



Implementation Report 3

RACIAL BIAS ASSESSMENT OF THE NORTH CHARLESTON, SOUTH CAROLINA, POLICE DEPARTMENT



This document contains the best opinion of CNA at the time of issue.

Suggested citation:

Thorkildsen, Z., Bryson, B., Monroe, R., & Rickman, S. (2022) *Implementation Report 3: Racial Bias Assessment of the North Charleston, South Carolina, Police Department*. Arlington, VA: CNA.

CNA document number: IRM-2022-U-033051

Distribution:

Distribution unlimited.

July 2022

Contents

Introduction	4
Implementation Progress by Recommendation	6
Law enforcement operations.....	6
Community-oriented policing practices.....	17
Complaints.....	31
Recruitment, hiring, and promotions.....	36
Training	40
Oversight and accountability.....	47
Conclusion.....	56
Appendix: Acronyms	58

This page intentionally left blank.

Introduction

North Charleston, South Carolina, is a city of more than 110,000 residents and is South Carolina's third largest city. The North Charleston Police Department (NCPD) was founded in 1972 and today serves the North Charleston community with nearly 400 employees, including over 300 sworn officers. The community has had significant concerns relating to racial tensions and disparities within NCPD's operations, which the department has recognized the need to fix. Beginning in March 2021, CNA undertook a comprehensive assessment of NCPD's policies and practices, focusing on assessing whether certain practices were racially biased. The CNA assessment team's findings and recommendations are presented in the *Final Report: Racial Bias Assessment of the North Charleston, South Carolina, Police Department*.

The assessment team is now working alongside NCPD to implement these recommendations within the department and the North Charleston community. As of the previous quarter, we have provided regular reports on implementation progress. The first report was *Implementation Report 1: Racial Bias Assessment of the North Charleston, South Carolina, Police Department*, which covered NCPD's progress through January 2022. During the first quarter, NCPD began working on all recommendations, completing 4 percent of those in the first few months.

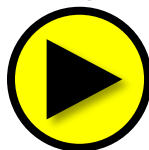
During this quarter of implementation, NCPD made significant progress on the recommendations. Although many recommendations are still in progress, NCPD has been working hard reviewing and revising policy, holding various community meetings, and revising training lesson plans. In addition, they have involved the newly establish Community and Police Committee in almost all aspects of their implementation progress. At the time of this report, NCPD has completed 15 percent of recommendations, with 85 percent in progress and 0 percent not yet started. Although unanticipated personnel departures and resultant understaffing have made implementation more difficult, command staff has remained committed and has pushed the department forward in implementing these recommendations. The remainder of this report outlines the status of each recommendation.

Complete



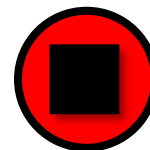
15%

In progress



85%

Not started



0%

This page intentionally left blank.

Implementation Progress by Recommendation

This section of the report provides our assessment of the status of each recommendation by NCPD.

Law enforcement operations

Finding 1: Racial disparities are present in many of NCPD’s interactions with the community, indicative of potential systemic, organizational, or individual bias, and these disparities are deeply felt by the community.

Recommendation 1.1: NCPD should conduct further analyses of their arrests, traffic stops, field interviews, and use of force to understand any specific policies, procedures, and practices that contribute to disparate outcomes and mitigate those impacts.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that they are currently working with their Criminal Justice Coordinating Council (CJCC) to analyze their arrests, traffic stops, and use of force (in that order). NCPD also noted that the CJCC has analyzed their arrest data since 2016 to support NCPD’s efforts to improve the criminal justice process in Charleston County. In the third quarter, CNA reviewed past CJCC annual reports, finding them to be thorough and comprehensive accountings of law enforcement activity at the county level. However, NCPD should request that CJCC provide a breakdown of these analyses for their agency individually to better understand how to take action within the department on noted disparities and trends. Doing so will enable NCPD to develop relevant policy changes based on the results of the CJCC analyses in order to foster greater impartial policing tactics. The assessment team will work with the department to review this information when available.

NCPD has not yet submitted sufficient evidence of implementation for recommendation 1.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 1.2: NCPD should proactively and pragmatically address bias as a possible underlying cause of the observed disparities by implementing anti-bias training, policy, and practice.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that they are currently updating training lesson plans and reviewing pertinent policies that address this recommendation. During the third quarter, NCPD provided curriculum materials for new anti-bias training in the department. The assessment team reviewed this curriculum and agree that it covers primary topics of importance for law

enforcement officers in understanding implicit bias and its potential impacts on behavior. This training has been rolled out to all officers in the department.

This recommendation is complete; NCPD should continue to conduct this training regularly, should continue to proactively review policy and practice for evidence of disparities or bias, and may wish to access nationally recognized anti-bias training as a supplement, such as the Office of Community Oriented Policing Services' Managing Bias training program.

Recommendation 1.3: NCPD should ensure that anti-bias and related training topics are incorporated regularly into in-service training and academy curriculum as well as updated regularly with emerging and best practices, ensuring that all personnel can recognize and mitigate their individual biases in their work.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that they are currently updating training lesson plans and reviewing pertinent policies that address this recommendation. During the third quarter, NCPD provided curriculum materials for new anti-bias training in the department. The assessment team reviewed this curriculum and agree that it covers primary topics of importance for law enforcement officers in understanding implicit bias and its potential impacts on behavior.

This recommendation is complete.

Recommendation 1.4: NCPD should instruct and empower supervisors to actively monitor the behavior of their supervisees for evidence of implicit or explicit bias through reviewing body-worn camera footage and other reports, and should provide supervisors with tools to address potential bias in NCPD employees.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that all supervisors are currently taking supervisory training to learn how to actively monitor the behavior of their supervisees for evidence of implicit or explicit bias. The assessment team acknowledges this progress towards full implementation; however, NCPD should produce lesson plans for such trainings. These lesson plans should include objectives, instructor qualifications, and any surveys or other feedback from training.

NCPD has not yet submitted evidence of implementation for recommendation 1.4. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 2: NCPD does not collect information about traffic stops that end in citations and warnings in the same data system and collects relatively little information about traffic stop circumstances and characteristics.

Recommendation 2.1: NCPD should implement a traffic stop data system that tracks information about all traffic stops, regardless of outcome.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their plans to add funding into their budget to purchase additional scanners and printers that will enable their officers to enter information about all traffic stops directly into ReportBeam. In the second quarter, NCPD informed the assessment team that the budget is in the review process with the Mayor and City Council. During the third quarter, NCPD informed the assessment team that the budget had been approved for the additional scanners and printers necessary to completely implement this recommendation. The assessment team acknowledges this progress towards full implementation and expects to be able to report full implementation upon the rollout of the necessary printers and scanners.

NCPD has not yet submitted complete evidence of implementation for recommendation 2.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 2.2: NCPD should collect comprehensive information about all traffic stops, including at a minimum:

- **Stop start and end time**
- **Stop latitude and longitude**
- **Reason for the stop in a closed response (dropdown menu) format**
- **Reason for the citation or the arrest, as applicable, in a closed response (dropdown or checkbox menu) format**
- **Whether a search was performed during the stop, the type of search (e.g., consent search, search incident to arrest, search under plain view doctrine, inventory search during vehicle impoundment), and whether a seizure resulted from the search**



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their plans to more regularly obtain the traffic stop data that the state already collects in ReportBeam. In the second quarter, NCPD informed the assessment team of their continued work with the state to enable NCPD to receive the file regularly automatically. During the third quarter, NCPD provided an update on the information captured by the South Carolina Uniform Traffic Ticket System (SCUTTIES). SCUTTIES includes most of the fields suggested in this recommendation; however, it does not include the end time of the stop, and the data on reasons for citation or arrest and for searches could be better described. We suggest that NCPD and the City of North Charleston continue to encourage improvements in SCUTTIES at the state level to capture these and other data points with additional fidelity and granularity.

However, the assessment team considers this recommendation complete, since NCPD and the City of North Charleston have completed these changes to the degree possible within their jurisdiction. Further implementation of this recommendation must take place at the state level.

Finding 3: NCPD collects relatively little information about field interviews.

Recommendation 3.1: NCPD should expand their field interview data form to collect the reason the contact took place and the outcome of the contact, including whether a search was conducted.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their plans to train officers during roll call on entering the required information for field interviews within the Records Management System. In the second quarter, NCPD informed the assessment team of their continued work training on this subject matter during roll call trainings. During the third quarter, NCPD rolled out a training bulletin to all personnel regarding how to complete field interview forms. This training bulletin instructs officers to indicate the reason for the field interview and describe what took place during the contact, such as a search.

This recommendation is complete.

Finding 4: Community members have substantial concerns regarding NCPD’s police presence and perceived over-enforcement of certain individuals, community groups, and neighborhoods.

Recommendation 4.1: NCPD should review in detail all traffic stops initiated because of minor traffic violations to ensure that these stops are not being conducted in a manner that is disparaging for certain members of the North Charleston community.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their plans to analyze data for all traffic stops initiated because of minor traffic violations and to address any supervisor concerns about the findings. In the second quarter, NCPD informed the assessment team that the analysis is still in progress. The assessment team acknowledges this progress towards full implementation; however, as stated in the previous quarterly report, NCPD should ensure that the collected data capture stops that do not result in citations. We request to review how NCPD is currently conducting the analysis and whether it will include a review of body-worn camera (BWC) footage. Additionally, if necessary, NCPD should consider seeking outside assistance from a local university to conduct these analyses moving forward.

