



Implementation Report 1

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

Zoë Thorkildsen, Bridgette Bryson, Rodney Monroe, and Steve Rickman



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

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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. In 2015, NCPD experienced a high-profile officer-involved shooting, during which Officer Michael Slager fatally shot North Charleston community member Walter Scott after a traffic stop. This incident ignited the North Charleston community to re-emphasize significant concerns relating to racial tensions and disparities in NCPD operations and activities. NCPD recognized the need to address these concerns and began to respond to them.

North Charleston's perceived history of systemic racism continues to result in racial tensions between NCPD and the Black community. The national outcry in the summer of 2020 demanding racial and social justice within law enforcement practices led the City of North Charleston to initiate an evaluation of NCPD's policies, procedures, and practices. In late 2020, the City of North Charleston hired CNA to conduct a racial bias assessment of NCPD. Beginning in March 2021, CNA undertook a comprehensive assessment of NCPD's policies and practices, focusing on assessing racially biased practices. Assessments such as these, which touch on more than racial matters, help police departments gauge the status of community relationships and identify policies and practices that may unintentionally negatively affect the community, especially those who feel they have been marginalized.

CNA's assessment team identified findings and recommendations, 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. We will provide regular updates on implementation progress, beginning with this report, which covers NCPD progress through January 2022.

At the time of this report, NCPD has completed N percent of recommendations, with N percent in progress and N percent not yet started. Implementation has been delayed and made more difficult because of unanticipated personnel departures and resultant understaffing, but command staff remain committed to addressing these recommendations. The remainder of this report outlines the status of each recommendation.

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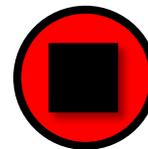
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Implementation Progress by Recommendation

This section of the report provides our assessment of qualitative themes from the listening sessions and our interviews with community members. We detail findings and recommendations related to this section in the last section of the report.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 2.1, NCPD 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. The assessment team acknowledges this progress towards full implementation and will work with the department to ensure that as much information as possible about traffic stops is being tracked.

NCPD has not yet submitted 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**



NCPD has provided a primary point of contact for this recommendation. To address recommendation 2.2, NCPD informed the assessment team that comprehensive information about all traffic stops is already collected by the state in ReportBeam. NCPD has plans to more regularly obtain the data file with the comprehensive information about all traffic stops. Doing so will allow the department to conduct more analysis on their traffic stops. The assessment team acknowledges this progress towards full implementation and will review the variables captured within ReportBeam. Specifically, we will review what the state is capturing to ensure that all variables are available to the department, especially variables regarding search data and whether consent was given.

NCPD has not yet submitted evidence of implementation for recommendation 2.2. The assessment team will continue to work with NCPD to assess progress on this recommendation.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 3.1, NCPD has plans to show officers how to enter the required information into their field interview card module with the Records Management System during roll call training. The assessment team acknowledges this progress towards full implementation and will work with NCPD to ensure that the reason for the search is specifically captured within the form. We suggest that NCPD consider creating a new form that captures data on pat downs and searches. NCPD should update all associated policies to cement the requirements regarding what officers are to collect and enter into the form. Additionally, NCPD should consider conducting a scan or audit of other field interview forms to determine whether they could include more information that would aid NCPD in addressing this recommendation.

NCPD has not yet submitted evidence of implementation for 3.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 4.1, NCPD has plans to analyze all traffic stops initiated because of minor traffic violations. After this analysis, all supervisors will review the results and address any concerns, if necessary. The assessment team acknowledges this progress towards full implementation; however, NCPD should ensure that the collected data capture stops that do not result in citations. We will review how the NCPD plans to conduct the analysis and whether it will include a review of BWC footage.

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.



NCPD has provided a primary point of contact for recommendation 4.2. To address recommendation 4.2, NCPD plans to utilize their current COMPSTAT process to show how the department deploys

resources. NCPD plans to hold these meetings in specific North Charleston communities and will schedule these meetings during the second quarter. The assessment team acknowledges this progress towards full implementation and will work with NCPD on the structure of the meetings to ensure that citizens will have an avenue to ask questions or suggest other strategies for their neighborhoods. We suggest adding a component to the COMPSTAT meeting that includes a problem-solving process, allowing citizens 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.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 5.1, NCPD noted that Policy 0-10: Patrol Procedure is currently being updated to reflect the recommended changes and noted that the policy will contain NCPD's expectations of all employees' community interactions and involvement. 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.



