

Finding No.	Finding	Recommendation	Deputy Chief	Captain	Lieutenant	Assist	Progress / Notes	Timeline Range
1	The Traffic Unit does not have a guiding policy and/or field guide.	1.1 CPD Should develop a general order/and or field guide for the Traffic Unit	Broughton	Searson	McFadden		Drafts for the Traffic Unit policy and strategic plan are being created.	Short Term
2	The Traffic Unit does not have an established strategic plan.	2.1 CPD should establish a strategic plan for the Traffic Unit.	Broughton	Searson	McFadden		Drafts for the Traffic Unit policy and strategic plan are being created.	Short Term
		2.2 CPD should establish data-driven strategies that more proactively address traffic-related public safety concerns.	Broughton	Searson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see recommendation 7.1).	Pending Community Input
		2.3 CPD should ensure that any strategies developed are shared with the community in advance and provide opportunities for meaningful community input, especially those communities that will be most affected.	Broughton	Searson	McFadden		See recommendation 1.1 and 1.2.	Pending Community Input
3	The Traffic Unit does not have established internal reporting and review mechanisms for continually assessing the impact of traffic enforcement strategies on the community and efforts to reduce traffic fatalities.	3.1 CPD should establish a continual review process to assess the impact of traffic-enforcement strategies.	Broughton	Searson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Pending Community Input
		3.2 CPD should assess the impact of traffic-enforcement strategies on its communities on an annual basis.	Broughton	Searson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Pending Community Input

		3.3 CPD should include reports and analysis of traffic stops and traffic-related outcomes in its monthly STAT 360 meetings.	Broughton	Searson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Pending Community Input
4	Field contacts are not consistently documented.	4.1 CPD should conduct training for officers on the proper use of FCCs.	Broughton	Walker	Adams		In the first quarter of 2019, all Patrol Lieutenants, Sergeants and Officers received refresher training of the current FCC process. Now the process will be reviewed for needed improvements to allow for better analysis (see Recommendation 6.1).	Pending Community Input
		4.2 Supervisors should continually track officers' compliance with completing FCCs.	Broughton	Weiss	-		See Recommendation 4.1.	Pending Community Input
		4.3 CPD should conduct an analysis of field contacts on a periodic basis and include this analysis in the annual Professional Standards Office (PSO) reports shared with the public.	Broughton	Weiss	-	Capt Searson	Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Pending Community Input
5	Analyses of CPD's traffic stop data indicate racial disparities in stop rates and search decisions during traffic stops where a warning was issued.	5.1 CPD should develop an action plan to address the possibility of implicit bias in the department, including concrete activities such as training for officers.	Broughton	Walker	Adams		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Pending Community Input
6	CPD collects data regarding relatively few traffic stop and field contact outcomes as part of its standard collection procedures.	6.1 CPD should implement additional data fields to capture, within a single data system, traffic stop outcomes including the stop start and end times (to allow for analysis of stop lengths), traffic stop disposition (verbal warning, written warning, citation, or arrest), and seizures during searches.	TBD	Middleton	Farrell	Capt Weiss, Lt. McFadden	In addition, see Recommendation 4.1	Pending Community Input

