN 15- MAY 15**

Develop and conduct a series of community listening sessions to gain feedback regarding positive/negative results from polarity map values/assumptions plus input for Action Steps.

Develop and conduct specific stakeholder listening sessions for unique input from groups not comfortable speaking freely during open sessions.

#### Deliverables Completed

- Listening Session Participation through end of April
  - **660 total including 204 youth ages 8-17**
- Listening Sessions Held in April
  - April 5 Greater St. Luke AME
  - April 6 College of Charleston, Addlestone Library Room
  - April 12 Greek Orthodox Church, Early and Late Sessions
  - April 13 Bishop Gadsden Retirement Community
  - April 13 ILA Hall (co-sponsored with Charleston NAACP)
  - April 14 St Andrews Middle School, Early and Late Sessions
  - April 19 Charleston School of Law
  - April 19 James Island Charter School, Early and Late Sessions
  - April 22 Historic Courthouse Charleston County Bar Association
  - April 27 Shaw Center
  - April 30 LINKS at West Ashley High School
- March Listening Session data summarized, posted on Police Fund and public websites, presented at April 20 Citizen Steering Group/Citizen Resource Group joint meeting

### RESEARCH PARTNER

Research Plan developed and in implementation

- After attending a Listening Session, participants receive a follow-up thank you email with the link to the citizen survey
- Summary and raw data from Listening Sessions posted on the Illumination Project website
- Additional notification will be sent to the participants when this information is available with a reminder to complete the citizen survey
- Citizen and police surveys have been developed and are currently being completed by community members and police officers. This effort will continue for several more weeks and then be analyzed.

#### Deliverables Completed

- Research/data gathering plan completed
- More than 250 Citizen surveys submitted
- More than 100 Police surveys submitted

## APPENDIX F: MONTHLY PROGRESS REPORTS

### FAITH COMMUNITY ENGAGEMENT

- Prayers Gatherings continue to be held monthly in different places of worship to build relationships across diverse congregations and the police. Theme song has been adopted for the project. *“This Little Light of Mine, Let it Shine...”*
  - April 5 – Greater St. Luke AME
  - MAY 4 – Cathedral of St. John the Baptist (Law Enforcement Appreciation for peacekeepers across the region (more than 250 police and citizens attended)

The Illumination Project continues to build momentum and broaden engagement of citizens from all walks of life in Charleston. Our final Public Session, April 27 at the Shaw Center had an overflow group. The informal feedback we have received has been extremely positive. People have felt heard. Citizens and police alike started the process of enhancing trust with each other, and we are receiving good ideas, some of which Chief Mullen has already begun implementing.

As our Citizen Input phase draws to a close, we move on to the important work of continuing our research efforts, analyzing the data collected in the Listening Sessions and translating these ideas into a well-considered strategic plan for improving citizen and police relationships with trust and legitimacy. We appreciate your support of our efforts and with the leadership of Chief Mullen and so many others, we are confident in our success. Please feel free to contact me if you have any questions or want further detail.

## APPENDIX F: MONTHLY PROGRESS REPORTS

TO: Mayor Tecklenburg, Dr. Gary Nestler, Chief Greg Mullen  
FROM: Margaret Seidler, Seidler & Associates, LLC  
SUBJECT: Progress Report #5, Charleston Illumination Project  
DATE: May 24, 2016

The *Illumination Project*, a year-long effort, provides an inclusive process to achieve an overarching purpose designed to: Further strengthen relationships between the citizens and police by respecting two important societal values: *Public Safety and Individual Rights*. Healthy, thriving communities need to achieve success in both of these areas. We are utilizing a *Polarity Thinking* approach, which brings together divergent views in the pursuit of a common Greater Purpose. A polarity is defined as an interdependent pair of values, often competing, which actually need each other over time to achieve sustainable success. Hence, we drive to get the best of both *Public Safety and Individual Rights*.

*PHASE 1: Project Planning & Development (SEP 10-SEP 30) Deliverables Completed*

*PHASE 2: Steering Group Development (SEP 10-JAN 15) Deliverables Completed*

PHASE 3: Community Engagement in Progress

PUBLIC RELATIONS AND COMMUNITY EDUCATION DEC 1- MAY 15

A multi-faceted set of strategies are in place and being implemented. These are aimed at maximizing citizen engagement in this entire effort.

### Deliverables Completed

#### *Television and Newspaper*

C. May 4 Prayer Service Honors Lowcountry Law Enforcement, Live5 News, Post and Courier

#### • *Social Media*

- Extensive use of social media to share purpose of the initiative, schedule activities, and process step

- [Facebook page](#) updated with upcoming Listening Session dates, times and places; also used to promote relevant and related collaborative conversations across the country

D. Consistent Twitter postings @Illuminationprojectcharleston

LISTENING SESSIONS JAN 15- MAY 15 (extended by request of KEY groups)

A series of 28 publicly-announced listening sessions have been held to gain input from the community. Extension responds to specific group requests; Alliance For Full Acceptance (AFFA) and Bridgeview Apartments (2<sup>nd</sup> session), Latinos on Johns Island.

### Deliverables Completed in Last 30 Days through May 18

➤ Total Number Listening Sessions: 28

➤ Number of Citizens Involved: 685

➤ Total Number Ideas/Comments thru April: 1869

- Ideas/Comments for Citizens: 921

- Ideas/comments for Police 948

STRATEGIC PLAN MAY 15- SEP 30

A Strategic Plan to achieve the Illumination Project's Greater Purpose of Further Strengthening Citizen/Police Relationships Grounded in Trust and Legitimacy" will help direct and coordinate all actions and resources allocated to IP initiatives.

### Deliverables Completed

➤ April Listening Session data summarized

➤ March/April Combined Data Themes used to help shape draft Strategic Plan Goals and Objectives

➤ Draft Strategic Plan developed jointly by Chief Mullen and the Consulting Team

➤ Feedback received from Citizen Steering Group on Draft Plan

➤ High level designs for May-September Steering Group Meetings outlined

RESEARCH PARTNER COLLEGE OF CHARLESTON FEB 15-JUN 15

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## APPENDIX F: MONTHLY PROGRESS REPORTS

### Deliverables Completed

#### Research Projects on schedule

- National Reports Summary presented to Chief Mullen; Themes used to help shape draft Strategic Plan Goals and Objectives
- High level summary of Summary Themes presented to Police Command Staff
- Close to 817 Citizen Surveys submitted to gain baseline of perceptions
- More than 250 Police Surveys submitted to gain baseline of perceptions

#### COMMUNITY PARTNERSHIPS ESTABLISHED IN MAY

- E. SC Pasos on Johns Island to support Listening Session for Latinos.
- F. MUSC encourages its 13,000 employees to participate in Citizen Survey

#### FAITH COMMUNITY ENGAGEMENT

### Prayer Gatherings Planned

- Wednesday, June 1 at 9am, Mother Emanuel AME
- Tuesday, July 19 at 9am, Mt. Zion AME

The Illumination Project has continued to build momentum and broaden engagement of citizens from all walks of life in Charleston. We have begun shifting our focus from the very well attended Listening Sessions to developing the Strategic Plan that will guide our efforts going forward. All project deliverables have been delivered on time. The participation of the Charleston community, police department, our Community Resource Group and Citizen Steering Group have all made our progress so far possible. We appreciate your support of our efforts and with the leadership of Chief Mullen and so many others, we are confident we will succeed. Please feel free to contact me if you have any questions or want further detail.

## APPENDIX F: MONTHLY PROGRESS REPORTS

TO: Mayor Tecklenburg, Dr. Gary Nestler, Chief Greg Mullen  
FROM: Margaret Seidler, Seidler & Associates, LLC  
SUBJECT: Progress Report #6, Charleston Illumination Project  
DATE: June 24, 2016

The *Illumination Project*, a year-long effort, provides an inclusive process to achieve an overarching purpose designed to: Further strengthen relationships between the citizens and police by respecting two important societal values: *Public Safety and Individual Rights*. Healthy, thriving communities need to achieve success in both of these areas.

*PHASE 1: Project Planning & Development (SEP 10-SEP 30) Deliverables Completed*

*PHASE 2: Steering Group Development (SEP 10-JAN 15) Deliverables Completed*

*PHASE 3: Community Engagement (DEC 1-MAY 15)*

A. Public Relations and Community Education

Deliverables Completed

- *Newspaper and National Radio*
  - G. *Post and Courier* release of a 20-minute documentary film on the Project
- *Radio*
  - H. Riverdogs sponsored fundraiser, *Giving Change for Unity*, in partnership with South State Bank
  - I. Two National Public Radio stories about the Illumination Project

B. Listening Sessions (due to group requests, extended through August)

Develop and conduct a series of community listening sessions to gain input regarding positive and negative results from polarity map values/assumptions plus input for Action Steps.

