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Numbers Sheet Name	Numbers Table Name	Excel Worksheet Name
CNA Audit Tracking	Audit Tracking Spreadsheet	CNA Audit Tracking - Audit Trac
CNA Audit Tracking - Audit Trac	Table 1	CNA Audit Tracking - Audit Trac
Captain Thompson - Community En	Table 1	Captain Thompson - Community En
Captain Weiss - Patrol	Table 1	Captain Weiss - Patrol
Captain Searson - Special Units	Table 1	Captain Searson - Special Units

Audit Tracking Spreadsheet													
Finding No.	Finding	Recommendation	Strategic Plan Item	Deputy Chief	Captain	Lieutenant	Assist	Update - December 2019	Update - June 2020	Timeline Range	Next Steps	Post Completion Evaluation	Completed Item
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		Walker	Thompson	McFadden		Drafts for the Traffic Unit policy and strategic plan are being created.	CPD currently has GO 48&49 for the traffic division. Updates for these two policies are ongoing (policy related to motorcycles, volunteers and reserves are in the process of command review). CPD currently has field guides for traffic services and traffic collision management. The field guide for traffic control is in the process of command review.	Short Term	Command Review		
2	The Traffic Unit does not have an established strategic plan.	2.1 CPD should establish a strategic plan for the Traffic Unit.		Walker	Thompson	McFadden		Drafts for the Traffic Unit policy and strategic plan are being created.	Completed	COMPLETE	Evaluation	Needed	1
		2.2 CPD should establish data-driven strategies that more proactively address traffic-related public safety concerns.		Walker	Thompson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see recommendation 7.1).	Completed but ongoing. CIU provides collision data to the traffic commander to develop strategies for enforcement. Overlapping research is provided for examination of enforcement in relation to collision hotspots. The breakdown of the City for collisions includes injuries, fatalities, and other contributing factors such as impaired driving for hot spot mapping. Additionally other information is included as to when these occur (day, time). We tailor enforcement to these maps and to complaints that we maintain. The analysts also provide quarterly hot spot maps overlapped with our enforcement and a breakdown of citations. Officer activity information is provided monthly and quarterly. This information is reviewed weekly and presented during OPS Stat.	COMPLETE	Evaluation	Needed	2
		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.		Walker	Thompson	McFadden		See recommendation 1.1 and 1.2.	Informal community meetings are scheduled throughout the patrol teams at libraries, schools, coffee shops, restaurants etc. to provide a comfortable environment to open up discussion about police practices to include traffic enforcement.	Pending Community Input		Acquisition of a web based system to collect community input on specific strategies in progress	
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.		Walker	Thompson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Grant funding & budget approval has been requested for two sources to obtain the hardware/software necessary to support the data lake and research contracts.	Q3 2020 for data lake and research contracts	Work with researchers to develop analysis tools		
		3.2 CPD should assess the impact of traffic-enforcement strategies on its communities on an annual basis.		Walker	Thompson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Grant funding & budget has been requested for two sources to obtain the hardware/software necessary to support the data lake and analysis tools needed. Awaiting city approval to initiate contracts with researchers.	Q3 2020 for data lake and research contracts	2019 Annual traffic study for should be completed by end of 2020		
		3.3 CPD should include reports and analysis of traffic stops and traffic-related outcomes in its monthly STAT 360 meetings.		Walker	Thompson	McFadden		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Traffic commander provides objectives, hot spots, operational plans, community events (staffed/attended), education initiatives to include involvement in the traffic committee workgroup. Activity reports (monthly/quarterly) from CIU are provided to command staff for review. Body camera review, tickets, etc.	Q3 2020 for data lake and research contracts	Work with researchers to develop analysis tools		
4	Field contacts are not consistently documented.	4.1 CPD should conduct training for officers on the proper use of FCCs.	Training and Professional Standards Objective 2.2	Broughton	Cretella	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).	Training is complete.	COMPLETE	Evaluation	Needed	3
		4.2 Supervisors should continually track officers' compliance with completing FCCs.	Training and Professional Standards Objective 2.2	Walker	Weiss	-		See Recommendation 4.1.	FCC's are submitted to supervisors for review when entered and CIU generates monthly reports of FCC's.	COMPLETE	Evaluation	Needed	4
