



PRAYER GATHERING AT EBENEZER A.M.E. CHURCH ON NASSAU ST.

## ***“Are You Illuminated?”***

### **Charleston Illumination Project**

2017

# Nov. 2016 - April 2017 Status Update

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

**Working collectively with the Charleston County Library** and other community partners to begin a study in Civil Rights history for officers and community members. Initial meetings took place in 2016 and continued into 2017.

The first class was presented on April 12, 2017 to the police department pre-academy class and training staff. Based on this presentation, feedback was received to assess the presentation and make necessary changes. Once the modifications are completed, additional classes will be presented to all incumbent officers during special training sessions throughout 2017.

**The Department has continued** its partnership with the Turning Leaf Project. This reentry initiative focuses on reducing recidivism for medium- and high-risk citizens who are returning to the community after years of interaction with the criminal justice system.

This effort uses Cognitive Behavioral Theory to change the mindset and thought process to prevent a return to risky behavior and actions.

Through this effort, many returning citizens are now employed with a number of surrounding cities and businesses and are leading productive and crime free lives. The police department is continuing its funding of the initiative and working directly with the program director to find additional opportunities to grow this successful reentry opportunity.

Since October 2016, the partnership has placed 18 people into jobs after completing Phase I classes. Five have been able to turn their temporary jobs into full-time employment. Currently, there are 18 individuals enrolled and completing Phase I classes.

**Efforts are currently** underway to conduct community surveys in those communities covered by the Community Action Teams. The survey was approved in March 2017 and will be administered in April and May, 2017. Once the data from the surveys have been collected and analyzed, community communications will occur to jointly develop crime reduction strategies with community stakeholders to collectively

improve relationships and gain cooperation to reduce and prevent crime and not do harm in the process.

**During the first quarter of 2017**, the Department has continued to expand its relationships with the mental health community. Officers are again receiving direct training and education from members of the mental health community. Our partners from the Charleston-Dorchester Mental Health Department, as well as the Veteran's Administration are helping us develop and deliver specific training topics for all officers.

This year during Officer Block Training, specific indicators for citizens in crisis are being taught to expand upon information taught in 2016. This training is then reinforced during practical exercises that allow officers to deal with individuals in crisis and utilize the de-escalation and diffusion training they have received.

This training is also being integrated into all elements of the overall curriculum to provide tools and techniques for officers to utilize when dealing with citizens in crisis. This concept will continue to evolve with the new Integrated Communication, Assessment, and Tactics Model that was

recently shared with us by the Police Executive Research Forum who developed this model after conducting research on recent officer involved incidents, gathering input from active officers, and learning from other policing organizations around the world.

This model, which incorporates many of the current elements taught in Charleston, will align these various courses into a rational structure for officers to utilize when facing a critical incident.

Members of the training staff are currently reviewing this new model and making plans to begin instruction by summer of 2017.

### Goal #2: Build mutually respectful, trusting relationships between citizens and police

#### **Listening Session Continuation:**

**Local community influencers** were identified and trained in how to facilitate Listening Sessions. They attended ½ day trainings on Saturdays in November and December 2016, and January 2017. We trained 10 non-traditional facilitators, providing access to additional parts of the community. Five of seven new facilitators are now facilitating small group discussions.

Listening Session partners to date include: Churches from the city of Charleston's new Faith Clergy Council, neighborhood groups, local historians, the College of Charleston, youth leadership groups and private and public high schools.

Listening Session topics have included: police accountability and race relations through studying the US Declaration of Independence and history of South Carolina. Topics have been supported by viewing/debriefing documentaries such as *Liberty & Slavery The Paradox of America's Founding Fathers* which includes local historian **George McDaniel, Director Emeritus of Drayton Hall Plantation** as well as **Catherine Braxton and Rebecca Campbell, sisters and descendants of enslaved Africans who were brought to Charleston in the 1600s.**

Each Listening Session included officers from the Charleston Police Department (e.g., Command Staff, patrol teams,

Community Action Teams, new officers in training) depending on the topic, demographics and the geographic location of the particular session.

**Total of 471  
Citizens Have  
Participated  
to Date**

#### **Overall Accomplishments through April 10, 2017**

##### **JAN 31, 2017**

**Partner groups involved:** Grace Church Cathedral, Mt. Zion AME, Calvary Episcopal and College of Charleston, Freshmen Year Experience Course on "Us and Them".