NCPD has not yet submitted evidence of implementation for recommendation 4.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 4.2: NCPD should ensure that the community understands deployment decisions and the purpose of certain patrol activities, particularly the use of increased patrols in neighborhoods after particular incidents or crimes.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their plans to hold meetings in targeted communities throughout the city, at which they planned to utilize COMPSTAT to show the community how the department deploys resources. In the second quarter, NCPD informed the assessment team that they have held two community meetings with Palmetto Gardens and City Neighborhood Presidents. Community members who attended were able to talk with the department about COMPSTAT and the department's deployment strategies. The assessment team acknowledges this progress towards full implementation; however, receiving the agenda and minutes of the meetings would help the team ensure that sufficient explanations were given for increased patrols in neighborhoods after particular incidents of crimes. Additionally, as stated in the previous quarterly report, we suggest adding a problem-solving component to the COMPSTAT process that allows community members to identify the roles they can play in addressing problems in their neighborhoods. We hope to see the COMPSTAT process as a collaborative meeting rather than a session during which community members only listen. The assessment team will continue to work with NCPD to ensure that the structure of the meetings allows community members to ask questions and recommend strategies for their specific neighborhoods to the department.

NCPD has not yet submitted evidence of implementation for recommendation 4.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 5: Policy 0-10: Patrol Procedure addresses the goals of patrol deployment, but does not provide specific strategies to respond to community concerns.

Recommendation 5.1: This policy should focus more on how to address the above duties and responsibilities, such as engaging all community members as active participants in identifying solutions to problems and better sharing information.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that Policy 0-10: Patrol Procedure was in the process of being updated. In the second quarter, NCPD informed the assessment team that the policy revision and updates are still in progress. The assessment team acknowledges this progress towards full implementation; however, it is important that NCPD include the recently created Community and Police Committee in the revision of community policing policies. Additionally, the department should offer complementary training to both police and community members on the subject matter. As stated in the previous quarterly report, the assessment team would like to see the performance evaluation system updated to reflect the policy updates related to engaging with community members and better sharing information.

NCPD has not yet submitted evidence of implementation for recommendation 5.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 5.2: Officers should be assigned to specific geographic areas for a sustained period of time in order to become familiar with residents, businesses, and other community stakeholders.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that their patrol officers had already been assigned to specific zones within the city. The assessment team asked to see data that would show the duration officers generally are assigned in the specific zones. In the second quarter, NCPD provided the assessment team with copies of three shifts within the last year that show the different zones patrol officers are specifically assigned to. Additionally, NCPD provided a copy of a presentation given to the community in August of 2009 that explained their reason for restructuring their patrol division so that patrol officers are assigned to specific geographic locations throughout the year.

This recommendation is complete; however, to help us better understand the processes in place, NCPD should provide data showing the duration that officers generally are assigned in the specific zones.

Recommendation 5.3: This policy should emphasize the importance of building relationships between police and community groups such as faith-based organizations, tenant councils, business groups, local government agencies, social service providers, schools, and local businesses.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that Policy 0-10: Patrol Procedure was being updated to include NCPD's expectations of their employees' community interactions and involvement. In the second quarter, NCPD informed the assessment team that the policy revision and updates are still in progress. The assessment team acknowledges this progress towards full implementation; however, it is important that the policy states how employees can develop relationships, problem-solve, and solicit information and concerns from community members. Additionally, the department should offer complementary training to both police and community members on the subject matter. The assessment team will continue to work with the department to consider how the community can help shape the updates to the policy regarding community engagement.

NCPD has not yet submitted evidence of implementation for recommendation 5.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 5.4: This policy should make the police more accountable to the community and tackle the root causes of neighborhood crime in a manner that builds trust in law enforcement.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that updates to Policy *O-10: Patrol Procedure* were in progress. In the second quarter, NCPD informed the assessment team that the policy revision and updates are still in progress. The assessment team acknowledges this progress towards full implementation; however, because these policy revisions change how officers' community policing efforts are measured, it is important that NCPD revise their performance evaluation systems to support police accountability to the community.

NCPD has not yet submitted evidence of implementation for recommendation 5.4. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 6: Policy *O-42: Domestic Violence* instructs NCPD officers to use a Domestic Violence Risk assessment when handling domestic violence cases.

Recommendation 6.1: NCPD should continue to use the Domestic Violence Risk assessment tool.



NCPD continues to use the Domestic Violence Risk assessment tool. This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Finding 7: Community members have concerns about the processes NCPD uses when responding to and investigating domestic violence calls for service.

Recommendation 7.1: NCPD should conduct a review of their protocols and training regarding officer response to domestic violence calls for service and other domestic triggered calls, and identify what improvements are needed.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that they were coordinating a review by the Solicitor's Office to ensure that all their training and protocols for responding to and investigating domestic violence calls for service were up to date. In the second quarter, NCPD informed the assessment team that the review by the Solicitor's Office was completed and that the department is up to date on all training and protocols for the subject matter. In the third quarter, NCPD personnel met with the Solicitor's Office and conducted a thorough review of all protocols and training related to officer response to domestic violence calls for service. This review determined that NCPD protocols and training are consistent with best practices and current state law. Officers are trained annually on these requirements and on NCPD policy in this area.

This recommendation is complete.

Recommendation 7.2: After NCPD conducts their review of protocols and training, the department should create a plan to make improvements and address issues uncovered during the review regarding these calls for service.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that this recommendation is currently being reviewed by detectives and community members. The assessment team acknowledges this progress towards full implementation; however, we would like to see a copy of the solicitor's review and any recommendations that resulted from the review for the department.

NCPD has not yet submitted evidence of implementation for recommendation 7.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 7.3: NCPD should consider having mental health professionals respond to domestic violence calls for service alongside NCPD personnel, as appropriate.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. The assessment team would like NCPD to begin to identify partners and resources that would be needed to implement this recommendation. Additionally, NCPD should think through the various roles that their partners could play in supporting NCPD's response to mental health and domestic violence calls for service.

NCPD has not yet submitted evidence of implementation for recommendation 7.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 8: Community members expressed concerns about NCPD officers' adherence to policy for investigations of crimes.

Recommendation 8.1: NCPD should review Policy O-11: Criminal Investigations to ensure that all officers are properly investigating crimes and abiding by protocols established by the Chief of Police.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their plans to request several assessments that pertain to this recommendation through the National Public Safety Partnership (PSP). In the second quarter, NCPD provided an agenda from a recent PSP call that discussed various assessments that have been requested through the program. The assessment team acknowledges this progress towards full implementation; however, the Nonfatal Shooting assessment pertains only to nonfatal shootings and not criminal investigations in general. To fully implement this recommendation, NCPD should review *Policy O-11: Criminal Investigations* to ensure that crimes are properly investigated, and all officers are abiding by protocols.

NCPD has submitted partial evidence of implementation for recommendation 8.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 9: Policy O-27: Canine Unit is a detailed policy covering all required elements, but it lacks detail for special situations.

Recommendation 9.1: NCPD should establish more restrictions on canine use for crowd control purposes.



In the first quarter, NCPD provided a primary point of contact for this recommendation and submitted evidence of its completion. This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Finding 10: Policy A-14: Allocation & Distribution of Personnel ensures that NCPD completes workload assessments and specialized unit reports on a regular basis.

Recommendation 10.1: NCPD should continue creating yearly reports for each specialized unit.



NCPD policy continues to require these reports. This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Finding 11: NCPD provides explicit guidance on the use of BWCs in the specific video and audio recording policy, but does not always specify their use in other related policies.

Recommendation 11.1: Policy O-14: Traffic Enforcement should state in Section G when officers are to turn on their BWCs.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that Policy O-41: *Video and Audio Recording Equipment* specifies when officers are instructed to turn their cameras on per policy. However, the assessment team felt the information still must be included within Policy O-14: *Traffic Enforcement*, Section G. In the second quarter, NCPD provided a finalized version (effective March 18, 2022) of Policy O-14: *Traffic Enforcement*, which included the recommended language to Section G. The assessment team acknowledges the completion of this recommendation; however, as stated in the previous quarterly report, it is important that NCPD reference the Policy O-41: *Video and Audio Recording Equipment* within Policy O-14: *Traffic Enforcement*, Section G, to ensure that officers are aware of the policies in place regarding activating their BWCs.

This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Recommendation 11.2: Policy O-29: Community Service Officers should note whether or not Community Service Officers (CSOs) should wear BWCs. If CSOs wear BWCs, NCPD should detail the circumstances under which officers should activate and deactivate their cameras, along with guidelines on the use of the technology.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that Policy O-41: *Video and Audio Recording Equipment* noted whether CSOs wear BWCs. However, the assessment team was unable to find the pertinent language within NCPD policy. In the second quarter, NCPD provided a finalized version (effective March 18, 2022) of Policy O-29: *Community Service Officers*, which included the recommended language in Section III.A.

This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Finding 12: Policy does not currently stipulate that the Chief will use his/her discretion to make BWC footage public after a critical incident.