7	CPD does not collate traffic stop information into a single comprehensive database	7.1 CPD should assess its systems for documenting traffic stops and acquire the necessary technology or software to enter or collect all traffic stops into a master list.	TBD	Middleton	Farrell	Lt. McFadden	Related to several other recommendations.	Pending Community Input
		7.2 CPD's personnel in the criminal intelligence unit and professional standards office should receive analysis and data integration/management training.	Broughton	Walker	Adams	Lt. Farrell, Lt. Cretella	PSO/IA received system updates & training for IA Pro and BlueTeam to create processes for better analysis.	Pending Community Input
8	CPD's current data structure, in which use of force is understood primarily at the level of the incident, hinders analysis of trends in use of force and racial disparities at the individual level.	8.1 CPD should review its use of force data system and identify a method to ensure clear linkages between officers, instances of force, and community members.	-	Walker	Cretella		PSO/IA received system updates & training for IA Pro and BlueTeam to allow for better use of the system.	Pending Community Input
9	CPD currently uses 19 categories for describing the type of force used, including an "Other" category.	9.1 CPD should revise policy, data structure, and training to reduce or eliminate use of the "Other" category in its use of force characterizations.	-	Walker	Cretella		PSO/IA received system updates & training for IA Pro and BlueTeam.	Pending Community Input
10	CPD does not consistently code the instances of use of force involved in an interaction or incident.	10.1 CPD should conduct a thorough audit of use of force reports for coding issues.	-	Walker	Cretella		See Recommendation 11.1	Pending Community Input
		10.2 CPD should review policy and practice and provide refresher training to ensure that all instances of use of force are coded for each interaction and incident.	Broughton	Walker	Adams	Lt. Cretella	Policy for documenting Respose to Resistance & Aggression being reviewed after receiving IA Pro & Blue Team training and system updates.	Pending Community Input
11	The CPD data structure and the use of force database limited the use of force analysis to incidents involving a single community member and the highest level of force used in that incident, thus ignoring about 11 percent of use of force incidents.	11.1 CPD should conduct regular analyses and audits of use of force incidents with the goal of assessing disparity in use of force related to the race of the involved community members.	-	Walker	Cretella		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1). Also see IA Pro & Blue Team updates and training (Recommendations 7.2, 8.1, 9.1, 10.1, and 10.2).	Pending Community Input

12	CPD's use of force data includes missing values on key variables such as time, incident type, and reason for use of force. Data are also missing from officer characteristics such as age at time of incident, race, and sex.	12.1 CPD should develop data audit procedures to flag missing data upon entry into IAPro and develop processes for filling in missing data whenever possible.	-	Walker	Cretella	Capt Searson, Capt Weiss	See Recommendation 11.1	Pending Community Input
13	The process that supervisors follow in the review and investigation of non-deadly use force incidents is not standardized.	13.1 CPD should revise GO 23 to ensure clarity in the process and procedures that supervisors and chain of command should follow when reviewing all non-deadly use of force incidents.	-	Walker	Cretella			Pending Community Input
		13.2 CPD should require supervisors to review BWC video footage for all reported use of force incidents.	-	Walker	Cretella		BWC Policy/Field Guide under review (See Recommendation 14.1).	Pending Community Input
14	CPD does not have established BWC compliance and auditing procedures and processes.	14.1 CPD should establish a formal compliance and auditing process to ensure that officers comply with the BWC policy and properly tag BWC videos.	Broughton	Weiss	-	Lt. Farrell	BWC Policy being created & Field Guide being reviewed by workgroup.	Pending Community Input
15	CPD GO 23 does not include a statement related to the importance of sanctity of life.	15.1 CPD should include a statement in its policies related to the sanctity of life.	-	Walker	Cretella		Respose to Resistance & Aggression Policy (GO 23) to be updated and enhance GO 25.	Pending Community Input
16	CPD policies and procedures, including the GO 23, are reviewed on an ad hoc basis.	16.1 CPD should establish a formal annual review process to reexamine its policies and procedures to ensure that they align with departmental practices, training, and promising practices in the field of policing.	-	Walker	Sgt Dubose		Develop a process and create a position for monitoring/auditing policy compliance.	Pending Community Input
		16.2 CPD should conduct periodic audits of operational practices as they relate to policy.	-	Walker	Sgt Dubose		Develop a process and create a position for monitoring/auditing policy compliance.	Pending Community Input
17	CPD BWC video retention schedules for a number of incident types are not long enough and may present potential issues in evidence retention, auditing, and compliance.	17.1 CPD should examine complaints from 2014 to the present day to determine the appropriate BWC video retention period for all field contacts.	-	Walker	Cretella	Lt. Farrell	See recommendation 17.2	Pending Community Input
		17.2 CPD should consider attaching the same retention periods to BWC video as it does to other types of evidence.	TBD	Middleton	Farrell	Ms. McSwain	All retention periods being reviewed. Also see recommendation 13.2 & 14.1	Pending Community Input