Deliverables Completed in Last 30 Days

Listening Session Participation as of June 22

- Total Number Listening Sessions: 30
- Number of Citizens Involved: 740
- Total Number Ideas/Comments thru April: 2062
  - Ideas for Citizens: 1,016
  - Ideas for Police: 1,046

Additional Listening Sessions

- Bridgeview June 14 (Seven adults and two middle-school students “Who wanted to help!”)
- AFFA June 15
- Ardmore August 22

Listening Session Data

- April Listening Session data summarized
- March/April Combined Data Themes used to help shape draft Strategic Plan Goals and Objectives

C. Research, Analysis and Findings (FEB 15-JUN 15)

Deliverables Completed

Research Projects progressing on schedule

- National Reports Summaries to be sent to Citizen Steering Group in preparation for July Meeting
- High level summary of Summary Themes presented to Police Executive Staff and Steering Group
- Citizen/Police Survey Responses

## APPENDIX F: MONTHLY PROGRESS REPORTS

- Citizens Respondents 1,096
- Police Respondents 251 (Over 50% of sworn officers)

### D. Strategic Plan (MAY 15-SEP 1)

A Strategic Plan to achieve the Illumination Project's Greater Purpose to *Further Strengthen Citizen/Police Relationships Grounded in Trust and Legitimacy* will help direct and coordinate all actions and resources allocated to IP initiatives.

#### Deliverables Completed

- Draft Strategic Plan developed jointly by Chief Mullen and the Consulting Team
- Feedback received from Citizen Steering Group on Draft Plan
- High level designs for May-September Steering Group Meetings outlined

#### POLICE

- Planned
  - Police to have preparation meeting for joining Citizen Steering Group's July Meeting
  - Police leadership joins Citizen Steering Group beginning in July

#### FAITH COMMUNITY ENGAGEMENT

- Prayers Gatherings continue to be held monthly in different places of worship to build relationships across diverse congregations and the police. Theme song has been adopted for the project. *"This Little Light of Mine, Let it Shine..."*

#### Prayer Gatherings

- June 1 – Mother Emanuel AME
- July 19 – Mt. Zion AME Church
- September 14 – First Scots Presbyterian

The Illumination Project has moved to the next stage of work. We have begun shifting our focus from the well-attended Listening Sessions to developing the Strategic Plan that will guide our efforts going forward. We have continued to build momentum and broaden engagement of citizens from all walks of life in Charleston. All project deliverables have been delivered on time. The participation of the Charleston community, police department, our Community Resource Group and Citizen Steering Group have all made our progress so far possible.

We appreciate your support of our efforts and with the leadership of Chief Mullen and so many others. We are confident we will make a positive difference. Please feel free to contact me if you have any questions or want further details.

## APPENDIX F: MONTHLY PROGRESS REPORTS

TO: Mayor John Tecklenburg, Dr. Gary Nestler, Chief Greg Mullen  
FROM: Margaret Seidler, Seidler & Associates, LLC  
SUBJECT: Progress Report #7, Charleston Illumination Project  
DATE: July 26, 2016

The *Illumination Project*, a year-long effort, provides an inclusive process to achieve an overarching purpose designed to: **Further strengthen relationships between the citizens and police by respecting two important societal values: *Public Safety and Individual Rights*.**

*PHASE 1: Project Planning & Development (SEP 10-SEP 30) Deliverables Completed*

*PHASE 2: Steering Group Development (SEP 10-JAN 15) Deliverables Completed*

*PHASE 3: Community Engagement (DEC 1-MAY 15) Input Deliverables Completed*

### Phase 3 Listening Sessions extended through August due to group requests

Develop and conduct a series of community listening sessions to gain feedback regarding positive/negative results from polarity map values/assumptions plus input for Action Steps.

#### Listening Session Deliverables Completed

Listening Session Participation as of July 26

- Total Number Listening Sessions: 31
- Number of Citizens Involved: 799
- Total Number Ideas/Comments thru June 2016
  - Ideas for Citizens: 1,016
  - Ideas for Police: 1,046

#### Additional Listening Sessions

- Backpack Journalism – August 5
- Ardmore/Sherwood Forest Neighborhood - August 22
- Roper St. Francis employee sessions, downtown and West Ashley – August (TBD)

#### Listening Session Data

- May/June Listening Session data summarized

### Phase 3 Actions Defined, Report and Implementation Plan (JUN 15-SEP 1)

This Phase concludes with identifying objectives, strategies to achieve them and resources required.

#### Deliverables

The Report of strategies to achieve the Illumination Project's Greater Purpose to *Further Strengthen Citizen/Police Relationships Grounded in Trust and Legitimacy*.

#### Deliverables Completed

- Draft Report developed jointly by Chief Mullen and the Consulting Team based on citizen ideas and three national studies
- Citizen Steering Group revised/refined draft
- Draft goes before Community Resource Group on AUG 4
- Draft goes to public for written comment: two opportunities, AUG 9 and AUG 11

### Final Report Deliverables to be Achieved

- A balance that results in concrete strategies/actions rooted in the principles of procedural justice for making and implementing police decisions

## APPENDIX F: MONTHLY PROGRESS REPORTS

- A report documents the overall project, key findings, and action plans outlining strategies, objectives and measurements to build police/citizens relationships grounded in trust and legitimacy.
  - A replicable model is available for the rest of the nation
  - A focused plan informed by input from all stakeholders in Charleston and the best research from outside the City is created
- Implementation plan of a comprehensive set of strategies with outcomes designed to:
- Lessen damaging and harmful reactions between police and the community
  - Create sustainable positive relationships between police and the community
  - Make Charleston a model for the other sectors of the community and the nation

### **FAITH COMMUNITY ENGAGEMENT**

#### Prayer Gatherings

- July 19 – Mt. Zion AME Church
- August 18 – St. Andrews Presbyterian
- September 14 – First Scots Presbyterian

The Illumination Project has moved to the next stage of work. We have begun shifting our focus from the well-attended Listening Sessions to developing the Report that will guide our efforts going forward. We have continued to build momentum and broaden engagement of citizens from all walks of life in Charleston. All project deliverables have been delivered on time. The participation of the Charleston community, police department, our Community Resource Group and Citizen Steering Group have all made our progress so far possible.

## APPENDIX G: GOVERNANCE AND WORKGROUP MEMBERS

### *Appendix G: Governance and Workgroup Members*

#### **Process Management Team Members**

##### *Charleston City Council Representatives*

- Robert Mitchell
- Keith Waring
- Kathleen Wilson

##### *City of Charleston Police Department Representative*

- Police Chief Gregory G. Mullen

##### *Charleston Police Fund Representatives*

- Dr. Gary Nestler, Chairman
- Mark Ruppel, Executive Director

##### *Polarity Thinking Consulting Team Representatives*

- Chandra Irvin
- Jake Jacobs
- Margaret and Bob Seidler

##### *College of Charleston Research Team Representatives*

- Dr. Hollis France
- Dr. Kendra Stewart

## APPENDIX G: GOVERNANCE AND WORKGROUP MEMBERS

<b>Illumination Project Citizen Steering Group</b>	
Alison Berk	Coordinator, Prevention Education Initiatives & Student Conduct College of Charleston
Rev. John Paul Brown	Pastor, Union A.M.E. Church, Awendaw, SC
Dr. Debbie Bryant, RN	Clinical Assistant Professor, MUSC Director, Outreach Services, Hollings Cancer Center
Kenneth B. Canty, PE	President/CEO, Freeland Construction Company, Inc.
Lydia Cotton	Community Leader, Lantino Liaison
Latonya Gamble	President, Eastside Community Development Corporation
Anton J. Gunn	Chief Diversity Officer & Executive Director of Community Health Innovation MUSC Health
Diane Hamilton	President, Maryville/Ashleyville Neighborhoods
Edward Jones	Concerned Citizens of the Peninsula/Lowcountry
Marvis Kennedy	Director, Project Unity USA Charleston
(Butch)	Founder, REALMAD (Real Men Against Domestic Violence)
Kevin Kerley	Chief of Public Safety, MUSC
Dr. Gary Nestler	Associate Partner, IBM Global Leader, Emergency Mgmt/Public Safety Chair, Charleston Police Fund
Dr. Alyssa Rheingold	Professor and Director of Clinical Operations Director, National Crime Victim's Research and Treatment Center, MUSC
Everard O. Rutledge	Retired Hospital & Health Care CEO, SC Mental Health Commission Ph.D; LFACHE (Rod)
Samantha Sammis	Executive Director, Loving America Street
Scott Schools	Attorney, Moore & Van Allen
Mike Shuler	Principal, King Street Commercial
Arthur Smalls	Retired Assistant Chief, North Charleston Police Department
Kevin Smith	Principal, C.E. Williams Middle School for Creative and Scientific Arts
Laura Varn	VP of Human Resources, Santee Cooper Past Chair, Charleston Metro Chamber of Commerce
Gregory Whitaker	Retired Captain, Charleston Police Department Instructor, Trident Technical
Loren Ziff	Principal, Eastrock Properties

### Community Resource Group

Last	First	Affiliation/Organization
Addison	Hiawatha	Bridgeview Village Apartments
Alterman	Jennet	Women's Advocate
Antonio	Jennie	Charleston Police Department
Backman	Jennifer	Mount Pleasant Police Department
Barch	Amy	Turning Leaf
Cason	Christopher	City of Charleston, Community Leader
Cherny	Dimitri	Cherny for Congress
Childress	Kelsi	South Carolina Ports Authority
Coleman	Ronishia	Charleston Police Department
Coleman	Spike	Pastor, St. Andrew's Presbyterian Church
Correa	Lilia	Trident United Way
Cretella	Tony	Charleston Police Department
Crowell	Alli	Intertech Group
Cuzmar	Tim	IBM
Danford	Kristy	Charleston County Criminal Justice Coordinating Council
Davis	AJ	Simmons-Pinckney Middle School
Dixon	Thomas	Pastor, People United to Take Back our Community!
Eisenhour	Clint	SC State Ports Authority
Halyard	Vanessa	Project Unity Board