NCPD has provided a primary point of contact for this recommendation. NCPD also noted that the recommendation in 5.2 has already been completed due to their Patrol Officers' assignments to a specific zone. Such assignments change only if coverage is needed elsewhere due to manpower issues.

NCPD has not yet submitted evidence of implementation for recommendation 5.2. To better understand the processes in place regarding assignments to a specific zone, NCPD should provide data showing how long officers are typically assigned to the same area. The assessment team will continue to work with NCPD to assess progress on this recommendation.

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.



NCPD provided a primary point of contact for this recommendation. To address recommendation 5.3, NCPD noted that Policy *O-10: Patrol Procedure* is currently being updated to reflect the recommended changes and noted that the policy will contain NCPD's expectations of all employees' community interactions and involvement. The assessment team acknowledges this progress towards full implementation and will 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.



NCPD provided a primary point of contact for this recommendation. To address recommendation 5.4, NCPD noted that Policy *O-10: Patrol Procedure* is currently being updated to reflect the recommended changes.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 7.1, a lieutenant in the department is working to coordinate with the Solicitor's Office to ensure that NCPD is up to date on all of their protocols for responding to and investigating domestic violence calls for service. The assessment team acknowledges this progress towards full implementation and

would like to see NCPD include in the review a deep-dive into how NCPD conducts follow-up investigations with victims, including timelines for follow-up.

NCPD has not yet submitted evidence of implementation for recommendation 7.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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

Recommendation 8.1: NCPD should review Policy 0-11: Criminal Investigations to ensure that all officers are properly investigating crimes and abiding by protocols established by the Chief of Police.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 8.1, NCPD has plans to request several assessments of their investigative functions through the National Public Safety Partnership, which they will be involved with over the next three years. The assessment team acknowledges this progress towards full implementation.

NCPD has not yet submitted 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 0-27: 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.



NCPD has provided a primary point of contact for recommendation 9.1 and submitted evidence of its completion. Chief Burgess signed revised Policy 0-27: *Canine Unit* into effect on February 1, 2022. The specific language addressing this recommendation is found in section IV.D.4 subsections (c) and (d) and reads:

Canine units will not be utilized at the scene of orderly gatherings or peaceful demonstrations. In the vent they are needed, canine units may be on-scene or staged around the event(s). The on-scene commander will determine the use of the canine units and make this determination based on the conditions of the event.

Canine units may be deployed during riots or unruly demonstrations, when there is a threat of serious bodily injury or death to those involved or other community members. The on-scene commander will make the determination as to the canine units' deployment or use, based on the conditions of the event.

This recommendation is complete.

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 body-worn cameras (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.



NCPD has provided a primary point of contact for recommendation 11.1. To address this recommendation, NCPD noted that Policy O-41: Video and Audio Recording Equipment specifies when officers are to turn on their body-worn cameras (BWCs).

Although Policy O-41: Video and Audio Recording Equipment includes language directing when officers must turn on their BWCs, the assessment team concludes that this information should also be included in Policy O-14: Traffic Enforcement, Section G, because capturing stops in their entirety is crucial. In the assessment report, we suggested "having officers engage their BWCs as soon as they initiate a traffic stop." It is important that NCPD reference the Policy O-41: Video and Audio Recording Equipment in Policy O-14: Traffic Enforcement, Section G, to ensure that officers are aware of the policies in place regarding activating their BWCs. Additionally, if traffic officers have an internal standard operating procedure (SOP), the requirements regarding when to activate their BWCs should be included in the internal SOP. The assessment team will continue to work with NCPD to assess progress on this recommendation.

Recommendation 11.2: Policy O-29: Community Service Officers should note whether or not 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.



NCPD has provided a primary point of contact for recommendation 11.2. To address this recommendation, NCPD noted that Policy O-41: *Video and Audio Recording Equipment* specifies whether or not Community Service Officers (CSOs) should wear BWCs.

Although Policy O-41: *Video and Audio Recording Equipment* includes language that applies to all officers permitted to wear BWCs, the assessment team did not find language in the policy that noted whether or not CSOs should wear BWCs. We conclude that this information should be included in Policy O-14: *Traffic Enforcement*. In the assessment report, we suggested that it would be “beneficial for [CSOs] to wear BWCs to capture footage that can protect both the community and the officers.” Additionally, if CSOs have an internal SOP, the determination of whether CSOs should wear BWCs and the terms of activation should be included in the internal SOP. The assessment team will continue to work with NCPD to assess progress on this recommendation.