Recommendation 12.1: Policy O-41: Video and Audio Recording Equipment should stipulate in policy that for critical incidents involving use of force by officers, the Chief will exercise his/her discretion to provide BWC footage of the incident to the general public as soon as allowed within state law.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that the Ninth Circuit solicitor's *Officer Involved Critical Incidents* policy incorporates this recommendation. However, the assessment team did not agree that the policy addresses the recommendation. In the second quarter, NCPD provided a finalized version (effective March 18, 2022) of Policy O-41: *Video and Audio Recording Equipment* that includes language in Section III.H.2.b stating that the Chief of Police may release data from a BWC at their discretion. The assessment team acknowledges this progress towards full implementation; however, the policy does not currently state under what conditions BWC footage would be released. Additionally, it does not reference critical incidents involving use of force by officers or other types of cases for which the Chief of Police can release footage at their discretion.

NCPD has submitted partial evidence of implementation for recommendation 12.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 12.2: Policy A-39: Public Information should state that the Chief and district attorney will collaborate on guidelines regarding the release of BWC footage and other information after a critical incident involving the death or life-threatening injury of a resident resulting from a police encounter, and will make this guidance public.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that the Ninth Circuit solicitor's *Officer Involved Critical Incidents* policy incorporates this recommendation. We agreed that the

submitted policy suggested that collaboration was occurring; however, we did not agree that it included the recommended language as stated in the recommendation. In addition, this language should be included within Policy A-39: *Public Information*. In the second quarter, NCPD noted that this recommendation was complete but did not provide evidence of the changes made to Policy A-39: *Public Information*.

NCPD has not yet submitted evidence of implementation for recommendation 12.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 13: NCPD’s School Resource Officer (SRO) Program has room to improve to better serve the youth of the North Charleston community.

Recommendation 13.1: NCPD should review Policy 0-13: *School Resource Officer Section* to ensure that the program results in meaningful engagement with youth. Parents in the community should also receive details about this program if their children will be engaging with an officer.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their proposed SRO Unit strategy to ensure that proper documentation for all instruction given by SROs is included in their monthly reports. In the second quarter, NCPD noted that this recommendation was complete; however, NCPD did not submit evidence of implementation progress at that time. During the third quarter, NCPD provided the revised Policy 0-13: *School Resource Officer Section*, which documents training requirements for SROs, including participation in state-level training, to ensure that the program results in meaningful engagement with youths. NCPD should ensure that parents in the community receive information about these training requirements.

This recommendation is complete.

Recommendation 13.2: SROs should hold sessions with youth and their parents to ensure they understand SRO roles and responsibilities in the schools and have the opportunity to ask questions.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their various SRO Unit proposed strategies that aimed to address the requirements of this recommendation. In the second quarter, NCPD noted that this recommendation was complete; however, NCPD did not provide additional evidence of implementation for each proposed strategy for this recommendation.

NCPD has submitted partial evidence of implementation for recommendation 13.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 13.3: NCPD should create opportunities for youth to engage with SROs while the SROs are not in uniform.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team of their various SRO Unit proposed strategies that aimed to address the requirements of this recommendation. In the second quarter, NCPD noted that this recommendation was complete; however, NCPD did not provide additional evidence of implementation for each proposed strategy for this recommendation. The assessment team acknowledges this progress towards full implementation; however, NCPD will need to demonstrate that opportunities have been created for youth to engage with SROs while SROs are not in uniform.

NCPD has submitted partial evidence of implementation for recommendation 13.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 14: NCPD lacks proper translation services and information for Spanish-speaking residents in the community.

Recommendation 14.1: NCPD should hire bilingual professionals and American Sign Language (ASL) interpreters to cover each shift to ensure that officers in the field always have translation support. Although NCPD uses language translation services that are delivered by phone, they should ensure that all officers know how to use the services until it can hire individuals to report in the field with NCPD officers.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. During the third quarter, NCPD rolled out a “quick reference guide” for the language line, which was deployed to all officers to ensure they know how to access the language line resource in the field. The assessment team considers this recommendation complete now that the language translation service is known to all personnel, but encourages NCPD to continue recruiting bilingual staff to provide supplementary language support.

This recommendation is complete.

Community oriented policing practices

Finding 15: Although NCPD emphasizes community oriented policing practices, not all officers in the department have embraced the importance of community policing.

Recommendation 15.1: NCPD should ensure that all officers are fully embrace and understand the principles of community policing.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. The assessment team believes that training is an essential part of embracing and understanding community policing principles, and that these principles should be reflected in updated community policing trainings. These principles should also be reinforced through supervision.

NCPD has not yet submitted evidence of implementation for recommendation 15.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 15.2: NCPD should ensure that all officers are aware of NCPD's Strategic Plan's components and can verbally discuss those components with community members when asked.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that they were working to place their Strategic Plan components on PowerDMS so that officers could acknowledge their receipt. In the second quarter, NCPD provided the assessment team with a screenshot of the acknowledgment portal within PowerDMS, as well as what it looks like when an officer signs off on reading it. The assessment team acknowledges this progress towards full implementation; however, there was no evidence provided of officers discussing the components of the Strategic Plan with community members. The assessment team suggests including this topic on agendas in future community meetings, as well as in sessions with the Community and Police Committee.

NCPD has submitted partial evidence of implementation for recommendation 15.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 15.3: Although NCPD attends many community events, they should move beyond typical community engagement events and work to respond to the community's specific needs and concerns.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that they are currently revamping their community roll call meetings to be more specific to each community. The assessment team acknowledges this progress towards full implementation, especially the community meeting that was co-hosted on March 18, 2022, with various community-based organizations. However, NCPD needs to continue holding additional

community events that address specific community concerns. NCPD could utilize the Community and Police Committee to identify topics that the community would like to see in upcoming community meetings.

NCPD has not yet submitted evidence of implementation for recommendation 15.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 16: NCPD has an evolving community outreach and engagement strategy.

Recommendation 16.1: NCPD should analyze their current community policing strategy and determine what programming is beneficial to building trust and enhancing relations with the North Charleston community.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that a lieutenant within the department was recently moved to the Administrative team in order to focus on the department's community engagement efforts. The assessment team acknowledges this progress towards full implementation and hopes that NCPD will provide a more formal plan for implementing this recommendation.

NCPD has not yet submitted evidence of implementation for recommendation 16.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 16.2: NCPD should hold community meetings to understand what programming the community would like to see expanded and what programming they would like added to NCPD's Strategic Plan.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that a lieutenant within the department was recently moved to the Administrative team in order to focus on the department's community engagement efforts. Additionally, NCPD provided a screenshot of a town hall meeting that occurred on March 18, 2022, in collaboration with various community-based organizations. The assessment team acknowledges this progress towards full implementation and would like to see NCPD implement a series of community meetings covering a range of topics and opportunities for community feedback regarding the department's Strategic Plan.

NCPD has not yet submitted evidence of implementation for recommendation 16.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 16.3: NCPD should consider whether hiring a Hispanic and Latinx Community Liaison and an African American Community Liaison would benefit their community. If the department determines it will, they should hire liaisons who will directly serve those historically marginalized communities.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the

second quarter, NCPD did not provide information on implementation progress at this time. The assessment team would like to see a proposed timeline for Chief Reggie Burgess to decide whether to assign a Latinx and African American liaison from within the department or to hire these individuals from outside the department.

NCPD has not yet submitted evidence of implementation for recommendation 16.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 17: NCPD operates community engagement teams through which officers are assigned to each of NCPD’s three Bureaus.

Recommendation 17.1: NCPD should ensure that all community engagement teams are fully staffed and have the appropriate number of personnel in each Bureau.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that they will work on this recommendation once their current staffing shortage eases. The assessment team understands the current staffing shortage, but we would like to see NCPD provide an estimated timeline for fully staffing community engagement teams and for determining the appropriate number of personnel in each Bureau.

NCPD has not yet submitted evidence of implementation for recommendation 17.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 17.2: All Bureau Chiefs must report out to the Chief or his designee on community concerns brought to their attention by the community engagement team. These concerns should be addressed in a timely manner.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that they will work on this recommendation once their current staffing shortage eases. The assessment team understands the current staffing shortage, but in the meantime, we would like to see NCPD mandate that Bureau chiefs report on community concerns as part of their regular briefings with the Chief of Police.

NCPD has not yet submitted evidence of implementation for recommendation 17.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 17.3: Neighborhood Resource Officers (NROs) should be made aware of community concerns through the community engagement team and should be responsive to community concerns when they report out at community meetings.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that their entire NRO unit and a designated lieutenant were splitting attendance at all community meetings. Additionally, NCPD noted

that they assigned NROs to patrol teams to help alleviate the staffing shortage. We recommended that assigning the NROs to patrol teams should be only a short-term fix. In the second quarter, NCPD noted that the NROs assigned to the patrol units still attend community meetings when possible. When the NROs are unable to join the meetings, a designated lieutenant or sergeant attends in their place. The assessment team understands the current staffing shortage and acknowledges this progress towards full implementation; however, it is important that NCPD continues to find ways to re-deploy staffing to ensure that NROs are not assigned to patrol. Additionally, if NROs are unable to attend community meetings, it is crucial that the designated lieutenant or sergeant who does attend informs the NROs of concerns raised during those meetings.