18	Data on complaints extracted from IAPro indicate that two employees had action taken on a complaint against them before the relevant incident occurred.	18.1 CPD should not group “failure to appear” complaints into one entry into IAPro, as it introduces data errors, including the impression that disciplinary action was taken before an incident took place.	-	Walker	Cretella		PSO working on revisions to complaint processes and data collection for analysis. Also related to recommendations 18.1, 18.2, 21.1, 21.2, 22.1, 23.1, 24.1, and 47.1.	Pending Community Input
		18.2 CPD should incorporate data auditing procedures in IAPro to ensure that the date listed for Action Taken cannot precede the date of the incident in question or the date of the receipt of the complaint.	-	Walker	Cretella		See recommendation 18.1	Pending Community Input
19	Internal complaints at CPD have nearly halved over the five year period under analysis for the audit.	19.1 CPD should conduct an in-depth exploration of internal complaints over time, including a review of complaint procedures and input from current personnel, to determine the underlying causes of the decrease in internal complaints.	-	Walker	Cretella			Pending Community Input
20	In 2018, CPD took no action in response to eight complaint allegations from citizens with dispositions of not sustained or unfounded.	20.1 CPD should ensure consistency of response to allegations with dispositions of not sustained and unfounded by reviewing policy and practice related to complaint disposition and assignment of corrective actions.	Recommendation removed from final report based off clarification.					No Action needed
21	General Order 10 lacks clarity on the complaint process, the role and responsibilities of the employee’s chain of command, and the role and responsibilities of the PSO.	21.1 CPD should recraft the PSO policy to ensure clarity in the complaint process, the methods for community members to file a complaint, the role and responsibilities of the employee’s chain of command, and the role and responsibilities of the PSO.	-	Walker	Cretella		See Recommendation 18.1 which includes a complete review of the PSO policy.	Pending Community Input
		21.2 CPD should develop a disciplinary matrix.	-	Walker	Cretella		Recommendations 18.1 and will include the development and implementation of a disciplinary matrix.	Pending Community Input

22	General Order 10 and Field Guide: Administrative Investigations lack clarity regarding the processes through which complaints and information calls are investigated, tracked, and reported.	22.1 CPD should formally track and investigate all complaints received, including information calls.	-	Walker	Cretella		Supervisor Complaint Intake form developed and implemented in BlueTeam. Process will be included in revisions to PSO policy (See recommendation 18.1).	Pending Community Input
		22.2 CPD should include information on all complaints (Class A and B) in its annual PSO reports.	-	Walker	Cretella		See recommendations 18.1 for complete review of PSO process.	Pending Community Input
		22.3 CPD should conduct training on the procedures for the new complaint process.	Broughton	Walker	Adams	Lt. Cretella	Pending completion of 18.1, 21.1, 21.2, 22.1, 22.2, 23.1, 24.1.	Pending Community Input
23	Community members feel that the complaint process is illegitimate and are uncertain that their complaints will be addressed.	23.1 CPD should establish a formal process for following up with community members who file a complaint or grievance.	-	Walker	Cretella		See recommendations 18.1 for complete review of PSO process.	Pending Community Input
24	CPD lacks updated policies that categorize complaint allegations by the severity of the allegation, limiting the potential to analyze complaints comparatively.	24.1 CPD should update policies to ensure that all currently tracked allegation types can be readily classified by severity and seriousness.	-	Walker	Cretella		See recommendations 18.1 for complete review of PSO process.	Pending Community Input
25	Although CPD's Camp HOPE Initiative is an excellent example of efforts to engage local youth, additional efforts are need to increase engagement and relationship building between the youth and the police.	25.1 CPD should expand its current initiatives and develop others to further engage and build relationships with local youth.	TBD	Thompson	Murray	Lt. Harrison	Began attending/hosting Cocoa with a Cop, Reading Partners, Game Nights at RMH, and Lunch Buddy Program.	Pending Community Input
26	Officers' roles and participation in community policing activities are not taken into consideration as part of annual performance evaluations.	26.1 CPD should include community-policing performance metrics as part of performance evaluations.	TBD	Thompson	Murray	Capt Searson, Capt Weiss	Developing Community Policing Strategic Plan to include many recommendations below: 26.2, 27.1, 28.1, 31.1, 32.1, 32.2, 32.3, and 34.1	Pending Community Input