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.	Training and Professional Standards Objective 4.1	Broughton	Cretella	Adams		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Identified a need to conduct a review of recent years block training and identify options for implicit bias, racial equity and cultural diversity in 21-25 training plans.	Pending Community Input	Review block training		
		5.2 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	Cretella	-	Capt Seanson		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	CIU generates a monthly report Not currently included in annual PSO report. TBD if a separate report is needed or if this should be included in the annual PSO report.	Short Term	Consult with command staff on reporting	
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 length), traffic stop disposition (verbal warning, written warning, citation, or arrest), and seizures during searches.		Broughton	Middleton	Farell	Capt Weiss, Lt. McFadden	In addition, see Recommendation 4.1	This will be determined in collaboration with researchers who will assist in the development of traffic analysis improvements.	Q3 2020 for data lake and research contracts	Work with researchers to develop analysis tools		
		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.		Broughton	Middleton	Farell	Lt. McFadden		Related to several other recommendations.	Data Lake - On hold until RTI ingest initial 3 years of CAD data because of storage limitations.	Q3 2020 for data lake and research contracts	Work with researchers to develop analysis tools	
7	CPD does not collate traffic stop information into a single comprehensive database	7.2 CPD's personnel in the criminal intelligence unit and professional standards office should receive analysis and data integration/management training.		Broughton	Cretella	Adams	Lt. Farrell, Lt. Cretella	PSO/IA received system updates & training for IA Pro and BlueTeam to create processes for better analysis.	SQL training completed for CIU, with analysis training planned. Additional training may be provided by researchers relative to their respective agencies.	PARTIALLY COMPLETE	Develop Continuing Education Plan		
		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.	Patrol Objective 2.3	Broughton	Cretella				PSO/IA received system updates & training for IA Pro and BlueTeam to allow for better use of the system.	CPD uses an early intervention system that is built within Blue Team to help link officers between use of force incidents, vehicle collisions and administrative investigations.	COMPLETE	Evaluation by researcher	Needed
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.	Patrol Objective 2.3	Broughton	Cretella			PSO/IA received system updates & training for IA Pro and BlueTeam.	The term "other" has been used on a minimal basis to describe select entries within Blue Team that are out of the ordinary.	COMPLETE	Evaluation to verify	Needed	6
		10.1 CPD should conduct a thorough audit of use of force reports for coding issues.	Patrol Objective 2.3	Broughton	Cretella				See Recommendation 11.1	Audit process will be developed with Compliance Manager	By end of 2020	Develop audit process	
10	CPD does not consistently code the instances of use of force involved in an interaction or incident.	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.	Patrol Objective 2.3	Broughton	Cretella	Adams	Lt. Cretella	Policy for documenting Response to Resistance & Aggression being reviewed after receiving IA Pro & Blue Team training and system updates.	Upon completion of audit, additional training will be developed if needed.	By end of 2020	Develop and conduct audit		
		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.	Patrol Objective 2.3	Broughton	Cretella	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).	Every entry within Blue Team for use of force is routed through the officer's Chain of Command and also vetted by the Office of Internal Affairs. This is also conducted with the aid of the officer's BWC footage from the incident.	Q3 2020 for data lake and research contracts	Work with researchers to develop analysis tools	
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.	Patrol Objective 2.3	Broughton	Cretella	Cretella	Capt Seanson, Capt Weiss	See Recommendation 11.1	This is currently being done by the sergeants who are assigned to the Office of Internal Affairs.	COMPLETE	Audit by Compliance Manager		7
		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.	Patrol Objective 2.3	Broughton	Cretella	Cretella			BWC Policy/Field Guide under review (See Recommendation 14.1).	GO 77 - BWC Policy revised on 4/17/2020	COMPLETE	Finalize policy revision	
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.	Patrol Objective 2.3	Walker	Weiss	-	Lt. Farrell	BWC Policy being created & Field Guide being reviewed by workgroup.	GO 77 - BWC Policy updated and published department wide. Policy covered auditing and compliance.	COMPLETE	Evaluation	Needs Evaluation	9