NCPD has not yet submitted evidence of implementation for recommendation 17.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 17.4: NCPD should consult with community stakeholders to discuss ways to expand the roles of community engagement officers, such as problem-solving with community members about community safety issues and paying closer attention to the challenges and needs of marginalized communities.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that they will work on this recommendation once their current staffing shortage eases. Additionally, NCPD submitted proposed strategies from the assigned point of contact for this recommendation. These strategies included the following:

1. Hold town halls and Uncomfortable Conversations.
2. Reinstate the community blog: NCPD could ensure that patrol utilizes the blog by adding posts about complaints and the measures the department took to answer the complaints. Additionally, officers could utilize their after-action report from each complaint to show what the department did and the effect it had.
3. Identify stakeholders in the neighborhoods who can provide feedback on the issues specific to their neighborhood.
4. Publish Facebook posts explaining their COMPSTAT process.
5. Partner with community leaders to get feedback and suggestions on reducing violent crime.

NCPD noted that they are enacting these strategies and are currently setting up meetings. The assessment team acknowledges this progress towards full implementation and suggests that NCPD consider seeking input from the Community and Police Committee on their proposed strategies to implement this recommendation.

NCPD has not yet submitted evidence of implementation for recommendation 17.4. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 17.5: NROs and CSOs should develop specific written problem solving strategies and plans to address community concerns based on short and long term goals for various communities. These plans should be inclusive of various elements and units within the department.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that they will work on this recommendation once their current staffing shortage eases and they can fully staff their NRO unit. The assessment team understands the current staffing shortage; however, NCPD could begin implementing this recommendation by developing a timeline for staffing NRO positions.

NCPD has not yet submitted evidence of implementation for recommendation 17.5. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 18: Some community members expressed their belief that NCPD officers lack respect for them and the North Charleston community.

Recommendation 18.1: NCPD should ensure that all officers show respect for the community and do not violate policy by driving over speed limits. Officers should also take opportunities to engage with community members.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 18.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 18.2: NCPD should identify situations for which foot patrol is appropriate so that officers can leave their vehicles and engage the community in a less intimidating way.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that they already had implemented foot patrol where appropriate and were tracking this activity. In the second quarter, NCPD noted that this tracking was still underway. They provided the assessment team with officers' community activity from September 2021 through March 2022, specifically breaking down special patrol and foot patrol. On foot patrol, officers get out of their vehicles and engage with the community; on special patrol, officers proactively engage with the community between calls. The assessment team acknowledges this progress towards full implementation; however, as stated in the previous report, NCPD should show how this recommendation has been implemented, including what officers are expected to do while engaging in foot patrol, the expected duration of patrols, the types of contacts they should make, and any problems that have been identified or addressed.

NCPD has submitted partial evidence of implementation for recommendation 18.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 18.3: NCPD should strongly encourage officers to spend more time looking for non-engagement opportunities with community residents when they are not responding to calls for service. The department should seek ways to track and measure such encounters.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that they had added the topic of community engagement to their promotion interview process for this upcoming year (2022). In the second quarter, NCPD noted that within the promotional process currently ongoing for this year, officers have to implement a community initiative. NCPD submitted community activity from September 2021 through March 2022, specifically breaking down special patrol and foot patrol. On foot patrol, officers get out of their vehicles and engage with the community; on special patrol, officers proactively engage with the community between calls. The assessment team acknowledges this progress towards full implementation; however, as stated in the previous report, we will review how this system works and what information related to this recommendation is being captured in the computer-aided dispatch system. Additionally, this recommendation is an overarching recommendation that requires more department planning, guidance, and formal tracking of behavior.

NCPD has submitted partial evidence of implementation for recommendation 18.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 18.4: All NCPD personnel should be trained on the elements of procedural justice.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that procedural justice training has been scheduled for department personnel. The assessment team acknowledges this progress towards full implementation and would like NCPD to provide a timeline for implementing this training for all department personnel.

NCPD has not yet submitted evidence of implementation for recommendation 18.4. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 19: NCPD should pursue opportunities to involve the North Charleston community in developing policies and procedures, which the North Charleston community expressed a strong desire for.

Recommendation 19.1: NCPD should create a separate policy for community involvement that establishes Advisory Groups in each of the three Bureau Command areas. The policy should clearly stipulate the Advisory Group role, including how members are selected and given a voice in each Bureau regarding police policy and practices.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that the policy related to this recommendation is under revision. NCPD submitted the presentation from their Community and Police Committee meeting on March 15, 2022, during which they discussed several NCPD policies, the complaint process, and release of BWC video of critical incidents. The assessment team acknowledges this progress towards full implementation; however, NCPD and the Committee should consider ways to establish Advisory Groups within each of the three Bureau Command areas to better address more localized issues and concerns. Additionally, these Advisory Groups should work in concert with the Community and Police Committee.

NCPD has submitted partial evidence of implementation for recommendation 19.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 19.2: NCPD should include the community in drafting or commenting on certain draft policies and policy revisions.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that the policy related to this recommendation is under revision. NCPD submitted the presentation from their Community and Police Committee meeting on March 15, 2022, during which they discussed several NCPD policies, the complaint process, and release of BWC video of critical incidents. The assessment team acknowledges this progress towards full implementation; however, NCPD should consider seeking input from the Community and Police Committee regarding this recommendation.

NCPD has submitted partial evidence of implementation for recommendation 19.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 19.3: NCPD should hold monthly community meetings that allow community members to bring concerns, ask questions, and have a dialogue with the department.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. In the second quarter, NCPD noted that meetings were currently being scheduled for this recommendation. NCPD provided information on a town hall meeting held on March 18,

2022, in coordination with various community-based organizations. Additionally, NCPD allowed the Community and Police Committee to comment and provide suggestions on various recommendations. Specifically, the Committee had recommendations and solutions for recommendation 19.3 that the NCPD should consider. It is important that NCPD works through the Committee's suggestions and keeps the larger community aware of their progress. Additionally, NCPD should continue to schedule and conduct future meetings with the Committee to allow them to comment on their progress towards implementation. Lastly, we would like to review the agendas and minutes from District Advisory meetings to ensure that the meeting structure allows community members to voice concerns, ask questions, and dialogue with the department.

NCPD has submitted partial evidence of implementation for recommendation 19.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 20: Members of the North Charleston community have expressed a desire to better understand the roles, responsibilities, policies, practices, and operations of the department.

Recommendation 20.1: NCPD should hold community sessions that allow community members to listen to the department discuss various policing practices (e.g., traffic stops, criminal investigations, the complaint process, driving laws, wellness checks, and the importance of licenses, insurance, and registration).



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that meetings were currently being scheduled for this recommendation. Additionally, NCPD allowed the Community and Police Committee to comment and provide suggestions on various recommendations. Specifically, the Committee had recommendations and solutions for recommendation 20.1 that the NCPD should consider. It is important that NCPD works through the Committee's suggestions and keeps the larger community aware of their progress. The assessment team acknowledges this progress towards full implementation; however, it is important that the structure of NCPD's community meetings enables the community to discuss various policing practices. We will review the structure of the community meetings to ensure this.

NCPD has submitted partial evidence of implementation for recommendation 20.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 20.2: NCPD should develop a webpage on their department's website that includes their policies, details state driving laws, and includes basic information about what a community member can expect when being pulled over or investigated for a crime.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that their website now includes a webpage that provides policies, state driving laws, and basic information about what a community member can expect when being pulled

over or investigated for a crime. They also noted that the webpage is being updated with new information. The assessment team acknowledges this progress towards full implementation; however, we were unable to locate the webpage on the department's website.

NCPD has not yet submitted evidence of implementation for recommendation 20.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 20.3: NCPD should consider livestreaming the CompStat meetings for community members who are unable to attend.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD allowed the Community and Police Committee to comment and provide suggestions on various recommendations. Specifically, the Committee had recommendations and solutions for recommendation 20.3 that the NCPD should consider. Although NCPD is still working on a solution for livestreaming CompStat meetings, they are posting recordings of the meetings to their Facebook page. Doing so meets the intentions of this recommendation to allow community members unable to participate in person to receive the information from these meetings.

This recommendation is complete.

Finding 21: Some members of the Hispanic and Latinx communities feel that communication is lacking and that their sentiments and concerns are not considered important.

Recommendation 21.1: NCPD should hold community sessions that allow community members to listen to the department discuss various policing practices (e.g., traffic stops, criminal investigations, the complaint process, and driving laws).



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that they are currently scheduling community sessions in Spanish and producing videos in Spanish of possible scenarios. The assessment team acknowledges this progress towards full implementation and would like evidence of NCPD scheduling these sessions expeditiously.

NCPD has not yet submitted evidence of implementation for recommendation 21.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 21.2: NCPD should diversify and expand the number of Hispanic and Latinx community leaders they rely on in the community.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that new Hispanic community members are

being added to the Community and Police Committee. The assessment team acknowledges this progress towards full implementation and looks forward to the Chief of Police appointing additional Hispanic and Latinx community members to the committee.

NCPD has not yet submitted evidence of implementation for recommendation 21.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 21.3: NCPD should publish more materials for the public in Spanish.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, they informed the assessment team that they were working to ensure that all forms for the public are provided in Spanish. In the second quarter, NCPD did not provide evidence of progress towards implementation. The assessment team would like to see NCPD's Public Information Team provide a list of all materials that will be translated to Spanish and the estimated timeline for completion.