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Harris	Craig	Mount Pleasant Police Department
Hembree	Justin	Mount Pleasant Police Department
Hemingway	Marilyn	SC Courage Campaign, Charleston
Hoffmann	Heath	College of Charleston
Holmes	Derrick	Media Production
Johnson	Elder James	National Action Network
Johnson	Kristin	Charleston Police Department
Jonas	Brent	Charleston Regional Development Alliance
Kennedy	Robert	Pastor, St. Peters AME
Kinney	Christine	Juvenile Arbitration
Kohli	Mary	TTC Palmer Campus
LaRoche	Easter	Charleston County Sheriff's Advocates
Lesesne	Linn	Charming Inns
Liollio	Dinos	Greek Orthodox Church
Lower	LeeAnne	Loving America Street Intern, College of Charleston Student
Mack	Sara	Charleston Area Justice Ministry, Burke High School
Mauldin	Caroline	Civic Enthusiast/Social Entrepreneur
Meadows	Otha	Charleston Trident Urban League
Middleton	Dale	Charleston Police Department
Middleton	Kylon	Pastor, Mt. Zion AME Church
Miller	Drew	St. Andrew's City Church
Mitchell	Jack	ATT
Mitchell	Tonatte	Charleston Police Department
Montgomery	Lisa	MUSC
Mooneyham	Elizabeth	Juvenile Arbitration
Moultrie	Lee	Lee H. Moultrie & Associates
Myers	Rusty	Charleston Police Department
Pennington	Ashley	9th Circuit Public Defender
Phillips	Harold	Charleston County Sheriff's Office
Preston	Aaron	Charleston Police Department
Pugh	Mitch	Post & Courier
Rabsatt	Miguel	Broadcast Media
Rahiem	Alicia	Project Unity Board
Rainey	Christian	Real Mad
Ramsay-Outten	Rhett	Croghan's Jewel Box
Ravenel	Henry	Southeastern Chamber of Commerce
Riley	Amy	Thomas-Hutton Engineers
Riley Gambrell	Jane	Communities in Schools
Salliant	Diana	Salliant Language
Sanders	Felicia	Mother Emanuel AME Survivor
Scott	Dot	NAACP – Charleston
Segal	Janet	Charleston County Library Board
Sheppard	Fouchena	Storyteller
Sheppard	Polly	Mother Emanuel AME Survivor
Simmons	Edward	Community Leader
Smith	Elliott	Elliott Smith Law
Soto, Jr.	Luciano	Pastor
Steinberg	Ellen	Charleston County Magistrate
Stith	Melanie	Roper St. Francis Hospital
Struth	English	South Carolina Ports Authority

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Stuhr	Catherine	Stuhr Funeral Home
Thornley	Mary	Trident Technical College, President
Tinkler	Paul	Attorney-at-Law
Tuttle	Eric	Charleston Police Department
VanHorn	Guy	North Charleston Police Department
Watson	Eric	Charleston County Sheriff's Office
Webber	Sedric	Cannon Street YMCA
Weber	Tim	Community Leader
Wenner	Elizabeth	SC Courage Campaign - CHS
Williams	Garcia	YWCA
Williams	Denise	Eastside Development Corporation
Williams-Lessane	Patricia	College of Charleston/Avery Research Center

### Faith Clergy

Rev. John Paul Brown, *Union AME, Citizen Steering Group Leader*  
 Samantha Sammis, *Loving America Street, Citizen Steering Group Leader*  
 Rabbi Stephanie Alexander, *Kahal Kadosh Beth Elohim.*  
 Monsignor Steven Brovey, *Cathedral of St. John The Baptist*  
 Rev. Spike Coleman, *St. Andrews Presbyterian Church*  
 Rev. Cress Darwin, *Second Presbyterian*  
 Rev. Dr. Sidney Davis, *Zion-Olivet Presbyterian*  
 Rev. Rob Dewey, *Coastal Crisis Chaplaincy*  
 Rev. Joe Harvard, *First Scot Presbyterian Church*  
 Rev. Dr. Juenarrl Keith, *Presiding Elder, Mt. Pleasant District of the AME Church*  
 Joan Mack, *St. Patricks Catholic; Pastoral Council, Chairperson*  
 Rev. Dr. Kylon Middleton, *Mt. Zion AME*  
 Rev. Rich Robinson, *Coastal Crisis Chaplaincy*  
 Chaplain Robbie Robinson, *Coastal Crisis Chaplaincy*  
 Rabbi Adam Rosenbaum, *Synagogue Emanu-El*  
 Rev. Dr. Herbert Temoney, *Greater St. Luke AME*  
 Vicar Callie Walpole, *Grace Episcopal Cathedral*

### Facilitators

First Name	Last Name	Affiliation
Charlotte	Anderson	Retired, 211 Hotline
Tami	Barnette	Santee Cooper
Alison	Berk	College of Charleston
Ray	Berrouet	Cannon Green
Lisa	Black	Boeing
Howard	Buddin	SC Neuroscience
Jennifer	Buddin	Every Busy Woman, LLC
Deb	Davidson	SCRA
Shawn	Edwards	The Citadel
Shon	Isenhour	Eruditio, LLC at Patriot's Point
Lisa	Jeffries	Trident Technical College

## APPENDIX G: GOVERNANCE AND WORKGROUP MEMBERS

Arlethia	Lemon-Cusack	Retired, National Education Association
Sharon	McGhee	Charleston County Aviation Authority
Chris	Noland	College of Charleston
Jane	Perdue	Braithwaite Innovation Group
JP	Ramsing	Santee Cooper
Thetkya	Robinson	Pink Moon Marketing + Consulting
Ethel	Rutledge	Training & Coaching Professional
Anne	Sbrocchi	Educator, Community Leader
Jennifer	Spanjian	Boeing
Giselle	Stewart	Boeing
Paul	Stoney	YMCA of Greater Charleston
Jessica	Watkins	Charleston Department of Police
Michelle	Wiles	MUSC Physicians
Amy	Williams	Charleston County Aviation Authority
Deborah	Wilson	Roper St. Francis Hospital
Jim	Young	South Carolina Ports Authority
Kelsi	Childress	South Carolina Ports Authority
Kevin	Smith	CE Williams Middle School
Ada	Choluj	Trident Tech Student
Bianca	Anderson	Trident Tech Student
Megan	Schwab	MPA Student at College of Charleston
Alitasha	Pringle	MPA Student at College of Charleston
Madeline	Sloan	MPA Student at College of Charleston
Greg	Whitaker	Instructor, Trident Tech

### Researchers

Dr. Kendra	Stewart	Director, Riley Center for Livable Cities
Dr. Hollis	France	Professor of Political Science
Megan	Schwab	Riley Center for Livable Cities
Madelyn	Sloan	Riley Center for Livable Cities
Alitasha	Pringle	Riley Center for Livable Cities
Jordan	Ragusa	Riley Center for Livable Cities

### Consultants

Margaret	Seidler	Seidler & Associates, LLC
Jake	Jacobs	Real Time Strategic Change, LLC
Bob	Seidler	Seidler & Associates, LLC
Chandra	Irvin	Irvin Goforth and Irvin, LLC

*Appendix H: Connecting With The Community Flyer*

## WE'RE LISTENING CHARLESTON!!



## Charleston Illumination Project

We seek all voices to help create a plan to enhance respectful relationships between our police and the citizens they serve.

We will host 95-minute Small Group Discussions for the public to share hopes and concerns, plus suggestions for action. We recognize the importance of safeguarding Individual Rights *and* preserving Public Safety.