		15.1 CPD should include a statement related to the importance of sanctity of life.		-	Cretella	Cretella			Response to Resistance & Aggression Policy (GO 23) to be updated and enhance GO 25.	GO 25 complete & GO 23 expected to be complete in Q3 2020	Q3 2020	Finalize policy revision	
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 reassess its policies and procedures to ensure that they align with departmental practices, training, and promising practices in the field of policing.		-	Cretella	Sgt Dubose		Develop a process and create a position for monitoring/auditing policy compliance.	The Office of Internal Affairs and the Training Division has an ad hoc policy review process. A formal process is still needed.	Pending Community Input			
		16.2 CPD should conduct periodic audits of operational practices as they relate to policy.		-	Cretella	Sgt Dubose		Develop a process and create a position for monitoring/auditing policy compliance.	The Office of Internal Affairs and the Training Division has an ad hoc policy review process. The formal policy review process should include a performance review related to each policy.	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.		-	Cretella	Cretella	Lt. Farrell	See recommendation 17.2	The retention period concerning BWC video has been increased to 400 days. This was not based on a review of complaints, but is more than twice the six month retention period recommended by the ACLU. Future evaluation may demonstrate a need for additional adjustment.	COMPLETE	Evaluation	Low Priority	10
		17.2 CPD should consider attaching the same retention periods to BWC video as it does to other types of evidence.		TBD	Middleton	Farell	Ms. McSwain		All retention periods being reviewed. Also see recommendation 13.2 & 14.1	BWC retention for crimes or internal investigations align with other evidence in those cases. Retention for all other videos is 400 days, more than twice the retention period recommended by the ACLU.	COMPLETE	Evaluation	Low Priority
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.		-	Cretella	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.	Completed.	COMPLETE	Audit by Compliance Manager	Needed	12
		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.		-	Cretella	Cretella			See recommendation 18.1	Completed.	COMPLETE	Audit by Compliance Manager	Needed
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.		-	Cretella	Cretella			Complaint procedure updated. In depth review will be conducted with researchers.	2021	Work with researchers to conduct review		
		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 on clarification.					Finding 20 in the preliminary report, dated September 30, 2019, noted that no corrective actions were taken in eight specific cases, upon further analysis and discussion with CPD we determined that the finding was no longer accurate. This inaccuracy was a result of the inconsistency in the processing of the data. Beginning in October 2019, CPD began using "No Action Taken" in the corrective action field rather than leaving the field blank.	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.	Patrol Objective 2.2	-	Cretella	Cretella		See Recommendation 18.1 which includes a complete review of the PSO policy.	GO 10 - updated on 3/23/2020	COMPLETE	Evaluation		14
		21.2 CPD should develop a disciplinary matrix.	Patrol Objective 2.2	-	Cretella	Cretella		Recommendations 18.1 and will include the development and implementation of a disciplinary matrix.	GO 10 - updated on 3/23/2020	COMPLETE	Add matrix to GO 17		15
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.	Patrol Objective 2.2	-	Cretella	Cretella		Supervisor Complaint Intake form developed and implemented in BlueTeam. Process will be included in revisions to PSO policy (See recommendation 18.1).	GO 10 - updated on 3/23/2020	COMPLETE			16
		22.2 CPD should include information on all complaints (Class A and B) in its annual PSO reports.	Patrol Objective 2.2	-	Cretella	Cretella		See recommendations 18.1 for complete review of PSO process.	Complaint analysis in 2019 PSO Report	COMPLETE			17
23	Community members feel that the complaint process is illegitimate and are uncertain that their complaints will be addressed.	22.3 CPD should conduct training on the procedures for the new complaint process.	Patrol Objective 2.2	Broughton	Cretella	Adams	Lt. Cretella	Pending completion of 18.1, 21.1, 21.2, 22.1, 22.2, 23.1, 24.1.	This has been completed.	COMPLETE			18
		23.1 CPD should establish a formal process for following up with community members who file a complaint or grievance.	Patrol Objective 2.2	-	Cretella	Cretella		See recommendations 18.1 for complete review of PSO process.	The Office of Internal Affairs files a formal correspondence at the beginning and conclusion of each investigation.	COMPLETE	Evaluation	Needed	19