		26.2 CPD should create community-policing strategies for each of its districts.	Broughton	Weiss	-	Capt. Thompson	See recommendation 26.1.	Pending Community Input
27	Training practices highlighting the importance of cultural awareness and sensitivity, non enforcement engagement, and other aspects of community policing are often interwoven into other aspects of training and are not prioritized.	27.1 CPD should conduct additional training sessions on interpersonal skills, cultural awareness and sensitivity, nonenforcement engagement, and other fundamental aspects of community policing.	Broughton	Walker	Adams	Capt. Thompson	See recommendation 26.1.	Pending Community Input
28	Community policing activities are often relegated to the CATs and are not well integrated with other policing strategies and activities.	28.1 CPD should reinforce the roles and responsibilities for all teams and patrol officers to engage in community policing activities and efforts.	TBD	Thompson	Murray	Capt Weiss	See recommendation 26.1.	Pending Community Input
29	The current rotating shift schedule affects CPD's ability to provide consistent community engagement and ensure officer wellness/satisfaction.	29.1 CPD should re-evaluate the rotating shift schedule for officers.	Broughton	Weiss	-	Capt. Thompson, Lt. Bruder	Patrol Commander leading a workgroup from the Chief's Council to implement a non-rotating schedule during the first part of 2020.	Short Term
30	Community members noted that police officers often lack procedural justice and cultural awareness when interacting with the community.	30.1 CPD should integrate interpersonal skill building and procedural justice into its training program.	Broughton	Walker	Adams			Pending Community Input
31	Community engagement practices are not well ingrained in the STAT 360 process.	31.1 CPD should further integrate its community outreach/engagement efforts in its monthly STAT 360	TBD	Thompson	Murray		See recommendation 26.1.	Pending Community Input
32	The Citizen Police Advisory Council's role, responsibilities, and standard operating procedures remain unclear.	32.1 CPD should work with the Citizen Police Advisory Council, the city, and other community stakeholders to share with the broader community the council's goals, objectives, and standard operating procedures.	TBD	Thompson	Murray		See recommendation 26.1.	Pending Community Input
		32.2 CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.	TBD	Thompson	Murray		See recommendation 26.1.	Pending Community Input
		32.3 CPD, the Citizen Police Advisory Council, and the city should make a concerted effort to engage and inform the community about their efforts to increase transparency and transform the CPD.	TBD	Thompson	Murray		See recommendation 26.1.	Pending Community Input
		33.1 CPD should leverage the Illumination Project strategies and plan to develop the CPD community engagement strategic plan.	TBD	Thompson	Murray		See recommendation 26.1.	Pending Community Input

33	CPD's community engagement activities and efforts to sustain and build relationships with community stakeholders lack a strategic and top down approach.	33.2 CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.	TBD	Thompson	Murray	Capt Weiss	See recommendation 26.1.	Pending Community Input
		33.3 CPD should communicate the importance of community support in effectively implementing changes to the community.	TBD	Thompson	Murray		See recommendation 26.1.	Pending Community Input
34	Active engagement and input from the community throughout the process of implementing recommendations noted throughout this report will be key to CPD's success in institutionalizing and sustaining change.	34.1 CPD must actively engage and solicit input from the community throughout the process of implementing recommendations.	TBD	Thompson	Murray		See recommendation 26.1.	Pending Community Input
35	CPD does not have an established recruitment and hiring plan.	35.1 CPD should develop a strategic plan for recruitment and hiring.	Broughton	Walker	Sgt Mitchell		Strategic plan for recruitment and hiring is being developed to include recommendation 37.1, 38.1, and 39.1.	Pending Community Input
36	Although the demographics of the department are similar to the demographics of the city of Charleston, underlying concerns remain related to the lack of diversity and inclusivity across CPD's specialized units and teams.	36.1 CPD should closely re-examine the demographics of each specialized unit and team to ensure that these teams and units are diverse and inclusive.	Broughton	Searson	-			Pending Community Input
37	CPD's recruitment and hiring practices could be expanded to ensure that they reach more diverse audiences.	37.1 CPD should continue to improve and expand its efforts to ensure greater reach of its recruitment and hiring efforts to attract more diverse candidates.	Broughton	Walker	Sgt Mitchell		See recommendation 35.1.	Pending Community Input
38	CPD's process for tracking applicants through the application process is not comprehensive.	38.1 CPD should establish a formal process to track applicants as they progress through the hiring process.	Broughton	Walker	Sgt Mitchell	Ms. McSwain	See recommendation 35.1.	Pending Community Input
39	CPD's job description for officers does not accurately describe their roles and responsibilities or highlight the importance of community engagement.	39.1 CPD should revise its officer job description to align with the department's recruitment and hiring priorities and community policing strategies.	Broughton	Walker	Sgt Mitchell		An updated job description as well as website: joinCPD.org has been released. Regular review will be included with recommendation 35.1.	Complete
		40.1 CPD should develop a comprehensive training plan on an annual basis.	Broughton	Walker	Adams			Pending Community Input