**Topic covered:** Documentary, *Liberty & Slavery: The Paradox of America's Founding Fathers*

**Number attended:** 180 (Including overflow crowd)

##### **Questions discussed:**

1. What feelings came up for you as you watched *Liberty & Slavery*?
2. We ask you to recognize that the "Past" can haunt us or Help us.
  - Based on what you've seen and heard, how can this continue to divide us?
  - Based on what you've seen and heard in the film, how might this further us in being able to build bridges?

**Action step forward:** Meet quarterly and explore other parts of our history.

##### **FEB 27, 2017**

**Partner groups involved:** Maryville/Ashleyville, Wespanee, and Lenevar neighborhoods in West Ashley

**Topic covered:** Documentary, *Liberty & Slavery: The Paradox of America's Founding Fathers* (How they could espouse freedom and equality for all men while enslaving people.)

**Number attended:** 43

##### **Questions discussed:**

1. What feelings came up for you as you watched *Liberty & Slavery*?
2. We ask you to recognize that the "Past" can haunt us or Help us.
3. Based on what you've seen and heard, how can this continue to divide us?
4. Based on what you've seen and heard in the film, how might this further us in being able to build bridges?

**Action step forward:** Meet again in the fall of 2017 to study Jim Crow era.

##### **MAR 27, 2017**

**Partner groups involved:** St. James Presbyterian and Mt. Pleasant Presbyterian

**Topic covered:** Documentary, *Liberty & Slavery: The Paradox of America's Founding Fathers*

**Number attended:** 30

##### **Questions discussed:**

1. What feelings came up for you as you watched *Liberty & Slavery*?
2. We ask you to recognize that the "Past" can haunt us or Help us.
  - Based on what you've seen and heard, how can this continue to divide us?
  - Based on what you've seen and heard in the film, how might this further us in being able to build bridges?

**Action step forward:** Groups agreed to meet monthly going forward and to bring in speakers on topics surrounding SC history and culture.

**MAR 30, 2017**

**Partner groups involved:** Grace Church, Cathedral, Mt. Zion AME, Calvary Episcopal and College of Charleston – This first follow-up quarterly event was held and group has named itself: *Okra Soup Unite! The Charleston Illumination Project*

**Topic covered:** The Fight to Save Their Rights- the Battle of S.C.'s Segregation Constitution of 1895 and the Lessons for Today." From speaker, Damon Fordham's book *Voices of Black South Carolina*.

**Questions discussed:**

1. What difference do you think this information would make in the lives of today's Americans?
2. What can we learn from this that would affect our future?

**Number attended:** limited number of seats 105 (Grace 60, Calvary 15, and Mt. Zion 30)

**Action step forward:** Meet quarterly, serve Okra Soup dinner then cover various topics of concern to the community including small group discussion; determine how to include youth from the three churches.

**APR 3, 2017****Partner groups involved:**

- Tona Boyd, Trial Attorney, DOJ Civil Rights Division
- Beth Drake, United States Attorney for South Carolina
- Chief Mark Keel, South Carolina Law Enforcement Division (SLED)
- Captain Dale Middleton, CPD, Professional Standards Office
- Jodi Norris, Special Agent In Charge, FBI
- Leroy Smith, Director, South Carolina Department of Public Safety
- Jackie Swindler, Director, South Carolina Criminal Justice Academy



**Topic covered:** Police Accountability: To learn about current processes in place and provide citizen input to support police accountability in keeping the Public Safe AND Safeguarding Citizens' Rights

**Questions Discussed:**

Facilitators used these 4 overall categories of process to guide conversation:

1. Internal Affairs Complaint Process
2. Decertification Process for Police Officers
3. Civil Rights Civil Complaint Process
4. Civil Rights Criminal Indictment Process

**Number attended:** 62

**Action step forward:** Invite panel back to Charleston for additional sessions to continue educating broader segments of the community.

**APR 8, 2017**

**Partner groups involved:** The Charleston Chapter of the LINKS, Inc.'s Youth Leadership Roundtable, Ashley Hall, Burke High School and School of the Arts, young police officers in training at the Academy and current officers in service.

**Topic covered:** To learn how we are both similar and different in order to strengthen relationships across our community

**Questions Discussed after icebreaker on Status:**

- Why is Freedom important?
- Why is Unity important?
- Why are both needed for your Success?