24	CPD lacks updated policies that categorize complaint allegations by the severity of the allegation, limiting the potential for civilian complaints erroneously.	24.1 CPD should update policies to ensure that all currently tracked allegation types can be readily classified by severity and disposition.	Patrol Objective 2.2	-	Cretella	Cretella		See recommendations 18.1 for complete review of PSO process.	GO 10 - updated on 3/23/2020	COMPLETE	Audit/Evaluation	Needed	20
		25.1 CPD should expand its current initiatives and develop others to further engage and build relationships with local youth.	Community Outreach Objective 3.1, Objective 3.2	Walker	Thompson	Murray	Lt. Harrison		Began attending/ hosting Cocoa with a Cop, Reading Partners, Game Nights at RMI, and Lunch Buddy Program.	Current Activities for youth engagement-Job shadowing days for elementary schools, reading partners, lunch buddies, police explorers, CPD open house, cocoa with a cop, birthday parties, instructional safety presentations in elementary schools, mentoring/future Leaders of Charleston, Kops and Kids Hablando Espanol, True Blue Basketball, CAP w/ NCPD, Community Mentorship @Bridgeview	Pending Community Input	Ongoing	Evaluation needed
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.		Walker	Thompson	Murray	Capt Seanson, 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	Included in Strategic Plan	Pending Community Input	Performance Evaluation Update in Progress		
		26.2 CPD should create community-policing strategies for each of its districts.	Patrol Objective 3.2	Walker	Weiss	-	Capt. Thompson		See recommendation 26.1.	This was added to the strategic plan and is being reviewed to look at best practices to implement for each Patrol Team area.	Pending Community Input	Proposal submitted to partner with researcher to implement problem solving	
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, non-enforcement engagement, and other fundamental aspects of community policing.	Training and Professional Standards Objective 4.2, Training and Professional Standards Objective 4.3	Broughton	Cretella	Adams	Capt. Thompson		Completed for Command Staff and First Line Supervisors but this is on-going. Cultural awareness training implemented for new recruits as a part of their 8-hour block with the COP division during pre academy. 2-day training was conducted in the last quarter of 2019 for Command Staff and First Line Supervisors. This included cultural awareness and training in COP strategies. Identified a need to conduct a review of recent years block training and identify options for implicit bias, racial equity and cultural diversity in 21-25 training plans.	Pending Community Input	Review of block training		
		28.1 CPD should reinforce the roles and responsibilities for all teams and patrol officers to engage in community policing activities and efforts.	Community Outreach Objective 1.2, Patrol Objective 3.1, Central Investigations Objective 5.1	TBD	Thompson	Murray	Capt Weiss		See recommendation 26.1.	Completed-Strategic Plan, See#27	COMPLETE	Evaluation needed.	Needed
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.		Walker	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. 06/13/20 Rotating shifts ended and officers began working a non-	Completed - permanent shifts implemented	COMPLETE			22
		30.1 CPD should integrate interpersonal skill building and procedural justice into its training program.	Training and Professional Standards Objective 3.2, Training and Professional Standards Objective 4.1, Training and Professional Standards Objective 4.3	Broughton	Cretella	Adams			Identified a need to conduct a review of recent years block training and identify options for implicit bias, racial equity and cultural diversity in 21-25 training plans.	Pending Community Input	Review of block training		
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.	CPD commander provides objectives, operational plans, community events (staffed/attended), education initiatives to include future outreach patrols in the community (on foot and on bicycles). These strategies are reviewed and discussed weekly OPS Stat meetings.	Short term	Identify and develop metrics to assess.	Needed	
		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.	Community Outreach Objective 1.1	TBD	Thompson	Murray			See recommendation 26.1.	Ongoing/Continuous CPAC community appointments have gone through multiple changes since the November 2019 election. The last meeting held in Q4 of 2019 to discuss the results and implementation of new strategies from the Racial Bias Audit had low attendance. Multiple platforms were used to advertise this event to include handing out fliers door to door.	Pending Community Input	Next meeting: June 30	

32	The Citizen Police Advisory Council's role, responsibilities, and standard operating procedures remain unclear.	32.2 CPD should leverage the Citizen Police Advisory Council to gather community feedback on policies and procedures.	Community Outreach Objective 1.1	TBD	Thompson	Murray		See recommendation 26.1.	This has been requested by command at each of the CPAC meetings since May of 2019.	Pending Community Input	PJ Director will work with CPAC to establish plan to implement this function.		