NCPD has not yet submitted evidence of implementation for recommendation 21.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 21.4: NCPD should develop community engagement strategies specific to the Hispanic and Latinx communities, and consider establishing a Hispanic Liaison officer position.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. The assessment team would like NCPD to consider utilizing their community engagement teams to help develop the outreach strategy for Hispanic and Latinx communities.

NCPD has not yet submitted evidence of implementation for recommendation 21.4. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 22: Officers who are familiar with certain neighborhoods in North Charleston are not always the officers working in and interacting with those communities.

Recommendation 22.1: NCPD should ensure that officers are placed in neighborhoods where they can promote safety, increase efficiency, and build trust.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that this recommendation was complete but did not provide information on implementation progress at this time. The assessment team would like NCPD to provide a roster showing which officers are placed in which neighborhoods. In addition, NCPD should memorialize the concept of Unity of Command, which describes the purpose of assigning personnel to certain

geographic areas. Additionally, the policy should set forth duties and responsibilities associated with the Unity of Command.

NCPD has not yet submitted evidence of implementation for recommendation 22.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 23: NCPD's current programs for youth are positive and garner high participation in the community.

Recommendation 23.1: NCPD should continue the COPS Athletic League, while exploring various expansion options. These expansion options should include pursuing non-athletic programming and specific programming for at-risk youth.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that they currently hold spelling bees, a chess club, and essay contests as non-athletic programming. The assessment team acknowledges this progress towards full implementation; however, we need to review the attendance at these events, the reach they have, and any proposals for further expansion into non-athletic programming.

NCPD has not yet submitted evidence of implementation for recommendation 23.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 23.2: NCPD should add components to its current COPS Athletic League, such as more counseling, tutoring, and other services, through partnerships with other city agencies and community nonprofit organizations.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. The assessment team would like NCPD to consider hosting meetings with community-based service providers and city agencies serving youth to connect youth in the COPS Athletic League to additional programming available to them.

NCPD has not yet submitted evidence of implementation for recommendation 23.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 24: Policy 0-01: Crime Prevention and Community Involvement currently calls for NCPD to survey citizens' attitudes and opinions every three years.

Recommendation 24.1: NCPD should survey citizens' attitudes and opinions annually rather than every three years. This change should be reflected in Policy 0-01: Crime Prevention and Community Involvement.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that the Community and Police Committee is currently helping to

develop the survey that the assessment team recommended. The assessment team acknowledges this progress towards full implementation; however, NCPD could also consider seeking outside assistance with survey design, implementation, and analysis from a local university.

NCPD has not yet submitted evidence of implementation for recommendation 24.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 25: Policy 0-29: Community Service Officers does not sufficiently address CSO efforts to engage with the community.

Recommendation 25.1: NCPD should expand and more clearly define the role of CSOs in efforts to enhance community engagement.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team of two possible strategies for implementation. The first strategy was to update Policy 0-29: *Community Service Officers* to expand on ways that CSOs can participate within the community. The second was to periodically post a Facebook spotlight on CSOs to let the community know who they are what their job is. The assessment team acknowledges this progress towards full implementation and will review further information provided on the proposed strategies in the next quarter.

NCPD has submitted partial evidence of implementation for recommendation 25.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 26: Policy 0-13: School Resource Officers does not comprehensively detail training that would benefit SROs and does not describe community involvement in selecting and monitoring SROs.

Recommendation 26.1: NCPD should expand the SRO policy and include greater community and school consultation in the selection process, detail more extensive training requirements, specify program reporting requirements, and detail expectations for interfacing with school staff including school security.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, NCPD provided the eight ways they believed they had made progress toward implementing this recommendation. They also provided three additional SRO Unit proposed strategies. In the second quarter, NCPD did not provide information on implementation progress at this time or any updates concerning the strategies proposed in the previous quarter. NCPD did note that this recommendation was complete but has not submitted a final policy.

NCPD has submitted partial evidence of implementation for recommendation 26.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 26.2: NCPD should revise this policy so that the selected officers receive SRO training as soon as possible, earlier than one year into the assignment.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, NCPD provided four proposed SRO Unit strategies for implementing this recommendation. In the second quarter, NCPD did not provide information on implementation progress at this time or any updates concerning the strategies proposed in the previous quarter. NCPD did note that this recommendation was complete but has not submitted a final policy.

NCPD has submitted partial evidence of implementation for recommendation 26.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 27: Policy A-08: Diversion Programs describes each diversion program, but does not detail the role that NCPD plays.

Recommendation 27.1: NCPD should clearly detail what the officer's role is in referrals to each of the programs listed in the policy.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 27.2: NCPD's diversion policies and programs should be publicized widely so community members are aware of the programs, particularly those available for youth.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 27.3: NCPD should ensure that all officers appointed as mentors/advisors to the students involved in the Youth Court program receive specialized training aimed at juvenile justice issues.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation. Additionally, NCPD informed the assessment team that they had completed a new policy for the Youth Court program, but did not submit the policy for review. They also noted their plans to provide the SRO Unit with the policy through PowerDMS. Lastly, they provided two proposed strategies for the SRO Unit in order to implement this recommendation. In the second quarter, NCPD did not provide information on implementation progress at this time or any updates concerning the strategies proposed in the previous quarter.

NCPD has submitted partial evidence of implementation for recommendation 27.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 28: Policy O-25: Bicycle Patrols details the purpose, duties, and responsibilities of the bicycle patrols, but does not indicate possible community engagement uses.

Recommendation 28.1: NCPD should expand its bicycle patrols as part of its community outreach efforts and provide more specific guidance and training on how best to use the patrols to expand community contacts and outreach.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that they have plans to expand their bicycle patrols as soon as the Bike Unit is staffed again. Until then, they are using the bike-certified officers at community events. The assessment team acknowledges this progress towards full implementation, and we would like NCPD to provide an estimated timeline for fully staffing the Bike Unit.

NCPD has not yet submitted evidence of implementation for recommendation 28.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Complaints

Finding 29: Many community members have not filed complaints even after negative experiences with NCPD personnel, and the complaint process is confusing to most.

Recommendation 29.1: NCPD should make the complaints process accessible to all community members. Community members should have multiple avenues to make a complaint, and the community should receive education on the complaints process. If an informal complaint is made to an officer or any member of the department, including the Chief of Police, that complaint must be entered into the formal complaint system.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation and informed the assessment team that this recommendation had been implemented within Blue Teams software. In the second quarter, NCPD informed the assessment team that this recommendation is still being conducted within Blue Teams software. The assessment team acknowledges this progress towards full implementation; however, we are unsure how the Blue Teams system and reports address this recommendation. NCPD should provide more information on what is in the system and how the public will be informed about their ability to make complaints. Additionally, we will review this item once this process is reflected and clearly described in the associated policy, as well as the communications strategy NCPD will utilize.

NCPD has not yet submitted evidence of implementation for recommendation 29.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 29.2: NCPD should modify the current complaint process to ensure that residents are updated on the status of their complaints, and should consider involving citizens in the review of complaints.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation and informed the assessment that they had implemented this recommendation. In the second quarter, NCPD did not provide information on implementation progress at this time. As stated in the previous quarterly report, we would like NCPD to consider notifying residents when their complaints are received. Additionally, the assessment team would like to review the letters that complainants receive at the conclusion of their investigation. Lastly, NCPD should reflect this process within the associated policy.

NCPD has not yet submitted evidence of implementation for recommendation 29.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 29.3: NCPD should better publicize an anonymous complaint option to allow community members to give genuine feedback without fearing retaliation or intimidation.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. The assessment team needs to see that NCPD policy enables all community members to file complaints anonymously, and we need evidence of a public campaign informing community members on how to file an anonymous complaint. Additionally, policy should explain how those complaints will be investigated and emphasize that officers will be held accountable.

NCPD has not yet submitted evidence of implementation for recommendation 29.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 29.4: NCPD should provide a reference number for all anonymous complaints to ensure there is an avenue for the community member to follow up on the status of their complaint.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 29.4. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 29.5: NCPD should revise their current complaint form on the department's website to separate the complaint and compliment forms that are currently combined.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the

second quarter, NCPD noted that they are currently updating their website in relation to this recommendation. The assessment team will review the updated website once it is available.

NCPD has not yet submitted evidence of implementation for recommendation 29.5. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 30: NCPD officers are not always notified if a complaint is lodged against them.

Recommendation 30.1: NCPD should notify all officers if a complaint is lodged against them. These updates should be given at each step in the investigation process.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation and informed the assessment team that they had implemented this recommendation. NCPD did not submit evidence of implementation, including timelines and policy. In the second quarter, NCPD did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 30.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 30.2: NCPD should ensure that all complaints are directly referred to OPS rather than having supervisors handle complaints without the assistance of those who are trained specifically in that area.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 30.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 31: Some community members lack confidence that NCPD holds officers accountable for complaints against them.

Recommendation 31.1: NCPD should ensure community members are aware of the outcome of complaints and that there is a procedure in place for appeal if complainants are concerned about the complaint adjudication or outcome for the officer.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that the Community and Police Committee is currently working on this recommendation with the Office of Professional Standards. The assessment team acknowledges this progress towards full implementation and will review evidence of implementation as the Committee works through the process with NCPD.