### MEETING SCHEDULE:

- DOWNTOWN:** Greek Orthodox Church Hellenic Center, 30 Race Street  
Tuesday, March 29, April 12, 26, 4 and 6:15 pm
- WEST ASHLEY:** St. Andrews Middle School, 721 Wappoo Road  
Thursday, April 14, 4:30 and 6:30 pm
- JAMES ISLAND:** James Island Charter High School, 1000 Fort Johnson Road  
Tuesday, April 19, 4 and 6:15 pm

For further information, call (843) 747-3669 or visit:

[www.charlestonpolicefund.org](http://www.charlestonpolicefund.org) click on the *Charleston Illumination Project* banner



# APPENDIX I: RESEARCH

## Appendix I: Research

### Illumination Research Plan and Data Collection

Beginning September 2015, the Research Team from the *College of Charleston's Riley Center for Livable Communities* began gathering documentation from other cities, associations, and academia regarding efforts to strengthen and broaden collaborations between police and citizens. Guided by the core mission of the Illumination Project, and supported by best practices emerging across the nation the principles of procedural justice are at the center of strengthening police/citizen relations.<sup>3</sup>

Procedural justice is based on four central principles: "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives."<sup>iv</sup> Research demonstrates that these principles contribute to relationships between authorities and the community in which 1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; 2) the community feels obligated to follow the law and the dictates of legal authorities, and 3) the community feels that it shares a common set of interests and values with the police.<sup>ii</sup>

To this end, the Research Team identified 10 measurable outcomes that demonstrate positive community/police relations based on principles of procedural justice. The outcome measures are intended to both determine individual experiences and help us understand to what degree each group, police and citizens, can see the other's views. They are:

- 1) Community has trust and confidence in the police
- 2) Police have trust and confidence in the community
  
- 3) Police take initiative to solve problems in the community
- 4) Citizens become partners in helping the police solve problems
  
- 5) Police are perceived by the community guardians who protect citizens
- 6) Citizens feel a responsibility to follow the law
  
- 7) Citizens perceive they share common interests and values with police
- 8) Police perceive they share common interests and values with the citizens
  
- 9) Police responses demonstrate basic respect for all citizens
- 10) Citizens demonstrate basic respect for the police

Data will be collected in several different ways to measure the above outcomes. There will be four distinct groups surveyed to collect attitudinal dispositions: 1) Charleston area citizens, 2) Charleston Police Department officers and staff, 3) Participants of the Listening Sessions, and 4) Listening Session facilitators. Survey questions, addressing each outcome have been compiled

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<sup>3</sup> The President's Task Force on 21<sup>st</sup> Century Policing (May 2015)  
[http://www.cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

## APPENDIX I: RESEARCH

from multiple national and local surveys and polls.<sup>4</sup> This will give us benchmarks to compare Charleston to other communities and ensures validity of the questions.

In addition, data will be utilized that is collected by the Charleston Police Department that measure various aspects of the outcomes. Some examples of these measures include: the ratio of citizen complaints to police/citizen contacts, the number of community events CPD officers participate in, the number of excessive force investigations, and the number of citizens who participate in CPD programs. Based on best practices in the field, goals will be set for each area and data will be collected and analyzed annually. By the end of the Illumination Project a plan will be set forth with benchmark attitudinal data and a timeline for future measurements to determine the progress of the identified outcomes.

### **Current Charleston Police Department Performance Against National Studies**

In coordination with the Charleston Police Fund's Illumination Project, an assessment of the Charleston Police Department was conducted to evaluate current policies, procedures, and organizational culture. Since 2015, three groundbreaking reports have been published that highlight best practices for law enforcement agencies: *The President's Task Force on 21<sup>st</sup> Century Policing*; *30 Guiding Principles on Use of Force*; and *Police Perspectives: Building Trust in a Diverse Nation*. The three reports included a total of 99 recommendations for police departments around the nation in the hopes of restoring trust, increasing transparency, and building community partnerships. The researcher categorized the recommendations into nine broader topics: Increasing Cultural Understanding and Promoting Diversity; Building Transparency and Public Trust; Training; Policy; Collaborating with Community Resources; Youth Partnerships; Community Oriented Policing; Equipment and Technology; and Officer Wellness and Safety.

To assist with data collection, Charleston Police Chief Mullen appointed Sergeant Tony Cretella to serve as liaison between the researcher and Department. The researcher created a chart listing the 99 recommendations from the three reports. For each recommendation, Sergeant Cretella selected the most appropriate point of contact from the department. A total of 36 individuals (both sworn and non-sworn employees) were elected to participate. The researcher created a Google Doc that was disseminated via email by Sergeant Cretella to the selected department members. Each employee was asked to provide feedback in response to the recommendation. The selected participants were asked to provide detailed information on what the Charleston Police Department was currently doing or not doing in respect to the recommendation. Each participant was provided an internet link to the Google Doc, which allowed them to access and input information into the document. Once the chart was completed by the participants, the researcher reviewed the data provided. If more information or further clarification was needed, the researcher called the assigned point of contact via telephone.

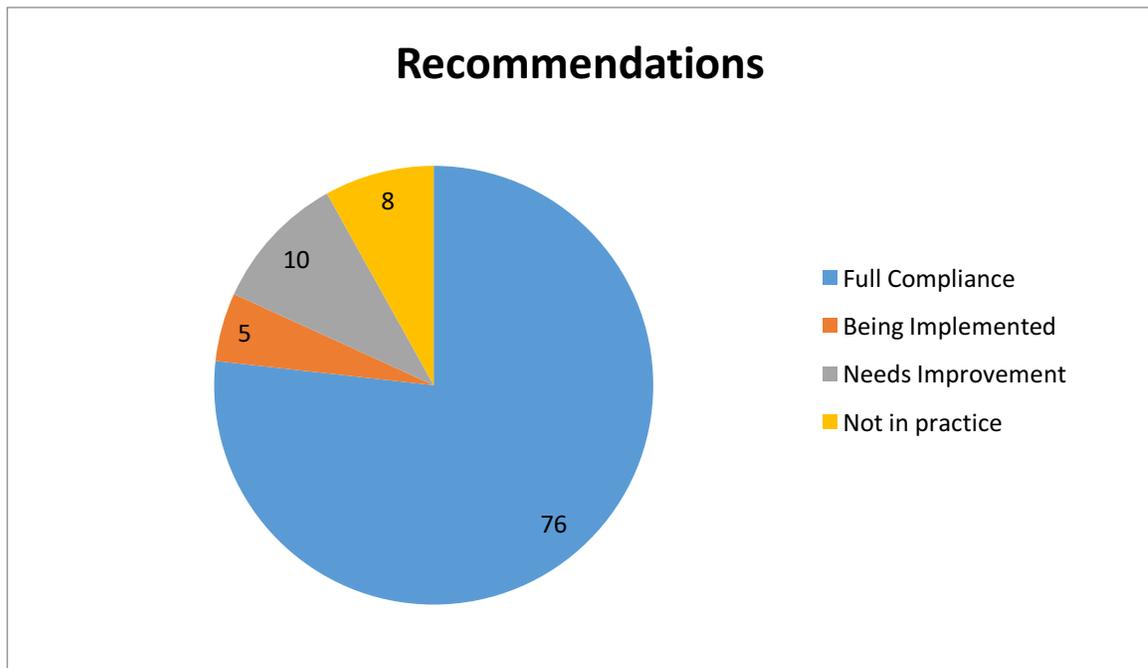
Upon analyzing the data collected, the researcher sorted the responses into four classifications. Based on the feedback provided by the staff, the researcher determined (1) the department is currently in accordance with the recommendation; (2) the recommendation is either fully or partially in practice but needs improvement; (3) the department is currently in the process of implementing the recommendation; or (4) the department is not following the recommendation. If the recommendation was only partially met, or not met at all, the researcher noted what changes needed to take effect in order for the department to be in compliance with the recommendation.

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<sup>4</sup> <http://www.bjs.gov/content/pub/pdf/ppcs11q.pdf> (Police-Public Contact Survey PPCS) <http://www.bjs.gov/index.cfm?ty=dcdetail&iid=251> (Department of Justice: Bureau of Justice Statistics); <http://finninstitute.org/wp-content/uploads/2010/10/Assessing-Police-Performance-in-Citizen-Encounters.pdf>

## APPENDIX I: RESEARCH

Of the combined 99 recommendations made, the Charleston Police Department was in full compliance with 76. Of the remaining 23 recommendations: 5 are currently in the process of being implemented; 10 are in practice but need improvements; and 8 are not in practice at all. The subsequent sections will discuss challenges for the Charleston Police Department in the categories defined by the researcher: Increasing Cultural Understanding and Promoting Diversity; Building Transparency and Public Trust; Training; Policy; Collaborating with Community Resources; Youth Partnerships; Community Oriented Policing; Equipment and Technology; and Officer Wellness and Safety.