		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.	Informal Ask a Cop Anything events have been very popular and well attended in Teams 1, 2 and 9. Problem solving initiatives in the community are often a result of issues brought up at these events. Multiple events were held during 2019. Expansion of these events in Q1 2020 to Team 3.	Pending Community Input	Presentation to CPAC on this effort should be scheduled in coordination with resuming events post pandemic		
33	CPD's community engagement activities and efforts to sustain and build relationships with community stakeholders lack a strategic and top down approach.	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.	Illumination project/audit result strategies have been implemented into the strategic plan. The Illumination Project oversight and direction will be replaced by the "Partnership Project" through the Coastal Crisis Chaplaincy.	Pending Community Input	COMPLETED		23
		33.2 CPD should work with its community stakeholders to establish mechanisms, e.g., neighborhood community councils, for engaging directly with the community.	Community Outreach Goal #1, Community Outreach Goal #2, Patrol Objective 3.2	TBD	Thompson	Murray	Capt Weiss	See recommendation 26.1.	Scheduled/Emergency neighborhood association meetings are attended by members of both COP and Patrol Divisions. Problem solving initiatives in the community are often the result of issues brought up during these meetings. COP assists neighborhood associations with setting up crime prevention programs to include increasing real time communication through text, email or online apps.	Pending Community Input	Assess the perception of neighborhoods to determine if CPD has met this expectation.	Evaluation needed	
		33.3 CPD should communicate the importance of community support in effectively implementing changes to the community.	Community Outreach Goal #1, Community Outreach Goal #2, Patrol Objective 3.2	TBD	Thompson	Murray		See recommendation 26.1.	Community support is requested through social media platforms, email, text, phone calls and in person at all events and meetings. This is a part of the strategic plan and our in house COP training. Often CPD command will reach out to other divisions in the city to implement community recommendations that are not a police function(Eastside Listening Sessions Fall 2019)	Pending Community Input	Working on acquisition of community engagement tools to seek feedback on effectiveness of this campaign	Evaluation needed	
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.	Community Outreach Objective 1.1, Patrol Objective 3.2	TBD	Thompson	Murray		See recommendation 26.1.	Completed/Ongoing. See 32 and 33 above. In the fall of 2019 we had a public follow up meeting to present the results of the Eastside Listening Session. All City Department Heads were present to present and answer questions.	Pending Community Input	Working on acquisition of community engagement tools to seek feedback on effectiveness of this campaign	Evaluation needed	
35	CPD does not have an established recruitment and hiring plan.	35.1 CPD should develop a strategic plan for recruitment and hiring.	Special Operations Goal #3, Administrative Services Objective 1.1	Walker	Thompson	Sgt Mitchell		Strategic plan for recruitment and hiring is being developed to include recommendation 37.1, 38.1, and 39.1.	Completed in August on 2019. This includes implementation of quantitative measures of success. Increased our brand presence through social media, public avenues of communication (radio ads, recruitment video).	COMPLETE	Evaluation needed	Evaluation needed	24
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.	Special Operations Objective 3.1	Broughton	Bruder	-		Specialized units reassigned to LT Bruder in June 2020.		Long Term	Assess standards and processes for specialized unit membership		
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.	Special Operations Objective 3.1, Administrative Services Objective 1.1	Walker	Thompson	Sgt Mitchell		See recommendation 35.1.	Completed in August of 2019. Created an online platform through joincpd.com and expanded marketing materials to include recruitment cards which feature a diverse array of officers. Established progressive policies to allow more diversity inclusivity (including both women and minorities). Expanded travel to additional HBCUs and created a presentation for universities and military organizations that provided a socially impactful message. Expanded intern programs to other universities/colleges which led to producing an uptick in diverse applicants. During COVID, an online zoom call was conducted for interested applicants which produced nationwide interest.	COMPLETE	Evaluation needed	Evaluation needed	25
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.	Special Operations Goal #3	Walker	Thompson	Sgt Mitchell	Ms. McSwain	See recommendation 35.1.	Quantitative measures to track applicants was included in the 5 year strategic plan for recruitment. An online platform was created for the recruitment team to track each applicant through the stages of the hiring process. A process to provide a weekly report to the division commander was implemented.	COMPLETE	Evaluation needed	Evaluation needed	26
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.	Special Operations Goal #3	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			27
40	CPD does not have a comprehensive training plan.	40.1 CPD should develop a comprehensive training plan on an annual basis. 40.2 CPD should conduct a training needs assessment to identify potential training gaps. 40.3 CPD should engage community leaders and other external stakeholders in the development of the training plan.	Special Operations Objective 2.2, Training and Professional Standards Objective 1.1 Special Operations Objective 2.2, Training and Professional Standards Objective 1.1 Training and Professional Standards Objective 4.2	Broughton	Cretella	Adams	Capt Thompson		2021 training plan in progress.	December 2020			