NCPD has not yet submitted evidence of implementation for recommendation 31.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 31.2: NCPD should publicly publish an annual analysis of all citizen complaints for transparency and use this analysis to identify patterns and trends, policy changes, or training opportunities.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD should consider utilizing outside assistance from a local university to capture and analyze data relevant to this recommendation that would inform any additional policy changes.

NCPD has not yet submitted evidence of implementation for recommendation 31.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 31.3: NCPD should develop a feedback mechanism for community members to provide their satisfaction regarding the complaints process. This could be done through a brief survey that they can fill out online, over the phone, or in person. These results should be analyzed and publicized every six months to ensure the process is meeting the needs of the community.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that the Community and Police Committee is currently working on this recommendation with the Office of Professional Standards. Additionally, NCPD allowed the Community and Police Committee to comment and provide suggestions on various recommendations. Specifically, the Committee had recommendations and solutions for recommendation 31.3 that the NCPD should consider. It is important that NCPD works through the Committee's suggestions and keeps the larger community aware of their progress. The assessment team acknowledges this progress towards full implementation and looks forward to reviewing progress NCPD makes in the next quarter.

NCPD has submitted partial evidence of implementation for recommendation 31.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 32: Policy A-25: Performance Improvement/Disciplinary Procedures lacks specificity on where complaints are sent for investigation.

Recommendation 32.1: NCPD should designate the group or person responsible for investigating all types of complaints.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 32.2: NCPD should ensure that those responsible for the investigation of a complaint are continuously updating the community member throughout the process.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 32.3: NCPD should conduct an in-depth analysis of their complaints investigations process and determine areas in which improvements and changes need to be made. This should include analysis on both quantitative and qualitative outcomes of the complaints.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 33: Policy A-25: Performance Improvement/Disciplinary Procedures discusses how a complaint moves through the chain of command but never mentions notifying the officer.

Recommendation 33.1: NCPD policy should state that officers must be notified when a complaint is filed against them, using appropriate mechanisms to ensure the privacy of the complainant.



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that Policy A-41: *Professional Standards* includes the recommended language. The assessment team did not receive a version of this policy to review. In the second quarter, NCPD did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 33.1 to ensure that policy is carried out in practice. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 34: Policy A-25: Performance Improvement/Disciplinary Procedures details possible disciplinary actions, but does not require that discipline be “progressive” in steps.

Recommendation 34.1: NCPD should consider developing a disciplinary matrix to be detailed in Policy A-25: Performance Improvement/Disciplinary Procedures.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 35: Policy A-31: Early Warning Systems does not fully cover the elements to trigger an intervention nor the range of options for intervention.

Recommendation 35.1: NCPD should overhaul its early intervention system program and adapt industry standards, including a more complete set of actions triggering interventions and a broader range of options available to officers including coaching, peer counseling, and outside assistance.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 35.2: NCPD should develop a process to uncover any white supremacist or other extremist affiliations of department members and develop appropriate disciplinary responses.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 35.3: NCPD should revise their policy to use “early intervention system,” the current preferred terminology for these systems.



In the first quarter, NCPD provided a primary point of contact for this recommendation and submitted evidence of its completion. This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Recruitment, hiring, and promotions

Finding 36: NCPD has a strong commitment to hiring and retaining personnel that reflect the ethnic, racial, and gender composition of the North Charleston community. They have an established plan to specifically recruit women and people of color.

Recommendation 36.1: NCPD should assess the most appropriate location administratively for recruitment responsibilities and ensure that they are housed within a unit that can appropriately handle them. This unit should be titled accordingly.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that those in charge of recruitment responsibilities now report to the Chief of Police. The assessment team acknowledges this progress towards full implementation; however, we would like to review an updated organizational chart that reflects this change. Additionally, we would like to review the reporting requirements for officials commanding recruiting, and we would like to

know how the Chief of Police is updated on recruitment efforts. All of this information should be included within a comprehensive yearly recruitment plan.

NCPD has not yet submitted evidence of implementation for recommendation 36.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 36.2: NCPD should consider expanding its Cadet Program to emphasize increasing participation from the Black and Latinx communities and should make better use of this program for recruiting future officers. Seek to establish partnerships within high schools to recruit cadets and possibility of SROs developing a Public Safety Academy course.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. It is important that the components of this recommendation become part of NCPD's overall recruitment strategy moving forward.

NCPD has not yet submitted evidence of implementation for recommendation 36.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 36.3: NCPD should ensure they are reaching all areas of the community in their recruitment practices.



NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. To begin, NCPD should consider partnering with religious institutions and civic organizations as well as enhancing their lateral program to target specific minority candidates.

NCPD has not yet submitted evidence of implementation for recommendation 36.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 37: NCPD has a process to ensure it does not hire individuals who have potential department affiliations with white nationalist or terrorist groups.

Recommendation 37.1: NCPD should continue vetting new recruits for possible affiliations with white nationalist or terrorist groups during the interview process.



NCPD continues this practice. This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Finding 38: NCPD’s hiring requirements currently do not include a mandatory residency requirement for sworn or civilian personnel.

Recommendation 38.1: NCPD should review their hiring requirements and consider the possibility of a residency requirement for civilian and sworn officers to reside in the City of North Charleston.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD should consider adding this recommendation as an agenda item for the upcoming Community and Police Committee meeting to further consider residency options.

NCPD has not yet submitted evidence of implementation for recommendation 38.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 38.2: NCPD should determine whether a residency incentive is feasible in their department and consider creating this incentive to reside in the City of North Charleston.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD could utilize the Community and Police Committee to discuss whether a residency incentive is feasible in their department.

NCPD has not yet submitted evidence of implementation for recommendation 38.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 39: NCPD’s interview portion of the promotion process is lacking internal support, and community members would like to be more involved in the process.

Recommendation 39.1: NCPD should revamp the promotion panel to include the following individuals:

- **Community leaders**
- **Community members**
- **Supervisors from similar policing agencies**



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. To begin, NCPD should provide an estimated timeline for completing policy revisions related to revamping the promotion panel.

NCPD has not yet submitted evidence of implementation for recommendation 39.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 39.2: NCPD should explore how they can similarly include community members and leaders in the officer hiring process.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that Hispanic community members have begun to assist the department in the officer hiring process. The assessment team acknowledges this progress towards full implementation and would like the department to provide more details about how they are utilizing Hispanic community members in this manner as well as a plan for how the department can expand this engagement to other groups in the community.

NCPD has not yet submitted evidence of implementation for recommendation 39.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 40: Policy A-28: Selection Process describes the qualities that NCPD uses to hire officers, but could be expanded to include qualities that better describe the ideal NCPD officer.

Recommendation 40.1: NCPD should revise its selection process by placing greater emphasis on the skill sets or personal characteristics needed in policing today, such as communication skills, empathy, and open-mindedness.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 40.2: NCPD should consider incorporating community members into the officer selection process.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. During the third quarter, NCPD provided draft revisions to their policing on recruitment, outlining a role for engaging the community in these processes. The assessment team will continue to monitor the formal implementation of this revised policy.

Finding 41: NCPD's performance review process policy does not mandate that officers are rated on their community policing practices.

Recommendation 41.1: NCPD should revise the 11 factors officers are rated on in Policy A-30: Performance Evaluation to include "community engagement."



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that they added community engagement as a factor in the performance evaluation process. They also noted that they would update Policy A-30: Performance Evaluation to

reflect this change. In the second quarter, NCPD did not submit the associated policy for review or provide additional information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 41.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 42: NCPD supervisors are occasionally told by leadership to change their ratings for their supervisees.

Recommendation 42.1: NCPD should examine how often supervisors have been told to lower ratings and keep individuals from receiving earned raises. If some officers have been held back because of unwarranted low scores, NCPD should create a plan of action to rectify these situations.



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that this practice has not occurred under Chief Burgess. In the second quarter, NCPD did not provide information on implementation progress at this time. The assessment team will continue to monitor this recommendation and will re-review it prior to the final implementation report.

Recommendation 42.2: NCPD should ensure that no supervisors are forced to change ratings unless it is warranted by evidence in the officer's work.



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that this practice has not occurred under Chief Burgess. In the second quarter, NCPD did not provide information on implementation progress at this time. The assessment team will continue to monitor this recommendation and will re-review it prior to the final implementation report.

Training

Finding 43: NCPD's current lesson plans have strong attributes but are not sufficiently specific to the North Charleston community.

Recommendation 43.1: NCPD should review their lesson plans for the following training topics to ensure they are specific to NCPD and the North Charleston community: Active Shooter, Biased Policing, BWC, CALEA, CISM, COP, Ethics, Handling the Mentally Ill, Negotiation, and Problem-Oriented Policing.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that their lesson plans for the topics listed in the recommendation are currently being reviewed. The assessment team acknowledges this progress towards full implementation; however, knowing that some of the policies on these training topics are

being reviewed and revised, we would like to see NCPD outline the review process that each lesson plan will undergo. Within this process, community members, officers, and organizations should have the opportunity to comment and make suggestions regarding how they would be affected by these policies.

NCPD has not yet submitted evidence of implementation for recommendation 43.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 43.2: NCPD should customize the Community Oriented Policing lesson plans to reflect what community policing should look like for the North Charleston community, and to include the importance of understanding cultural issues and the diversity with their various communities.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that their lesson plan for Community Oriented Policing is currently being reviewed. The assessment team acknowledges this progress towards full implementation. We look forward to reviewing information from the department stating who is involved in the review process, including subject matter experts, community members, and NCPD members. It is also important that NCPD consider other partners in the review and delivery of this specific training.