40	CPD does not have a comprehensive training plan.	40.2 CPD should conduct a training needs assessment to identify potential training gaps.	Broughton	Walker	Adams			Pending Community Input
		40.3 CPD should engage community leaders and other external stakeholders in the development of the training plan.	Broughton	Walker	Adams	Capt Thompson		Pending Community Input
41	Officers interviewed noted the need to have more CIT trained officers available to support response to calls for service involving community members with mental illness.	41.1 CPD should increase the number of officers that have received CIT training to ensure that CIT officers are available on each team/unit/shift.	Broughton	Walker	Adams	Lt. Farrell	30 more officers certified in CIT in 2019. Continuing to send officers in 2020.	Pending Community Input
42	CPD has not conducted recertification training for the CIT trained officers.	42.1 CPD should ensure that its CIT officers received recertification training on a periodic basis, at least every two years.	Broughton	Walker	Adams	Lt. Farrell	In contact with State Coordinator for CIT to develop re-certification course.	Long Term
43	Although included in policy, de-escalation is not well integrated into scenario-based training as a tool that officers should readily use to control a situation.	43.1 CPD should further integrate de-escalation into its scenariobased training and other related training curricula.	Broughton	Walker	Adams			Pending Community Input
44	CPD lacks formal supervisory training program for newly appointed supervisors.	44.1 CPD should establish a formal supervisory training program for newly appointed supervisors.	Broughton	Walker	Adams	Capt Weiss	Intitial 2-day training course for Sergeants completed in November & December 2019 covering problem oriented policing, supervisor liability and improvements to the process for documenting complaints (see recommendation 22.1). A more formal program is being developed by a new Sergeant position in the Training division.	Pending Community Input
45	CPD does not effectively measure and evaluate officer performance in training.	45.1 CPD should establish objectives and performance metrics for each of its training lesson plans and measure officer performance against these objectives after each training session.	Broughton	Walker	Adams			Pending Community Input

46	CPD does not consistently conduct annual performance evaluations of its officers.	46.1 CPD should re-examine the guidance provided to supervisors upon promotion as they relate to conducting performance evaluations.	Broughton	Ms. McSwain				Pending Community Input
		46.2 In the event that a supervisor is newly appointed (under six months), CPD should encourage them to seek feedback from previous supervisors, if able, about each of the officers in under their supervision.	Broughton	Ms. McSwain				Pending Community Input
47	Officers interviewed often noted the lack of internal procedural justice practices as they relate to internal complaints, use of force review, and the promotional process.	47.1 CPD should examine its current internal communications process and procedures, especially as they relate to the complaints, use of force review, and promotional processes.	-	Walker	Cretella	Lt. Adams	See 18.1 for pending PSO Policy changes.	Pending Community Input
		47.2 CPD leadership should leverage the Chief's Advisory Council as a means to gather input and share information.	-	-	Bruder	Chief Reynolds	New solicitation for Chief's Council advertised with over 30 volunteers. New council will begin in January 2020.	Short Term
48	An independent, objective, and ongoing assessment of CPD's progress towards implementation of the reforms noted in this report will be essential to the success and sustainment of the reforms.	48.1 The City of Charleston and CPD should engage an independent audit firm to track and monitor CPD's progress toward implementing the recommendations in this report.	-	-	Bruder		Funding for this project was approved in the 2020 budget and CPD will begin the procurement process in January 2020.	Short Term