### **Increase Cultural Understanding and Promoting Diversity**

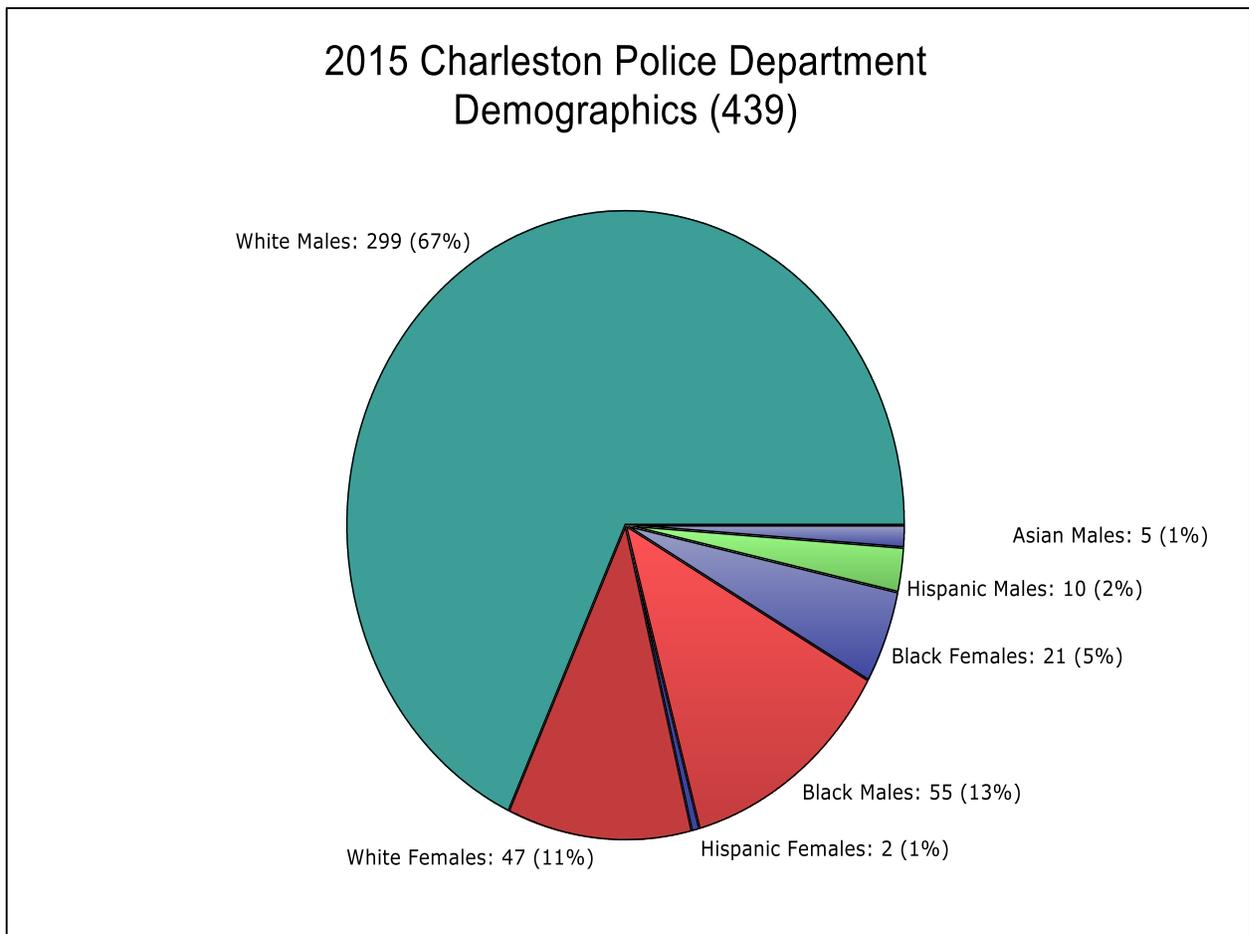
Recommendations from the three reports in this category focus on enhancing diversity both internally and externally. Internally, the culture of the police department should promote diversity and understanding. The demographic composition of the organization should reflect the community in which it is immersed. Externally, police leaders should commit to working with faith-based organizations and serving diverse communities.

#### **Challenges:**

- There is no current liaison or partnerships with Asian-American, Arab, Muslim, Middle Eastern, South Asian, or Refugee groups. Although these groups were specifically mentioned in the reports' recommendations, it should be noted that some of these groups do not have a strong presence in the Charleston area. However, the Muslim community has reached out to the police department for information regarding church security, so there is potential for partnership.

## APPENDIX I: RESEARCH

- Current partnerships with the Latino community exist, but they are primarily conducted through one officer (Officer Sosa). This relationship should be expanded to include more officers to highlight the commitment of the department rather than an individual.
- The Charleston Police Department works with Coastal Crisis Chaplaincy regularly, but does not have a point of contact with certain faith-based organizations.
- Steps have started to be taken to build partnerships with the LGBTQ community, but more engagement is needed. More consistent communication with leaders from the LGBTQ community is recommended. In addition, officers should receive training on how to better serve this community.
- Current policies and hiring practices promote inclusion, but the demographic composition of sworn officers does not reflect the community, although it is reasonably close. In 2015, 78% of sworn officers in the Charleston Police Department were white, while 18% were black. The 2010 census data of Charleston city shows that 68% of residents were white and 25% were black. A notable gender divide also exists: In 2015, only 17% of the sworn officers were female. Additional steps need to be taken to attract and recruit minority applicants in an effort to further diversify the department.
- Demographic data of sworn officers should be made available to the public. It is collected on an annual basis and submitted to the accreditation manager, so making it accessible to the public would not be difficult.



Source: Charleston Police Department

## APPENDIX I: RESEARCH

### **Building Transparency and Public Trust**

Establishing a culture of transparency and accountability is crucial in restoring public trust. The Police Department should prioritize communication with the public by establishing frequent police-community dialogues. Law enforcement leaders should work to build trust before contentious incidents occur, and maintain it after incidents by being open and honest with citizens. Police policies and statistical data should be made regularly available to the public.

#### Challenges:

- Recently, the Quarterly Activity Summary has been made available on the CPD website. Recommendations made in the reports suggest that demographic data be included as it relates to investigatory stops, arrests, involuntary detentions, etc. The reports also recommend that use of force and race data be made available. Currently, the QAS does not include any demographic data as it relates to stops, arrests, or use of force.
- The Citizen Safety and Satisfaction survey is only available electronically and is sent via email, website, and social media. It does not reach all CPD “clients” (ex- arrestees, detainees, witnesses, traffic offenders).
- The Charleston Police Department could explore options for additional communication on making patrol officers feel included in public messaging after a contentious encounter.
- The Department has not addressed the topic of officers bringing their family to community events. Although this is a recommendation made in the report in an effort to build police-community partnerships, it could pose safety concerns for the officers and their family. The researcher recommends that this be further investigated and deliberated before implementing.
- Currently, there is no formal mediation process that exists for the police and the community after a contentious incident occurs. Mediation exists on a micro level (between individual officers and a complainant) but not at the macro level (between department and community). Furthermore, Memorandums of Understanding should be used between the police and the community after high-profile incidents occur to ease tensions.
- Although the department utilizes social media, improvement is needed. Social media outreach is relatively low (Facebook 7,197; Twitter 16, 900; Instagram 173). The total population of Charleston where CPD serves is approximately 137,500. The researcher recommends that more officers should have access to the social media sites so more frequent, real time updates can be distributed to the public.

### **Training**

Training was a reoccurring theme among the three reports. Police departments are responsible for ensuring that all training reflects the mission and values of the department. Often times, departments can reach out to resources within the community to provide training to employees. Training should be given high priority and delivered frequently. The recommendations made addressed training in a variety of areas: use of force, de-escalation, cultural awareness, critical decision-making model, communication skills, and handling the mentally ill.

#### Challenges:

- Although it has not been fully implemented, the Charleston Police Department is currently in the process of training officers using the Critical Decision-Making Model
- School Resource Officers go to the South Carolina Criminal Justice Academy for SRO training when selected for the position. They also receive active shooter training during block training each year. More training should be provided to SROs that addresses issues specific to working with and mentoring youth.

## APPENDIX I: RESEARCH

- As addressed earlier in the report, officers should receive training on how to better serve the LGBTQ community. This includes using correct terminology, best practices for searches, etc.
- Currently, CPD uses block training. It is recommended that training be done in shifts so that officers can train with the people who will be responding with them to potentially combative scenarios. The researcher acknowledges that this can be difficult to coordinate since pulling an entire shift off the street is not logistically feasible.
- The Department is currently in the process of finding a speaker to discuss the history of the relationship between the police and certain ethnic groups.

### **Policy**

Policy is the backbone of any organization. It reflects the mission, goals, and values of an agency. Policies and procedures also provide guidelines and parameters for officers to follow while performing their daily functions. The three reports examine policy in the following areas: trauma-informed policing, use of force/de-escalation, duty to intervene, procedural justice, sanctity of human life, and search and seizure.

#### Challenges:

- The Charleston Police Department is currently in the process of looking into incorporating the “Sanctity of Human Life” in the Department’s mission
- The Department should continue to actively review policy and field manuals on rendering first aid
- It does not appear that CPD currently has a policy relating to searches of individuals who identify as transgender. Recommendations suggest that the officer ask the individual if they feel more comfortable being searched by a male or female officer and make accommodations when appropriate and feasible.

### **Collaborating with Community Resources**

A Police Department can strengthen its resources when collaborating with community organizations. Police are encouraged to take a more holistic approach to crime response and prevention. When responding to a call, for example, a patrol officer may direct a homeless individual to a shelter rather than making an arrest for trespassing. Collaborating with community partners simply adds tools to the patrol officer’s belt. Department leaders may also consider working with mental health resources to provide training to officers and family members of the mentally ill. Asset mapping can be used to locate local service providers in the area.

The Charleston Police Department met all recommendations in this area.

### **Youth Partnership**

Children living in urban communities are especially susceptible to forming negative opinions about the police. These perceptions can be influenced by friends, family members, the media, or as a result of negative encounters with law enforcement. Police departments should adopt policies and programs that reach children living in at-risk communities. Strong SRO programs, police-teen dialogues, anti-gang committees, and youth mentorship should exist to intervene in communities with high risks of crime and violence.

#### Challenges:

- The Teen-Citizen Academy is an excellent program offered by the Charleston Police Department. Efforts should be focused on increasing participation. On average, about 12 to 15 participants attend each year. Priorities should also be made to draw a more diversified applicant pool- not just those with law enforcement career interest.