NCPD has not yet submitted evidence of implementation for recommendation 43.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 43.3: In the Ethics lesson plans, NCPD should consider revising the “Definition of Ethics” section to be more aligned with ethical policing generally and what the North Charleston community views as ethical policing. These lesson plans should align with the community’s expectations regarding the ethics of their officers.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 43.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 43.4: In the Ethics PowerPoint, NCPD should consider adding a direct statement from Chief Burgess describing what he believes ethical policing is. This presentation should be customized to the NCPD rather than rely on boilerplate language.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 43.4. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 44: NCPD has a large number of lesson plans used to train officers.

Recommendation 44.1: NCPD should review their lesson plans on a regular basis to ensure they remain professional in their language and content.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. Policy *O-29: Community Service Officers* provides an example of how NCPD incorporates this concept into policy in Section II, where it states “to perform appropriate proactive enforcement activities.” NCPD should use this policy as a reference point as they begin to review their lesson plans for this recommendation.

NCPD has not yet submitted evidence of implementation for recommendation 44.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 44.2: NCPD should immediately review the following training plans to ensure the language and content is professional: Ethics, Handling the Mentally Ill, and Problem-Oriented Policing.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that their lesson plans for the topics listed in the recommendation are currently being reviewed. The assessment team acknowledges this progress towards full implementation; however, it is important that NCPD detail the training and policy review process for the assessment team to review.

NCPD has not yet submitted evidence of implementation for recommendation 44.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 45: The lesson plans on Negotiation Skills could include further detail regarding crisis negotiations.

Recommendation 45.1: NCPD should revise their Negotiation Skills lesson plans to include information and instruction on the importance of crisis negotiations. It should specifically detail the importance of understanding and being aware of different cultural influences on communication.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 46: NCPD's new recruits attend the South Carolina Criminal Justice Academy (SCCJA) curriculum; however, this curriculum lacks several topic areas that new recruits should receive training in.

Recommendation 46.1: NCPD should push for change within the SCCJA curriculum by advocating to include more training on critical areas within 21st Century Policing.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 46.2: NCPD should not rely solely on the SCCJA and instead should supplement their new recruits' training by holding their own trainings that are specific to their community. These supplemental trainings should include more hours on the following topics: Community policing, use of force, implicit bias and racial bias in policing, cultural sensitivity, constitutional policing, and procedural justice.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 47: NCPD's officers have not been consistently trained in topics of critical importance for 21st century policing.

Recommendation 47.1: NCPD should ensure that all officers receive new hire training and annual refresher training on the following topic areas:

- **Implicit bias**
- **Racial bias in policing**
- **Cultural sensitivity**
- **Constitutional policing**
- **Procedural justice**
- **History of race in America**
- **Immersion into the community and communities of color**
- **Communication skills**
- **Civil rights**



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that they had requested training in some of the topic areas through the National

Public Safety Partnership. At this time, NCPD has still not provided additional information on implementation progress.

NCPD has not yet submitted evidence of implementation for recommendation 47.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 47.2: NCPD should train all personnel on issues specific to the immigrants they are serving in their community. This training should include NCPD officers and victim advocates.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 48: NCPD does not currently cover all procedural justice principles in their training plans.

Recommendation 48.1: NCPD should revise training plans to include procedural justice principles in all aspects of their practices and operations.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that procedural justice training is currently being scheduled for the entire department through the National Public Safety Partnership program. The assessment team acknowledges this progress towards full implementation; however, this recommendation does not only pertain to the teaching of procedural justice. Instead, it pertains to intertwining procedural justice into other policies and training within the department.

NCPD has not yet submitted evidence of implementation for recommendation 48.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 49: NCPD currently brings in members of the Hispanic and Latinx communities to speak with new police recruits.

Recommendation 49.1: NCPD should expand their training with Hispanic and Latinx community members to individuals in the department who have been there for more than a year, rather than just for new police recruits.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that the Community and Police Committee is currently working with NCPD on this recommendation. Additionally, NCPD allowed the Community and Police Committee to comment and provide suggestions on various recommendations. Specifically, the Committee had recommendations and solutions for recommendation 49.1 that the NCPD should consider. It is

important that NCPD works through the Committee's suggestions and keeps the larger community aware of their progress.

NCPD has not yet submitted evidence of implementation for recommendation 49.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 49.2: NCPD should develop a training in which members of the Black community teach police recruits and all other officers in the department about their culture, experience, and history with racism.



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that they were developing training through which members in the community would meet with officers and new recruits to discuss racial issues. At this time, NCPD has still not provided additional information on implementation progress. As stated in the previous quarterly report, we would like to see NCPD incorporate this approach into in-service trainings. We also recommend that NCPD involve the community when designing this specific training. Additionally, NCPD's training unit should provide an estimated timeline for the development of this training.

NCPD has not yet submitted evidence of implementation for recommendation 49.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 50: NROs currently do not receive specialized training on crime prevention through environmental design.

Recommendation 50.1: NCPD should send all NROs to the Basic and Advanced Crime Prevention Through Environmental Design (CPTED) courses.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD provided certificates, invoice information, and a list of officers who went through the CPTED training courses.

This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Finding 51: Bilingual NCPD officers are not currently trained on interviewing and transcribing statements.

Recommendation 51.1: NCPD should train all bilingual officers on interviewing Spanish-speaking residents and transcribing statements.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress. NCPD's training division should provide an estimated timeline for implementing this training.

NCPD has not yet submitted evidence of implementation for recommendation 51.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 52: Policy A-29: Biased-Based Policing could be expanded and lacks a plan to measure the effects of implicit bias training.

Recommendation 52.1: NCPD should expand its implicit bias training and consider co-training NCPD officers with community stakeholders.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that the Community and Police Committee is currently working on this recommendation with the department. During the third quarter, NCPD provided a new implicit bias training course curriculum for review, which meets the requirements of this recommendation.

This recommendation is complete.

Recommendation 52.2: NCPD should expand cultural sensitivity training and include community stakeholders who represent the cultural and ethnic groups comprising North Charleston.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that the Community and Police Committee is currently working on this recommendation with the department. NCPD submitted to the assessment team the NCPD's Immersion "View of a Citizen Series," which includes 34 hours of training plus community activities. The estimated timeline for the program was March 1, 2022. The assessment team acknowledges this progress towards full implementation, and we will review any additional items relevant to this recommendation that NCPD is discussing with the committee, as well as formal plans for each of the trainings listed within this immersion series.

NCPD has submitted partial evidence of implementation for recommendation 52.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 52.3: NCPD should expand the capabilities of its crime analysis unit to conduct regular studies of policing tactics and practices to identify racially/ethnic disparate outcomes and address them.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that an assessment of their crime analysis capabilities is currently being conducted through the National Public Safety Partnership program. NCPD will leverage additional resources through the National Public Safety Partnership to continue expanding crime analysis capabilities in the department.

This recommendation is complete.

Finding 53: Policy 0-29: Community Service Officers mandates various types of training for CSOs, but does not include cultural sensitivity or racial bias in policing training.

Recommendation 53.1: NCPD should add cultural sensitivity and racial bias in policing training to the list of trainings in Section D.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Oversight and accountability

Finding 54: NCPD's officer safety and wellness programs are robust, and officers are aware of them.

Recommendation 54.1: NCPD should continue to support existing officer safety and wellness programs, and explore programs that may address future needs.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 55: Community members expressed high confidence in Chief Burgess and his abilities to meaningfully engage with the community.

Recommendation 55.1: NCPD should ensure that all officers are operating under the prevue of Policies A-01: Mission and Value Statement and A-03: Oath of Office and Code of Ethics.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 55.2: NCPD should evaluate the oversight component within each division to ensure that supervisors are playing an active role in oversight and holding officers accountable for their actions.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 56: NCPD is actively working to promote consistency and hold all officers accountable, which is a major point of concern for North Charleston community members.

Recommendation 56.1: NCPD should ensure that all officers are operating under the guidelines in the full policy manual.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Recommendation 56.2: When a policy violation or inappropriate behavior is apparent, NCPD should take appropriate steps to mitigate the situation, hold the officer accountable, and keep the community informed.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 57: NCPD previously had an established Citizens Police Advisory Committee (CPAC); however, this committee has disbanded.

Recommendation 57.1: NCPD and the City of North Charleston should revisit the concept of a community advisory committee or board to provide input on department operations and policy, with the goal of re-establishing such a board.



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that the City Council approved their initiative for a community advisory committee or board. The committee was named the Community and Police Committee. In the second quarter, NCPD provided a newspaper article on the Committee's first meeting in February and the slide deck for the March 2022 meeting. Additionally, the slide deck included information about the recommendations the department had begun implementing. The assessment team acknowledges this progress towards full implementation; however, we need more information about how the Committee will operate, how recommendations will be considered and acted upon, how policies and training topics will be decided upon, and what the Committee will be allowed to review.