- What role does status play in Freedom AND Unity?

**Questions Discussed after viewing documentary, *The DNA Journey*:**

It's easy to think there are more things dividing us than uniting us. But we actually have much more in common with other nationalities than you'd think. Sixty-seven people from all over the world took a DNA test, and it turns out they have much more in common with other nationalities than they would ever have thought.

- Why do you think discrimination might be a learned behavior? If it is a learned behavior, how can we change it?
- If it is not, why do you believe it is not? Is there anything we can do about it?

**Number attended:** 51

**Action step forward:** Participants from Ashley Hall agreed to join the monthly Youth Leadership Roundtable.

## CITE AND RELEASE PROJECT

Over the last year, we have worked with the Charleston County Criminal Justice Coordinating Council to implement a cite and release process to offer officers more opportunities for cite and release rather than relying on jail as the only option when it comes to non-violent, non-serious, low-level crimes.

This is good for citizens in our community and keeps officers on the street to focus on public safety risks, as well as provides healthier pathways to recovery for those that live with addiction, mental illness, or homelessness.

The analysis conducted by the CJCC for arrest data between 2014-2016 indicates that the project is working and officers are increasingly utilizing alternatives to incarceration when appropriate.

Criminal charges made by the Charleston Police Department are down by 23% between 2014 and 2016. The number of charges booked into the county jail between 2014 and 2016 decreased over

30% demonstrating the effectiveness of the non-custodial, cite and release project.

During 2017, we will continue to work collectively with the CJCC to implement an officer risk assessment instrument while working in close partnership with the treatment community to help find more productive, healthier options for those individuals that come into contact with the criminal justice system due to homelessness, mental illness, addiction, etc.

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Charges booked in County Jail  
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**Goal #3: Develop and implement a training curriculum to enhance citizens and police understanding of each other's roles, rights, and responsibilities**

The Department has implemented a policy requiring officers to gain written permission for searches not conducted with reasonable suspicion or probable cause. Currently, commanders are developing automated reporting mechanisms to conduct data reviews to maintain accountability. It is anticipated that this mechanism will be in place by the summer of 2017.

All officers have received training on the policy and Team commanders are monitoring the process. An assessment will be conducted in the fourth quarter of 2017 to gauge the results of the policy implementation.

During this quarter, we have also worked diligently to expand current training for officers and supervisors considering key topics. Department commanders and training representatives have attended specialized training dealing with de-escalation and responding to protest and demonstrations.

- **ICAT: Integrate**  
Communication, Assessment, and Tactics. This model was created by the Police Executive Research Forum. It evolved after hundreds of law enforcement officials and researchers studied use of force incidents and how officers can utilize this model to help reduce escalation, provide tools and techniques for officers to slow down and assess situations, and employ appropriate tactics to eliminate the need for an escalated level of force.
- **Responding to Demonstrations:** This training offered commanders and members of the training staff with specific techniques to ensure First Amendment protections and public safety. By hearing from organizations that have dealt with mass demonstrations and protest, our officers were able to validate current protocols being used by our Department and also learn lessons from others that have not been successful. This training validated many of our policies and procedures relating to protest and demonstrations and also provided new information that will help us learn from others who have experienced civil unrest, property destruction, and community challenges.

The lessons learned are currently being evaluated by our training staff and commanders. Training modifications and enhancements will be made to our current training being conducted during 2017 Block Training.

- **Racial Bias Reporting and Analysis:** Fifteen members of the command and analytical staff attended a training session offered by Dr. Richard Johnson on assessing and analyzing data relating to police strategies and practices. This training offered insight into how departments can create effective benchmarks to identify disparity and bias.

The analysis staff and an internal workgroup is currently working to identify appropriate benchmarks, instead of population data, to assess officer activity and determine disproportionality. This program offered important information that can be used by the Department to assess officer crime reduction activity and determine, based on appropriate criteria, whether actions are disparate and potentially biased.

We are also working with other researchers to examine benchmarks that have been used by police departments to examine officer activities. Furthermore, we have been invited by the National Institute of Justice to participate in the LEADS Agencies pilot program. This opportunity will provide technical support to the Department to enhance its in-house capability to move effectively use data, analysis, research, and evidence in various aspects of its operations.