## APPENDIX I: RESEARCH

- A common theme among the current youth programs is that they lack a long-term mentorship component. There are various events and programs that exist, but most of them only last for a few weeks. One long-term initiative is the Police Explorers program. This program, however, is marketed for children and teens who are interested in law enforcement careers, so it likely does not reach a majority of at-risk youth. A formal, long-term mentorship program should exist between the police officers and youth in the community.

### **Community-Oriented Policing**

Community-Oriented Policing should be deeply rooted in every law enforcement agency. It should be embedded in the Department's mission, values, and organizational culture. The concept focuses on promoting positive interactions between the police and the community. In addition, law enforcement officials should collaborate with community members about implementing policies and practices to help combat crime in neighborhoods.

Challenges:

- Currently, the Charleston Police Department offers a Citizens Training Academy to adults in the community. On average, about 15 to 25 participants attend each year. Efforts should focus on increasing participation at the citizens training academy and attracting more diverse participants.
- After a significant incident takes place within CPD's jurisdiction, the Team Commanders develop and institute Incident Action Plans. Officers go door to door to speak with residents affected. The Charleston Police Department should remain proactive in communities by continuing the practice of "walk and talks", neighborhood walks, and other CAT team initiatives.

### **Technology and Equipment**

A progressive law enforcement agency must be up to date on the latest technology and equipment. Providing officers with the proper tools enhances officer safety and citizen safety. An important component is ensuring access to less-lethal options such as electronic control devices and chemical spray. Law enforcement agencies can also utilize technology such as social media, CompStat, and smart technology to enhance existing practices.

Challenges:

- CPD has made initial purchases of protective shields
- The Charleston Police Department does not use PAVA (a spray with a more concentrated stream that minimizes cross-contamination), as recommended in the PERF 30 Principles report. However, the OC spray currently used by the Department is water-based, so it can be used in conjunction with a Taser.

### **Officer Wellness and Safety**

The safety of the police officers should be the top priority for any law enforcement agency. Department policies and procedures should reflect the agency's commitment to prioritizing the health and wellness of officers. This includes policies requiring seatbelt use, wearing ballistic vests, and issuing trauma kits to officers.

Challenges:

- The Charleston Police Department is currently in the process of issuing field trauma kits to all sworn officers.

# APPENDIX J: COMPLETE LIST OF 86 STRATEGIES FROM THE STRATEGIC PLAN

## *Appendix J: Complete List of 86 Strategies from the Strategic Plan*

Eighty-six total strategies were identified through The Illumination Project to improve citizen and police relationships, with trust and legitimacy. Of these 86 strategies, 66 came from Listening Session ideas and comments, 12 from National Study recommendations and eight from the Charleston police staff. The Citizen Steering Group, Community Resource Group, and 858 citizens who attended the Public Sessions prioritized ten strategies.

### **5 Goals and 86 Strategies**

***12 strategies in Italics denote National Studies source***

***10 highlighted strategies denote 2016 Implementation Priorities***

#### **The Different Cultures and Backgrounds Goal**

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

#### Citizen Strategies

1. Develop programs to “get to know” police officers who serve their areas in ways such as: police appreciation day, have an officer to dinner, random acts of kindness, etc.
2. Grow Neighborhood Watch efforts by increasing participation and identifying contact people
3. Identify knowledgeable persons to conduct comprehensive training on African American history, to produce understanding and comprehension beyond the “facts” of the history of African-Americans in Charleston beginning with Reconstruction, and to facilitate more open dialogue between African Americans/prevalent ethnic groups and the police
4. Sponsor a re-entry program for returning citizens to aid them in being successful upon release from prison

#### Police Strategies

5. Create geographic and needs-based outreach initiatives to engage diverse communities
6. Develop policies and practices for interactions with members of the Lesbian, Gay, Bi-sexual, Transgender and Queer (LGBTQ) community
7. Ask citizens to identify strategies to address important issues such as homelessness, alternatives to jail or prison, specialty courts, etc.
8. *Develop partnerships with local colleges and universities to enhance the education and understanding about how historic interactions between citizens and police impact trust and confidence*
9. Identify evidence-based initiatives that resulted in crime reduction and positive community support
10. *Collaborate with citizens who are disproportionately impacted by crime to develop crime reduction strategies to improve relationships and gain cooperation*
11. Expand local mental health institution partnerships with police to improve how supervisors and patrol officers deal mentally ill, emotionally challenged or alcohol and drug addicted members of society
12. *Ensure availability of interpreters to improve language access*

# APPENDIX J: COMPLETE LIST OF 86 STRATEGIES FROM THE STRATEGIC PLAN

## The Respectful, Trusting Relationship Goal

Build a mutually respectful, trusting relationship between citizens and police

### Citizen Strategies

13. *Participation of citizens in quarterly staff meetings with top police officers from each patrol team*
14. Continue Listening Sessions in all parts of the community:
  - a. Identify a team made up of local citizen community influencers to continue the work ahead
  - b. Train citizen team in presentation skills and how to facilitate Listening Sessions
  - c. Define team responsibilities so they can be direct links to the community to help develop crime reduction strategies to improve relationships and gain cooperation among citizens who are disproportionately impacted by crime
  - d. Host annual listening sessions in each patrol team, schools, Camp Hope and difficult-to-reach groups such as low income areas, ex-felons, individuals who are incarcerated regarding citizen/police understanding and relationships
  - e. Conduct annual public community listening sessions to assess progress and hear new issues or concerns
  - f. Create internal risk-free listening sessions for officers to express issues and concerns involving community support and relationships
15. Build relationships with key media outlets to develop a plan that highlights minority contributions to creating a safe city
16. *Ensure media coverage of quarterly Town Hall meetings where citizens and police interact to discuss concerns and develop solutions*
17. Increase invitations for patrol officers to attend community meetings and other gatherings to increase community interactions during non-emergency situations

### Police Strategies

18. Enhance Neighborhood Watch efforts by increasing participation and identification of points of contact for Neighborhood leaders
19. Assess and examine the role of the School Resource Officer (SRO) in schools and evaluate current curriculum
20. *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*
21. Implement cite and release programs for minor violations when appropriate
22. Research and implement online technology solutions that allow greater community awareness about crime and police activity in their neighborhoods
23. Host an independent website for the Illumination Project designed for citizens to review Mission Statement, meeting schedules and contact information
24. Meet with media and the public quarterly to review data regarding citizen/police interaction showing demographic and geographic information
25. Share CPD accomplishments of employees and the organization with the community at large and other interested organizations via various media formats
26. Create and publicize a commendation that rewards officers who resolve situations through de-escalation that avoids the use of deadly force

## APPENDIX J: COMPLETE LIST OF 86 STRATEGIES FROM THE STRATEGIC PLAN

27. Invite media to yearly listening sessions held in each patrol team

### The Training Curriculum Goal

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

#### Citizen Strategies

28. Gain citizen input for training, new equipment and procedures through groups such as the proposed community liaison group (see Policies/Procedures Goal #4 of this Report)
29. 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 which includes a notification letter of the complaint and disposition
30. Suggest marketing opportunities, such as *YouTUBE* and other media for citizens to learn about police policies and practices
31. Create a recognition program for community influencers who educate the public about the laws and citizen roles in creating a safe community
32. 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

#### Police Strategies

33. Conduct a training assessment to validate present curriculum is relevant, consistent with case law, current professional standards and other agencies/businesses to build trust
34. Expand CPD training curriculum for officers and supervisors with consideration of the following topics:
  - a. Concepts in unconscious bias, problem solving, and partnership building, cultural sensitivity
  - b. Procedural Justice Principles (Internal and External)
  - c. Officer Wellness
  - d. Language skills
  - e. Cultural differences and norms within diverse groups
  - f. Communication/people skills/Conflict Resolution skills for/with citizens
  - g. Guardian Mindset concept
  - h. Generational differences
  - i. Enhanced Constitutional Law with a specific focus on the legal parameters of officer-initiated contacts using classroom and scenarios based formats
  - j. Scenario based training on decision-making and real-life situations
  - k. Crisis Intervention Team concepts for all officers (during Block-Training program)
  - l. Supervisory skills and practices to investigate Use of Force incidents
  - m. Basic and advanced Community Policing curriculum
  - n. Interacting with mentally ill and emotionally-challenged citizens  
\*\*Fair and Impartial Policing Training – implementation in progress
35. Promote de-escalation as a core principle of CPD's training program
36. Participate in Police Executive Research Forum's (PERF) Critical Issues meeting to stay abreast of emerging issues

## APPENDIX J: COMPLETE LIST OF 86 STRATEGIES FROM THE STRATEGIC PLAN

37. *Review, research and assess a disciplinary process which focuses on education of officers and determines if this approach raises success rates in preventing occurrences and /lowering citizen complaints*
38. Review best practices for behavioral “state of mind” psychological examinations to determine frequency of testing
39. Using citizen input, develop and deliver educational seminars to increase citizen knowledge and understanding about police policy and practices
40. 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
41. Using citizen input, update the Citizens Police Academy to include current topics like Fair and Impartial Policing and increase participation
42. Apply National Tactical Officers Association’s (NTOA) principles to the patrol officer decision making model
43. 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
44. Identify subject matter experts to provide advanced instruction in the areas of interpersonal communication, de-escalation, sensitivity and Community Oriented Policing Services (COPS) initiatives