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.	Training and Professional Standards Objective 2.1	Broughton	Cretella	Adams	Lt. Farrell	30 more officers certified in CIT in 2019. Continuing to send officers in 2020.	Evaluation of CIT training needed.	Short Term			
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.	Special Operations Objective 2.1	Broughton	Cretella	Adams	Lt. Farrell	In contact with State Coordinator for CIT to develop re-certification course.	Evaluation of CIT training needed.	Short 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 scenario based training and other related training curricula.	Training and Professional Standards Objective 4.3	Broughton	Cretella	Adams			Completed for 2020 block training. Exploring additional scenario training for 2021.	COMPLETE	Evaluation	Needed	28
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.	Training and Professional Standards Objective 2.3	Broughton	Cretella	Adams	Capt Weiss		Initial 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.	In progress.	Short Term		
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.	Training and Professional Standards Objective 1.1	Broughton	Cretella	Adams			Review of 2020 block training is needed.	Short Term	Review block training	Needed	
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. 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.	Special Operations Objective 1.1 Special Operations Objective 1.1	Broughton	McSwain					Pending Community Input 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. 47.2 CPD leadership should leverage the Chief's Advisory Council as a means to gather input and share information.	Patrol Objective 2.2, Special Operations Objective 1.1, Administrative Services Objective 1.4	-	Cretella	Cretella	Lt. Adams		GO 10 - updated on 3/23/2020, covers complaints and use of force reviews. The promotional process still needs to be reviewed for internal communication improvement.	PARTIALLY COMPLETE	Evaluation needed	Needed	
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	Chief Reynolds	New solicitation for Chief's Council advertised with over 30 volunteers. New council will begin in January 2020.	Funding for this project was approved in the 2020 budget and CPD will begin the procurement process in January 2020.	COMPLETE	Evaluation	Needed	29
				-	-	Bruder			Procedural Justice Director hired with the mandate to work with an independent researcher. Procurement process in progress.	Short Term			

CNA Audit Items for Further Evaluation

Finding No.	Finding	Recommendation	Strategic Plan Section	Update - December 2019	Update - June 2020	Timeline Range	Next Steps		
3	The Traffic Unit does not have established internal reporting and review mechanisms for continuously 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. 3.2 CPD should assess the impact of traffic-enforcement strategies on its communities on an annual basis. 3.3 CPD should include reports and analysis of traffic stops and traffic-related outcomes in its monthly STAT 360 meetings.		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1). Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1). Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	Grant funding & budget approval has been requested for two sources to obtain the hardware/software necessary to support the data lake and analysis tools needed. Awaiting city approval to initiate contracts with researchers. Grant funding & budget has been requested for two sources to obtain the hardware/software necessary to support the data lake and analysis tools needed. Awaiting city approval to initiate contracts with researchers. Traffic commander provides objectives, hot spots, operational plans, community events (staffed/attended) education initiatives to include involvement in the traffic committee workgroup. Activity reports (monthly/quarterly) from CIU are provided to command staff for review. (body camera review, tickets, FIs etc.)	Q3 2020 for data lake and research contracts Q3 2020 for data lake and research contracts	Work with researchers to develop analysis tools 2019 Annual traffic study for should be completed by end of 2020 Work with researchers to develop analysis tools		
4	Field contacts are not consistently documented.	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.		Data Integration Manager looking at options for warehousing data for better analysis capabilities (see Recommendation 7.1).	CIU generates a monthly report Not currently included in annual PSO report. TBD if a separate report is needed or if this should be included in the annual PSO report.	Short Term	Consult with command staff on reporting		
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.	Patrol Objective 2.3	PSO/IA received system updates & training for IA Pro and BlueTeam to allow for better use of the system.	CPD uses an early intervention system that is built within Blue Team to help link officers between use of force incidents, vehicle collisions and administrative investigations.	COMPLETE	Evaluation by researcher		
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.	Patrol Objective 2.3	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).	Every entry within Blue Team for use of force is routed through the officer's Chain of Command and also vetted by the Office of Internal Affairs. This is also conducted with the aid of the officer's BWC footage from the incident.	Q3 2020 for data lake and research contracts	Work with researchers to develop analysis tools		
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.		Complaint procedure updated. In depth review will be conducted with researchers.	* Internal complaint review back to 2014 also recommended to determine appropriate length of time to retain BWC video.	Work with researchers to conduct review			
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.		Funding for this project was approved in the 2020 budget and CPD will begin the procurement process in January 2020.	Procedural Justice Director hired with the mandate to work with an independent researcher. Procurement process in progress.	Short Term			

Finding No.		
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