**To expand skills** and knowledge in de-escalation, all officers received training offered by retired Chief of Police Harry Dolan. To reach all officers, the information was presented to a portion of officers in a classroom setting while others received the instruction via on-line format. This allowed us to reach every officer and ensure the training message was received in a consistent manner.

The Police Executive Research Forum is one of the most prestigious law enforcement organizations dedicated to improving law enforcement and addressing emerging issues within the profession. It conducts research on critical issues and shares it with police agencies across America. During this quarter, four members of the Department's command staff attended training dealing with PERF's most recent project to reduce fatal police encounters and provide tools



and techniques to officers that integrate communication, assessment, and tactics. This training provides officers with a decision-making model that aligns important components found in many police contact: communication, assessment and evaluation, and proper tactics. Those attending the training will review the information and begin the process of pulling together current training modules and building an integrated curriculum to present to all officers during calendar year 2017.

**To increase citizen knowledge** about police policy, procedures, and practices, an educational seminar was developed based on input from citizens during our Listening Sessions. Since October 2016, two sessions have been presented to 26 citizens. After each session, feedback was received that the presentations were informative and helped the citizens have a better understanding of “why” officers perform in a certain manner, as well as the difficulty they face when conducting their responsibilities. During these sessions, officers were also able to gain important insights about questions or concerns that are being included in future classes. The next Policing 101 session is planned for Jun 2017. It is the goal of the Department to hold these sessions quarterly.

Additionally, a Junior Policing 101 curriculum is being developed and will be used this summer as part of our Camp Hope Program. This will allow us to reach approximately 200 young people and gain valuable feedback to help guide this important educational opportunity for the whole community going forward.

The following topics are covered during the 5 hour session:

- Constitutional Law
- Use of Force
- Professional Standards Investigations
- Fair and Impartial Policing
- Practical exercises involving de-escalation scenarios and traffic stops

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

**During this quarter**, Department members have reviewed a number of policies and made modifications based on emerging techniques and practices, as well as information gleaned during the Collaborative Reform reviews conducted by members of the command staff. To date, policies that have been modified or are in development involve:

- Engaging and working with the LGBTQ and Transgender community
- Investigating officer-involved critical incidents
- Response to Resistance and Aggression
- Administrative Investigations
- Responding to Protest and Demonstrations

A process of continuing assessment and review of Collaborative Reform Reports to gain insight and learn from other agencies is ongoing. The review and analysis of five Collaborative Reform reports prepared by the Department of Justice’s Community Oriented Policing Services “Collaborative Reform initiative” from Fayetteville, NC, Las Vegas, NV, St. Louis County, MO, Philadelphia, PA, and Salinas, CA police departments have been completed and compared to current Department policies and practices. Sixteen recommendations outlined in the reports by the assessment teams have been identified as applicable to our agency. All sixteen of the previously identified recommendations have been implemented and reflected in policy updates or during training. Each of the five teams are currently identifying 2 additional recommendations from each report for implementation. The additional ten items will be addressed and updates implemented by summer 2017. Further, team members are selecting the next two Collaborative Reform reports to review during calendar year 2017.

## COMMUNITY LIAISONS

**The police department** identified and assigned community liaisons to various community groups to enhance relationships and share information in the last quarter of 2016. (AFFA, Hispanic Community, college and university, military, and black community associations).

During the first quarter of 2017 the community liaison met with various organizations within Charleston and started to develop individual working relationships that will grow and provide opportunities to discuss issues, share training, and address concerns. Below is the quarterly report from the groups:

#### LGBT Community Committee

**Members:** Deputy Chief Broughton, Officers Cherry, Ivery, Hans, and Galluccio

•On Thursday January 19, 2017 Broughton, Ivery, Cherry, and Hans met with AFFA at Fish Restaurant to attend the January Board meeting. This provided members the opportunity to meet and greet Board members and proceed with an introduction of our members and mission as the LGBT liaison members. We explained that our focus was to create a dialogue and communicate regularly to address possible issues before they become unmanageable. We discussed our goal of creating a safe zone in Charleston for LGBT citizens. The dialogue was extremely positive.

•On Wednesday January 25, 2017 Broughton, Ivery, Cherry, Hans and Galluccio met with Melissa Moore from We Are Family to discuss strategies to develop an educational program for officers of CPD.