### **The Policies and Procedures Goal**

Develop and use best practices to improve citizen and police relationships through policies and procedures

#### Citizen Strategies

45. Develop processes to engage citizen leaders to share with their neighbors the importance of respectful citizen/police relationships
46. 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
47. Community influencers educate constituencies about the importance of voluntary compliance during citizen/police encounters
48. Develop an inspirational recruiting video to expand outreach and interest in policing as a career
49. Create a mechanism to encourage and recruit youth and adults to join law enforcement as a career
50. Set up a community liaison group to work with the police to develop and evaluate policies and procedures involving priority issues such as Use of Force, administrative investigations, hiring processes, etc.
51. Expand the mediation process to increase communication between groups of citizens and officers after a contentious situation occurs

#### Police Strategies

52. Review and improve, where needed, current policies addressing:
  - a. Procedural justice principles so community members and police officers feel that police procedures and processes are fair and equitable, and community members

## APPENDIX J: COMPLETE LIST OF 86 STRATEGIES FROM THE STRATEGIC PLAN

and police officers feel heard, treated with respect and dignity so the “the why” is understood which allows them to accept procedural outcomes they don’t agree with or like

- b. Vulnerable populations (children, mentally ill, immigrants and homeless)
  - c. LGBTQ and transgender community
  - d. Officer performance evaluations
  - e. Tracking and reporting information on officer-involved critical incidents
  - f. Use of Force
  - g. Data analysis
  - h. Administrative investigations
53. Assess and evaluate current enforcement practices on traffic stops, investigatory and consensual contacts
  54. Create a continuing assessment process for command staff members to review and evaluate findings and recommendations from a minimum of two Collaborative Reform Reports completed by the COPS Office to identify critical areas for comparison and improvement where needed
  55. *Develop and implement policies requiring officers to obtain written consent for all searches not based on reasonable suspicion or probable cause*
  56. Continue participation in the Commission on Accreditation for Law Enforcement Agencies (CALEA) audit and maintain accreditation at the Gold Standard Level, comprised of 400 standards and community member interviews
  57. 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
  58. Identify and apply for state and federal grants to assist with recruiting initiatives that expand opportunities for outreach and personal contacts
  59. Schedule quarterly meetings with community members representing gender, ethnic, racial, and LGBTQ communities to discuss diversity in recruiting and hiring
  60. Encourage a culture of transparency to include:
    - a. Participation in national initiatives like the White House Police Data Initiative to enhance data availability
    - b. Requiring State Law Enforcement Division (SLED) to investigate all incidents involving officer involved shootings and all cases of Use of Force that result in death
    - c. Continuing to review, analyze annually and report to Federal Bureau of Investigation (FBI) all officer involved shooting events
    - d. Sharing with the public an annual report from the Professional Standards Office that provides information to the public about officer complaints and related information
- \*\*To date, CPD has placed over 90% of police policies/procedures online*
61. *Complete a CPD analysis by April 2017 to determine officer allocation and deployment based on crime analysis and prioritization of needs*
  62. Review and assess current policies relating to mass demonstrations to create a tier response that focuses on de-escalation and preservation of rights
  63. Develop new policies designed to:
    - a. Implement crime prevention strategies based on Targeted Operational Planning and other data driven approaches
    - b. Display demographic information on police activity and establish a non-census driven criteria for analysis of the information on a semi-annual basis

## APPENDIX J: COMPLETE LIST OF 86 STRATEGIES FROM THE STRATEGIC PLAN

- c. Provide for monthly internal inspections of identified police activities for quality assurance and early warning of problem areas
64. Create a Peer Review Committee, utilizing retired and active professionals, to assess Use of Force incidents and other critical issue areas semi-annually to identify trends, patterns, or issues that impact policy and training
65. 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
66. Create, train, and equip a Police Citizen Advisory Council, ensuring transparency and broad participation in member selection including community activists, neighborhood leaders, educators, retired professionals from criminal justice, legal, and victim services, researchers, and youth, using input from elected leaders, community members and police employees
67. Implement an impartial Police Citizen Advisory Council that works with the police to develop and evaluate policies and procedures involving priority issues such as:
  - a. Use of Force
  - b. Administrative investigations
  - c. Hiring, evaluation and promotional processes with increased importance of community policing principles
  - d. Release of information during critical incidents
  - e. Develop criteria and timelines for release of information that both informs the public and considers investigative needs
  - f. Receipt of citizen complaints
  - g. External review of citizen and police concerns
68. Prohibit predetermined numbers for any enforcement activity
69. Host information sessions annually with key stakeholders to:
  - a. Discuss Use of Force Policies and their use
  - b. Report the race, gender and ethnicity of CPD
  - c. Build advocacy with elected officials for legislative action relating to new laws, modification of current laws, or deletion of laws no longer applicable or valid

### The Community Policing Goal

Expand the concept of community-oriented policing in all segments of our community

#### Citizen Strategies

70. Develop and implement a Chief’s Young Adults Advisory Council (17-25 age range) to provide input into community issues, problem-solving and create programs that support ongoing, positive interaction between youth and police officers
71. Support police in broadening the target audience for the Youth Academy and include important topics surrounding citizen/police interactions and roles
72. Assist police in creating an asset map of potential citizen partnerships and community resources, then prioritize for making connections using high leverage groups such as the Charleston Apartment Association, neighborhood presidents and school leadership
73. Gain direct business leader support to serve as Peer Resources for citizen team of existing community influencers
74. Build collaboration between the Illumination Project and similar projects/efforts across the community

## APPENDIX J: COMPLETE LIST OF 86 STRATEGIES FROM THE STRATEGIC PLAN

75. Expand the Faith Community Engagement subgroup to lead and plan various programs with a goal to tap their leadership to be involved in other parts of the community

### Police Strategies

76. Expand citizen/police interaction in challenged neighborhoods during non-crisis or enforcement situations by increasing communication about current programs and community outreach opportunities
77. Change name and re-purpose existing “Citizen Advisory Groups” into Neighborhood Forums for more opportunities to assist their patrol team with crime prevention efforts and provide input on new and emerging issues
78. Partner with educators to identify different approaches for dealing with at-risk youth outside the criminal justice system
79. Conduct a performance assessment of CPD policies and practices utilizing the city’s Performance Innovation Program methodology for more effective policing services. <http://datasmart.ash.harvard.edu/news/article/how-can-data-and-analytics-be-used-to-enhance-city-operations-723>
80. Collaborate with other public safety departments within the city to increase community outreach efforts
81. *Research and implement the successful Cops and Barber Program to enhance communication and learn about concerns in the community*
82. Inventory community resources and develop integrated partnerships to address community issues holistically
83. Expand the value of community policing principles in officer evaluations and promotional processes
84. *Review and assess current crime reduction strategies to determine success and identify any unintended consequences of specific actions and the impact on trust and legitimacy*
85. Create a coalition of human service agencies to collaborate on solutions based on the “social determinants of health” philosophy which is used to identify ways to create social and physical environments which promote good health in the community
86. Implement policies and practices dealing with children exposed to violence and children of parents arrested to reduce trauma and fear of the police  
**\*\*Begin with Books: Books hand-delivered by police to children in need that were deemed undeliverable by USPS – started in February 2016**

The Steering Group and the Community Resource Group developed and supported 86 Strategies in five goal areas based on Listening Session ideas and research. Moving from the verbal citizen input of the Listening Sessions, two public sessions for written comments were hosted as another opportunity for public participation in refining the Strategic Plan. In this final public phase of the project, we asked citizens to provide written feedback about Strategies that seemed unclear as well as suggest specific words for greater clarity. Additionally, citizens were asked to identify a top priority Strategy for implementation for each Goal. Of all Strategies selected for implementation in 2016, 8 of 10 selected by the public had also been selected by the project leadership teams.

At the final public session, approximately 35 members of the Charleston Area Justice Ministry attended and wanted to add a strategy for the hiring of an external, independent auditor. While multiple written comments were received that night for the position and to set it as a priority, it was only listed a few times during the five-month Listening Session phase.

## APPENDIX K: CITIZEN SURVEY QUESTIONS

### *Appendix K: Citizen Survey Questions*

Thank you for completing this survey for the Charleston Illumination Project. Your feedback is important to further strengthen relationships between the citizens and police respecting the importance of Public Safety and Individual Rights. This survey is being conducted by The Riley Center at the College of Charleston. It should take 10 minutes to complete the survey, and your responses are completely anonymous and confidential.