NCPD has not yet submitted complete evidence of implementation for recommendation 57.1, including the operationalization and institutionalization of this effort in policy and statute. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 57.2: NCPD should determine what policies, processes, and practices the board can immediately begin providing input on; which will require medium-term planning; and which will be feasible in the long term, and NCPD should then communicate these expectations to the community.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed

the assessment team that this recommendation was complete, and the relevant recommendations from the final report were assigned to the Committee at the March 15, 2022, Community and Police Committee meeting. The assessment team acknowledges this progress towards implementation; however, the recommendations assigned were only those for immediate input. We want to review those that will require medium-term planning, those that will be feasible in the long term, and the communication strategy for communicating these expectations to the community.

NCPD has submitted partial evidence of implementation for recommendation 57.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 58: Policy A-03: Code and Ethics does not delineate guiding principles for officers.

Recommendation 58.1: NCPD should delineate foundational principles such as justice, excellence, humility, and harm reduction in policy.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 59: The NCPD crime analysis unit currently develops annual reports, among a range of other duties, but has opportunities to expand responsibilities.

Recommendation 59.1: NCPD should ensure the crime analysis unit has the in-house capability to conduct more robust internal audits on the impacts of various policing strategies and practices.



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that they had requested an assessment of their crime analysis capabilities through the National Public Safety Partnership program. In the second quarter, NCPD informed the assessment team that this assessment is currently underway. The assessment team will review the assessment and recommendations in the upcoming quarters.

NCPD has not yet submitted evidence of implementation for recommendation 59.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 59.2: NCPD should consider enhancing the capability of the crime analysis unit to engage in a broader range of activities including applying for federal and state grants.



In the first quarter, NCPD provided a primary point of contact for this recommendation and informed the assessment team that they had requested an assessment of their crime analysis capabilities through the National Public Safety Partnership program. In the second quarter, NCPD informed the assessment team that this assessment is currently underway. The assessment team will review the assessment and recommendations in the upcoming quarters.

NCPD has not yet submitted evidence of implementation for recommendation 59.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 59.3: NCPD should redirect the responsibility of the annual report development from the crime analysis unit to the research and planning unit. If NCPD chooses to keep the report under the crime analysis unit, the policy should clearly detail exactly how and when the crime analysis unit should develop this report and release it to the public.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that *Policy A-16: Administrative Reporting* currently includes the due date for the annual report. They also noted that this information will be added to the website. The assessment team acknowledges this progress towards full implementation; however, the crime analysis unit is still largely responsible for the annual report development. Additionally, this policy does not provide enough details about what the report should contain. It is important that the report includes critical information such as numbers that are significant to the community, and that it associates those numbers to areas that require action to address problems, community concerns, crime, youth issues, mental health, and other areas of focus. Lastly, the report should align with NCPD's strategic goals. The assessment team looks forward to obtaining a copy of the 2021 annual report for review.

NCPD has not yet submitted evidence of implementation for recommendation 59.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 60: Policy A-19: Criminal Intelligence states that NCPD is currently not collecting ethnicity or race information when collecting intelligence.

Recommendation 60.1: NCPD should collect ethnicity and race information when collecting intelligence.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that this recommendation was complete but did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 60.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 61: Policy O-24: Unusual Occurrences requires more structure for conducting after-action reports (AARs).

Recommendation 61.1: NCPD should revise this policy to improve the process for developing AARs.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD should provide an estimated timeline for when this policy revision will take place.

NCPD has not yet submitted evidence of implementation for recommendation 61.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 61.2: NCPD should work with adjacent jurisdictions to conduct an annual tabletop exercise to train for a coordinated agency response to unusual occurrences and public safety emergencies.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that this recommendation was complete but did not provide information on implementation progress at this time.

NCPD has not yet submitted evidence of implementation for recommendation 61.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 62: Policy A-30: Performance Evaluations does not currently include considerations of community engagement activities, nor does NCPD consider whether an individual's practices result in racially or ethnically disparate outcomes.

Recommendation 62.1: NCPD should modify its performance evaluation system to consider community engagement metrics and disciplinary history.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD could consider adding talking points about the performance evaluation system and about the new community engagement metrics to the agenda for the upcoming Community and Police Committee meeting.

NCPD has not yet submitted evidence of implementation for recommendation 62.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 62.2: NCPD should annually analyze the performance evaluation criteria to determine whether they result in racially or ethnically disparate outcomes and develop remedial strategies.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD could consider seeking assistance with analyzing the performance evaluation system from a local university.

NCPD has not yet submitted evidence of implementation for recommendation 62.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 63: Policy A-15: Written Directives states that it is the employee's responsibility to update their own policy and procedures manual every time a policy is updated.

Recommendation 63.1: NCPD should develop a system to ensure all personnel are aware of and operating from the current version of the policy and procedures manual, and move away from reliance on printed copies of the manual for employee awareness.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD informed the assessment team that this recommendation was complete because these policies have been available for officers to view in PowerDMS for years. NCPD provided a screenshot of the policies in PowerDMS, as well as a sample report of a newly hired officer including all the policies this officer had to acknowledge receipt of in PowerDMS. Although NCPD has completed this recommendation, the assessment team encourages NCPD to consider providing e-learning opportunities for certain policies that are considered critical.

This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Finding 64: In many police-community interactions, BWC footage has not been present after the fact.

Recommendation 64.1: NCPD should strengthen their BWC audit system to confirm the functionality and appropriate activation of BWCs.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. At this time, NCPD has still not provided additional information on implementation progress.

Finding 65: Community members believe NCPD officers have sometimes been terminated for their actions but immediately hired in nearby jurisdictions.

Recommendation 65.1: NCPD should ensure they are documenting, tracking, and sharing information regarding officers terminated because of policy violations or inappropriate behavior.



In the first quarter, NCPD provided a primary point of contact for this recommendation but did not provide additional information on implementation progress. In the second quarter, NCPD informed the assessment team that this recommendation is complete and that forms are sent to the South Carolina Criminal Justice Academy after each termination. The assessment team acknowledges this progress towards full implementation; however, it is important that the report also include resignations in lieu of termination. The assessment team will review evidence of this report in upcoming quarters.

NCPD has not yet submitted evidence of implementation for recommendation 65.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 66: Community members would like to see NCPD strengthen their practices and operations regarding individuals experiencing mental health challenges in their community.

Recommendation 66.1: NCPD should expand their partnerships with local mental health institutions and law enforcement agencies.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD should begin by providing a timeline with key milestones for implementing this recommendation.

NCPD has not yet submitted evidence of implementation for recommendation 66.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 66.2: NCPD should consider expanding their current unit to include additional mental health counselors and victim advocates.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD should begin by providing a timeline for potentially expanding partnerships with mental health institutions and law enforcement agencies.

NCPD has not yet submitted evidence of implementation for recommendation 66.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 66.3: NCPD should examine various alternative response models to policing and determine what response model would best serve the community of North Charleston.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD did not provide information on implementation progress at this time. NCPD could consider alternative response models currently being developed in departments such as Eugene, Oregon, and Albuquerque, New Mexico.

NCPD has not yet submitted evidence of implementation for recommendation 66.3. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Finding 67: NCPD currently develops a five-year Strategic Plan, but it is not fully socialized among department personnel and the community.

Recommendation 67.1: NCPD should ensure all officers are aware of and familiar with the current Strategic Plan.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation and informed the assessment team that they were working to establish a process for officers to acknowledge receipt of the Strategic Plan's components within PowerDMS. In the second quarter, NCPD provided a screenshot of the location of the Strategic Plan's components in PowerDMS, as well as where officers sign for acknowledgment of receipt. Although NCPD has completed this recommendation, the assessment team would like to review the current Strategic Plan.

This recommendation is complete, and the assessment team will continue to monitor it quarterly.

Recommendation 67.2: NCPD should post their Strategic Plan publicly for review and input from the community.



In the first quarter of implementation, NCPD provided a primary point of contact for this recommendation but did not provide information on implementation progress at the time. In the second quarter, NCPD noted that this recommendation was complete. The assessment team reviewed the department's website and could not locate the Strategic Plan available to the public.

NCPD has not yet submitted evidence of implementation for recommendation 67.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Conclusion

NCPD made significant progress this quarter in working towards full implementation of the recommendations from the assessment report. The department continued to work hard at implementing each recommendation despite facing a staffing shortage. Although the number of recommendations fully implemented is low, that does not diminish the amount of work and steps NCPD took this quarter. With the assessment team's help and technical assistance, we anticipate that NCPD will reach full implementation of numerous recommendations in the third quarter. We remain confident that under the leadership of Chief Burgess and his command staff, NCPD will continue to work expeditiously towards their end goals. We will continue to support and monitor progress in the upcoming quarterly implementation progress reports.

This page intentionally left blank.

Acronyms

Acronym	Definition
AAR	after-action report
ASL	American Sign Language
BWC	body-worn camera
CPAC	Citizens Police Advisory Committee
CALEA	Commission on Accreditation for Law Enforcement Agencies
CJCC	Criminal Justice Coordinating Council
COP	Community Oriented Policing
CSO	Community Service Officer
CPTED	Crime Prevention Through Environmental Design
CISM	Critical Incident Stress Management
NRO	Neighborhood Resource Officer
NCPD	North Charleston Police Department
OPS	Office of Professional Standards
PSP	National Public Safety Partnership
SRO	School Resource Officer
SCCJA	South Carolina Criminal Justice Academy



3003 Washington Blvd., Arlington Virginia 22201