•Other ideas discussed with We Are Family members were:

- Creating a Safe Zone Sticker for CPD for businesses in our jurisdiction
- Website collaboration on CPD website with AFFA and We Are Family





- In the future, implement the distribution of stickers and letters to businesses and community organizations about the Safe Zone Project
- Possible participating in 2017 Pride Parade and provide a booth in Brittlebank Park.

#### **MUSLIM Community Committee**

**Members:** Sergeant Gritzuk, Officers Tuttle and York

•On Saturday January 14, 2017 Gritzuk, Tuttle and York met with the President of the Central Mosque to make introductions to the board members.

•On Tuesday March 21, 2017 QRT/SWAT completed a security assessment at 1082 King Street Central Mosque.

#### **MILITARY Community Committee**

**Members:** Officers Freshman, Remington, and Hamilton

•The team met with US Vet Corp on multiple occasions at the VA hospital to communicate and explain the program to members of the staff and educate them on the assistance that Charleston Police Department can provide. No issues have been brought to the team's attention and ongoing communication is occurring

•The Battalion Commander for the State National Guard communicated that they are interested in developing stronger relationships with Charleston Police. SPO Freshman will continue to liaison with the Guard and the police department to strengthen the relationship and ensure any issues identified are resolved.

#### **COLLEGE Community Committee**

**Members:** Sergeant Cromer, Officers Lenihan, Reeves, and Stratton

•On Wednesday January 4, 2017 members of the team met with Lou Robinson of the

Palmer Leadership Council to open a dialogue with the campus

•On Wednesday January 4, 2017 team members joined students and staff at the Art Institute of Charleston to make introductions and explain the mission of the strategy

•On Tuesday January 10, 2017 team members met with staff and students at Trident Technical College to make introductions and discuss future issues and topics for inclusion in future gatherings.

•On Friday March 5, 2017 Sgt. Cromer provided presentations at the School of the Arts based on their request relating to date rape and related LE topics.

•Team members will be attending the Trident Technical College "Spring Fling" in April based on the request of students they have met during their interactions.



*"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."*

*~Gregory G. Mullen, City of Charleston  
Chief of Police*

#### **African-American Community**

**Committee Members:** Captain Dale Middleton, Lieutenant Jennie Antonio, and Sergeant Tonette Mitchell

Throughout the first quarter of 2017, members of the group have worked to enhance relationships established within the African-American community and expand our network of partners. They have met with the leaders of the National Action Network and the NAACP to explain the goals of this strategy and address questions and establish more opportunity for engagement and communication.



Kristy Danford, CJC; Dot Scott, NAACP President; Margaret Seidler, Polarity Partnership

Additionally, members of the group have participated in activities sponsored by local sororities and fraternities and provided presentations which shared information about the Department. Later this month, the team leader will attend a training session comprised of organizations from throughout the community presented by the Racial Equity Institute. This will provide another opportunity to connect with different community groups and expand our engagement opportunities to build stronger and more productive relationships.



Community Unity Event

**The Department joined the** White House Police Data Initiative in the fourth quarter of 2016. During the first quarter of 2017, five data sets have been added to the open data portal for public viewing. These data sets: Calls for Service, Citizen Contacts, Arrest, Use of Force Reports, and Citizen Generated Complaints is the first group of data to be added. Analyst are working to add additional data sets in the second quarter of 2017 and complete a Data Dashboard that will make the information more user friendly and interactive. This upload of data represents a significant amount of information requested by community members during many Listening Sessions.

**The Department** has managed a number of protest and demonstrations recently. To ensure that we are protecting the rights of those expressing their First Amendment Rights and other community members, we continue to provide training to our officers and seek out information that will assist us during these challenging situations. To provide clear direction and protocols to commanders and officers, our policy on Responding to Mass Demonstrations has been reviewed and updated. It currently outlines a tiered response based on the situation faced during the incident. It also provides clear guidelines regarding actions to take, approval authorities, and deployment of various equipment and techniques. This updated policy has been utilized during several situations and worked well for citizens and officers.

Further, we have met with Legal Observers through a training offered by the South Carolina ACLU and briefed this policy and how it would be implemented during protest and demonstrations. This was a first time interaction for this purpose and is seen as a very helpful and productive dialogue for future events.

**The Charleston Police** Department completed its on-site Gold Standard audit as part of an on-going program to continue its nationwide accreditation. Administered by the Commission on Accreditation for Law Enforcement, Inc. (CALEA), the program requires agencies to meet state of the art standards in four basic areas: Policy and Procedures, Administration, Operations, and Support. During the period March 12 -15, 2017, a team of

assessors from CALEA examined all aspects of the Department's policy and procedures, management, operations, and support services.