1. Police can be trusted to make decisions that are right for people in your neighborhood.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

2. People's basic rights are well protected by the police in your neighborhood.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

3. I have confidence in the Charleston Police Department's ability to protect me from crime.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

4. I believe the Charleston Police Department is transparent and accountable.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

5. There are opportunities for all members of the Charleston community to voice their concerns with law enforcement.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

6. You should do what the police tell you to do, even when you disagree with their instructions.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

7. Sometimes you have to bend the law for things to come out right because the law represents the values of the people in power, rather than the values of the people like you.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

## APPENDIX K: CITIZEN SURVEY QUESTIONS

8. People in power use the law to try to control people like you.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

9. The law does not protect your interests.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

10. I feel obligated to follow the law and dictates of legal authorities.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

11. If you talk to most of the police officers who work in my neighborhood, you would find they have similar views to my own on many issues.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

12. You can usually understand why the police who work in my neighborhood are acting as they are in a particular situation.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

13. I believe I share a common set of interests and values with the Charleston Police Department.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

14. The leaders of the Charleston Police Department take a very tough stance on improper police behavior.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

15. The leaders of the Charleston Police Department believe that the police should work with citizens to try to solve problems.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
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## APPENDIX K: CITIZEN SURVEY QUESTIONS

16. The leaders of the Charleston Police Department believe that the police should be accountable to the communities they serve.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

17. The Charleston Police Department officers are there to protect and serve the citizens of Charleston.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

18. I have trust and confidence that the Charleston Police Department officers are honest, unbiased, benevolent and lawful.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

19. Charleston Police Department treats citizens fairly.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

20. Decisions to use force is applied equally to all citizens.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

21. The law is applied equally to all citizens by the Charleston Police Department.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

22. The police treat people fairly.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

23. The police make their decisions based upon facts, not personal biases or opinions.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
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24. The police try to get the facts in a situation before deciding how to act.

## APPENDIX K: CITIZEN SURVEY QUESTIONS

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

25. The police give honest explanations for their actions to the people they deal with.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

26. The police apply the rules consistently to different people.

Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Unsure 6
---------------------------	---------------	--------------	------------	------------------------	-------------

For questions 27-33, how likely would you be to:

27. Call the police to report a crime occurring in your neighborhood.

Extremely Unlikely 1	Unlikely 2	Neutral 3	Likely 4	Extremely Likely 5	Unsure 6
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28. Call the police to report an accident.

Extremely Unlikely 1	Unlikely 2	Neutral 3	Likely 4	Extremely Likely 5	Unsure 6
----------------------------	---------------	--------------	-------------	--------------------------	-------------

29. Help the police to find someone suspected of committing a crime.

Extremely Unlikely 1	Unlikely 2	Neutral 3	Likely 4	Extremely Likely 5	Unsure 6
----------------------------	---------------	--------------	-------------	--------------------------	-------------

30. Report dangerous or suspicious activities in your neighborhood to police.

Extremely Unlikely 1	Unlikely 2	Neutral 3	Likely 4	Extremely Likely 5	Unsure 6
----------------------------	---------------	--------------	-------------	--------------------------	-------------

31. Call and give the police information to help the police solve a crime.

Extremely Unlikely 1	Unlikely 2	Neutral 3	Likely 4	Extremely Likely 5	Unsure 6
----------------------------	---------------	--------------	-------------	--------------------------	-------------

32. Spend some of your time helping new police officers by showing them around your neighborhood.

Extremely Unlikely 1	Unlikely 2	Neutral 3	Likely 4	Extremely Likely 5	Unsure 6
----------------------------	---------------	--------------	-------------	--------------------------	-------------

33. Work with others in your neighborhood on neighborhood watch activities designed to lower crime.

## APPENDIX K: CITIZEN SURVEY QUESTIONS

Extremely Unlikely 1      Unlikely 2      Neutral 3      Likely 4      Extremely Likely 5      Unsure 6

34. In the last 12 months have you:

- Reported any kind of crime, disturbance, or suspicious activity to the police? Yes / No
  - Reported a non-crime emergency such as a traffic accident or medical emergency to the police? Yes / No
  - Participated in block watch or other anti-crime programs WITH police? Yes / No
- Approached or sought help from the police in the last 12 months for something that has not been asked? \_\_\_\_\_

35. In the last 12 months have you:

- Been stopped by the police while in a public place, but not a moving vehicle? This includes being in a parked vehicle. Yes / No
- Been stopped by the police while driving a motor vehicle? Yes / No
- Been the passenger in a motor vehicle that was stopped by the police? Yes / No
- Been involved in a traffic accident that was reported to the police? Yes / No
- Been arrested? Yes / No
- Have you been stopped or approached by the police in the last 12 months for something that has not been asked? \_\_\_\_\_

36. Thinking about the times you initiated contact with the police and the times they initiated contact with you, how many face-to-face contacts did you have with the police during the last 12 months? (NOTE: A face-to-face contact is defined as one that involved verbal communication or contact in which in the officer turns his or her direct interaction towards you.) (Please Circle)

0                      1                      2-4                      5-10                      More than 10

37. Which of these was the most recent? (Please Circle)

- Reported a crime, disturbance, or suspicious activity to the police.
- Reported a non-crime emergency to the police.
- Participated in block watch or other anti-crime program with the police.
- Stopped in a public place, but not in a moving vehicle.
- Stopped while driving a motor vehicle Respondent was a passenger of a motor vehicle that was stopped.
- Involved in a traffic accident that was reported to the police.
- Arrested.
- Stopped or approached by the police for some other reason.

38. Gender (Please circle): Male                      Female                      Other

39. In what year were you born? \_\_\_\_\_

40. Zip Code of Current Residence: \_\_\_\_\_

41. In what city do you work? \_\_\_\_\_

42. Race (Please circle): White                      Hispanic or Latino                      Black or African American

## APPENDIX K: CITIZEN SURVEY QUESTIONS

Native American or American Indian

Asian / Pacific Islander

Other \_\_\_\_\_

43. What is your total household income? (Please circle):

Less than \$10,000	\$40,000 - \$49,999	\$80,000 - \$89,999
\$10,000 - \$19,999	\$50,000 - \$59,999	\$90,000 - \$99,999
\$20,000 - \$29,999	\$60,000 - \$69,999	\$100,000 - \$149,999
\$30,000 - \$39,999	\$70,000 - \$79,999	\$150,000 or more

44. What is the highest degree or level of school you have completed? (Please circle):

No schooling completed	Associate Degree
Nursery school to 8 <sup>th</sup> grade	Bachelor's Degree
Some high school, no diploma	Master's Degree
High school graduate, diploma or the equivalent	Professional Degree
Some college credit, no degree	Doctorate Degree
Trade / Technical / Vocational Training	

45. What is your current employment status? (Please circle):

Employed for wages	Student
Self-employed	Military
Out of work and looking for work	Retired
Out of work but not currently looking for work	Unable to work
Homemaker	

## APPENDIX L: POLICE SURVEY QUESTIONS

### *Appendix L: Police Survey Questions*

Q13 Citizens can be trusted to make decisions that are right for people in their community.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q12 Citizens demonstrate a basic respect for the police.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q11 The law is applied equally to all citizens.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q10 Decisions to use force are applied equally to all citizens.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q14 The citizens in the communities I patrol are generally honest.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

## APPENDIX L: POLICE SURVEY QUESTIONS

Q15 I am proud to be a police officer in Charleston.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q9 Citizens treat police fairly.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q16 Citizens view the Charleston Police Department as professional, fair and just.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q17 There are opportunities for all members of the Charleston community to voice their concerns with law enforcement.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q19 If you talk to most of the citizens in the neighborhood I patrol, you would find they have similar views to my own on many issues.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

## APPENDIX L: POLICE SURVEY QUESTIONS

Q20 You can usually understand why the citizens in the neighborhood I patrol are acting as they are in a particular situation.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q21 I believe I share a common set of interests and values with the citizens of Charleston.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q8 The Charleston Police Department investigates complaints about police officers.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q7 The Charleston Police Department has effective measures for preventing improper police behavior.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q5 The leaders of the Charleston Police Department believe that the police should work with citizens to try to solve problems.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

## APPENDIX L: POLICE SURVEY QUESTIONS

Q6 The leaders of the Charleston Police Department believe that the police should be accountable to the communities they serve.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

Q2 The leaders of the Charleston Police Department take a very tough stance on improper police behavior.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
- Unsure

## APPENDIX L: POLICE SURVEY QUESTIONS

Q22 How likely are you to?

	Extremely Unlikely	Unlikely	Neutral	Likely	Extremely Likely	Unsure
Build strong relationships with community leaders in the neighborhood you patrol	<input type="radio"/>					
Attend a community meeting	<input type="radio"/>					
Receive reports from community members about problems in their neighborhood	<input type="radio"/>					
Engage in off duty activities with community members	<input type="radio"/>					
Reach out for help from community members to solve a crime in the neighborhood	<input type="radio"/>					

Q23 Gender

- Male
- Female
- Other

Q24 What is your age?

- 18 - 24 years old
- 25 - 34 years old
- 35 - 44 years old
- 45 - 54 years old
- 55 - 64 years old
- 65 - 74 years old
- 75 years or older

## APPENDIX L: POLICE SURVEY QUESTIONS

Q25 Race

- White
- Hispanic or Latino
- Black or African American
- Native American or American Indian
- Asian / Pacific Islander
- Other

Q26 How many years have you been a police officer with the Charleston Police Department?

- 0 - 2 years
- 3 - 5 years
- 6 - 8 years
- 9 - 11 years
- 12 years or more

Q27 What is the highest degree or level of school you have completed?

- High School graduate, diploma or the equivalent
- Bachelor's Degree
- Professional Degree
- Associate's Degree
- Master's Degree
- Doctorate Degree
- Other