The assessment team will now submit a comprehensive final report which is prepared by the team leader. Information gathered during the on-site will become part of the final report and it allows the Commission to make an informed decision regarding the agency's accreditation. During their out brief with commanders, the evaluators advised they would be recommending the Department for reaccreditation and concluded the agency was meeting all requirements in an outstanding manner. The official results of the on-site audit will be reported at the Commission's July meeting.

**The process of developing** a Citizen/Police Advisory Council is ongoing. The group of citizens who were part of the Illumination Project Steering Committee and Influencers Group have met three times and are beginning to develop a structure for the Council. To date, a Mission Statement has been presented and other elements relating to purpose and activities are being vetted.

Once the broad organizational components are agreed upon by the group, community input will be sought to validate the information gathered to date and also fill in gaps. These meetings will continue monthly to gain information and further build out the Council.

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

An area with great promise identified in our overall Plan involved more officer/youth interaction. To achieve this goal, the Department's Community Outreach Unit is partnering with the Mayor's Youth Council. Police offices have been attending the monthly meetings to hear feedback and concerns from youth.

This opportunity has also provided the ability for officers to share information about many aspects of their job and answer a myriad of questions. In March, officers participated in the Youth Summit and shared information with a diverse group of high school students from throughout the area. They were also able to share insights into the Illumination Project, how we were working to ensure the voice of the youth was heard, and identify activities that the police and youth could do together to help build relationships.

To expand this concept further, the Outreach Unit is inviting youth from different communities to join this group to ensure all voices are heard and everyone is at the table.

Further, a number of police officers and recruits attended a youth Listening Session that brought together young people from different schools and neighborhood to gain knowledge and information about different perspectives and how we can work together for the betterment of our whole community.

**During this quarter,** our Neighbor Forum program has continued in all areas of the city. We are currently conducting two forums each month in different areas of the city. These forums are advertised in the local media and via social media. To date in 2017, we have held five sessions and interacted with 50 citizens concerning various issues and concerns. This is in addition to other community meeting where commanders and officers work with specific community organizations.

**As a way to reach** out into the community at a different venue, the police department sought out ideas and opportunities that could help enlighten officers and citizens about real issues and concerns. The Cops and Kutz concept for the Charleston Police Department was based upon a similar program that was started in Charlotte NC by retired Police Chief Rodney Monroe. The idea was for police officers to go into barber shops and engage citizens in honest and open conversations. The barber shop was chosen because they are the cornerstones of many communities. It is a place where citizens come to discuss current and past events, whether it be police related, politics or the hot topic of the day. Prior to any planned event, we make contact with the owner of the barbershop to explain the initiative in detail and to show the benefits of the program for the department, the barbershop and the citizens.

The first Cops and Kutz event was on February 11, 2017 from 11:00 to 1:00. The purpose of the event was for real barbers, real clients and real police officers to come together to discuss the problems affecting our communities and to find solutions to better our communities. The event was held at CJ's Barber and Styling, 1703 Savannah Hwy. The event was well received with approximately 30 citizens. The citizens included men, woman, teenagers and kids of various ages. We had discussions that ranged from traffic stops, your rights as a citizen, how to file a complaint, the purpose of body



cameras, discussions about deadly force, current issues involving African-American males and police officers, court room procedures and the participant's various experiences with law enforcement officers. The conversations were very enlightening, well received and engaging.

The plan for the Cops and Kutz initiative is not to over saturate the concept by conducting weekly events. The goal is to have Cops and Kutz once a month and or every other month. We want to keep the concept fresh and exciting where citizens will be looking forward to the next event and can't wait to participant.



Sergeant Smith explains real-life scenarios to patrons at CJ's Barber & Styling

Join Us, **THIS Saturday,**  
February 11, 2017  
11a-1p

**"COPS & KUTZ"**

GET IN THE BARBER CHAIR &  
GET IN ON THE CONVERSATION!

REAL barbers, REAL clients, and REAL police officers discuss the problems affecting our communities and find solutions to better our communities.

NOW IS YOUR CHANCE TO BE A PART OF THE SOLUTION!!!

**"FREE Hotdogs for the KIDS!!!"**

**CJ'S BARBER AND STYLING**  
1703 SAVANNAH HWY. CHARLESTON, SC 29407

## "COPS & KUTZ" Community Invite



## AT-RISK YOUTH

It just makes sense that treatment for addiction & mental illness is more effective than jail time.



Dealing with at risk-youth outside the criminal justice system is a priority for the Department. Therefore, we are currently partnering with Family Court Judge Forsythe's and her efforts with a national effort, Community Connections for Youth. The group is working to develop alternatives to juvenile incarceration and arrest. Currently, the Charleston Police Department is the only law enforcement agency in the area participating. The group is currently working on a diversion process that prevents juvenile offenders from being sent to Columbia for incarceration and evaluation. The alternative being considered allows juveniles stay in the Charleston community and check in daily at a Community Outreach Center for evaluation and referral to the resources they need to succeed. During April, a group will travel to Atlanta to see how a similar program is being run.

**The City of Charleston's Performance** Innovation Program seeks to create opportunities for continuous improvement of City operations. The program is designed to take a systematic approach to evaluating data and processes, identifying areas for improvement, and implementing recommendations which will result in increased performance and high customer satisfaction levels.

- The first phase of our program focuses on Rapid Process Improvement Events, which are quick evaluations where specific department operations are evaluated and recommendations for improvement developed. In 2016, nine staff members from eight departments completed Denver's Peak Academy training. A citywide Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, including the police department, is currently being conducted and

based on the results a project plan will be developed identifying the Rapid Improvement Events that will occur in each department.

- The second phase of the program is utilizing external expertise to examine processes, gather and analyze data, and evaluate systems to improve operations. In March 2017, Novak and Raftelis Consulting was selected by the City to work with departments to complete this work and provide recommendations based on their findings. The results of this partnership will provide the police department with information to gauge current strategies and practices, based on objective criteria, to determine community impact and results. This analysis will identify strengths within the police department, areas for improvement, and opportunities to achieve continuous progress, inform priorities, and improve customers' experiences.

**The Faith Community Engagement** subgroup continues to move forward in a positive manner. They are sponsoring and hosting monthly gatherings at various churches throughout the Charleston community. The monthly gathering provide opportunities to prayer for our community, engage in relationship building, and support the initiatives outlined in our plan. This diverse group of churches, which is growing, is helping to keep the momentum of our project moving forward. This group is beginning to transition into the larger, Mayor's Clergy Council. This larger Council has met twice and is developing specific projects to enhance the city.

**One Illumination Project** focused on building a coalition of service providers to collaborate on solutions based on the "social determinants" philosophy to identify ways to improve social, emotional, and physical environments to promote a healthy community.

It has long been established that the most disenfranchised members of our community have the most difficulty in navigating the very systems created to support their needs. Institutional mistrust and a lack of faith coupled with a lack of transportation also keep citizens away



from traditional support services. Many individuals within challenged communities utilize hospital emergency rooms to address their needs leading to stressed systems and costly care. In an effort to reach out to those in need and address the elements of a healthy community our team is proposing a “street medicine” concept.

The Charleston peninsula has a 12 block area from Stuart to Mary Streets and Meeting to East Bay streets that has long been mapped as an area of high crime and high health disparities. This is where our team, which comprises medical organizations, non-profits, governmental organizations, and faith-based groups will pilot our proposal.

Under the proposal, the team will operate a mobile unit within the selected zone and interact with clients at locations identified by the team and community leaders in an effort to deliver the needed support/services.

As an engagement strategy and method to create trust, as well as addressing nutritional needs of the community, the mobile unit would be identified as the “Farmacy” and would deliver bags of free fresh fruits and vegetables on a regularly scheduled basis. Included in the delivery of food items would be informational pamphlets. Our team will be addressing wellness from head to toe.

## Closing Words

**The information contained in this report is just a portion of the community outreach and organizational activities occurring within the Charleston Police Department.**

**The elements outlined are specifically aligned with the strategies in the Charleston Illumination Project’s Strategic Plan. All of our work and commitment to the community moves us closer to our greater purpose of strengthening relationships between citizens and police grounded in trust and legitimacy as we focus on the important values of Public Safety and Individual Rights.**

**Should you have questions about the Illumination Project’s progress, other Department initiatives, or would like to get engaged as a participant or volunteer, please contact us at 843-720-2401.**