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.



NCPD has provided a primary point of contact for recommendation 12.1. To address this recommendation, NCPD noted that the 9th Circuit Solicitor’s *Officer Involved Critical Incidents* Policy and Procedure addresses this recommendation.

NCPD submitted evidence of implementation of this recommendation by submitting the 9th Circuit Solicitor’s *Officer Involved Critical Incidents* Policy and Procedure for the assessment team’s review. We do not agree with NCPD that the submitted policy references the Chief of Police having the authority to release BWC footage to the general public as soon as allowed within state law. We conclude that this information should be included in Policy O-41: *Video and Audio Recording Equipment*. 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.



NCPD has provided a primary point of contact for recommendation 12.2. To address this recommendation, NCPD noted that the 9th Circuit Solicitor's *Officer Involved Critical Incidents* Policy and Procedure addresses this recommendation.

NCPD submitted evidence of implementation of this recommendation by submitting the 9th Circuit Solicitor's *Officer Involved Critical Incidents* Policy and Procedure for the assessment team's review. We agree with NCPD that the submitted policy suggests that collaboration is occurring; however, it does not suggest that collaboration is occurring on developing guidance 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, or on sharing that guidance with the general public. We also do not agree that the submitted policy suggests that such guidance is made public. We conclude that this information should be included in *Policy A-39: Public Information*. NCPD has noted that they plan to add this information to *Policy A-39: Public Information*. The assessment team will continue to work with NCPD to assess progress on this recommendation.

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

Recommendation 13.1: NCPD should review Policy O-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.



NCPD has provided a primary point of contact for 13.1. To address this recommendation, NCPD submitted a School Resource Officer (SRO) Unit proposed strategy.

- 1. NCPD will ensure that proper documentation for all instruction given by SROs is included on their monthly reports.**

NCPD community members want parents in the community to receive and understand information about the SRO program if their children are engaging with officers. NCPD plans to modify their monthly reports to include each instructional class taught by SROs. These reports are very detailed and are provided to the school districts each month. The assessment team acknowledges this progress towards full implementation and suggests that NCPD consider including other points in the monthly report in addition to the classroom instruction. We suggest including reports on SRO efforts to deescalate situations in the school, information on school and community referrals in that month, and also details on any engagement with special groups in that time period (e.g., the LGBTQIA community, those experiencing homelessness, and individuals with limited English proficiency). Additionally, we would like to see NCPD include a strategy for the SRO Unit that encourages SROs to

serve as mentors for youth, more youth participation in youth programming, and more community input into the curricula SROs use in their roles as instructors.

The assessment team will continue to work with NCPD to assess progress on this recommendation.

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.



NCPD has provided a primary point of contact for 13.2. To address this recommendation, NCPD submitted various SRO Unit proposed strategies.

1. The SROs will attend PTA meetings.

Although parent-teacher association meetings have been on hold during the pandemic, the SROs will begin to participate once they reconvene. The assessment team acknowledges this progress towards full implementation and suggests that NCPD clearly define the SRO's roles when attending PTA meetings—including their responsibility to report on specific activities they are involved in, provide safety issues and tips to parents and teachers, and provide any other information that they believe would be beneficial to parents and teachers. When defining this role, NCPD should emphasize that SROs are not school disciplinarians and that their role is different from the school's security officers. Additionally, we suggest that NCPD include language on the selection process and criteria for all school district SROs in all presentations and in any school virtual platforms.

2. The SROs will take opportunities at school assemblies to address students and faculty on updates and pertinent information. In addition, the SROs will conduct a listening session to build relationships and answer and questions or concerns that youth and their parents may have.

The assessment team acknowledges this progress towards full implementation and suggests that NCPD ensure that the assembly presentations and listening sessions include conversations regarding how SROs can help support youth development, methods and strategies to create positive interactions with youth, and problem-solving efforts.

3. With the assistance of the school administrations, the SROs will utilize the online "Blackboard" platform to engage with parents and guardians.

NCPD noted that they intend their Blackboard platform to cover a variety of topics, and the first topic will be "Meet Your SRO." This topic will include a photograph of the SRO and information on their roles and responsibilities. Additionally, if the school has a website, NCPD plans to add the SRO's information to the school's website so it can be accessed by all parents and community members. The assessment team acknowledges this progress towards full implementation and suggests that in addition to the photograph of the SRO on Blackboard and the school's website, NCPD should consider providing contact information for that SRO, including an email address and a phone number. Lastly, NCPD noted that a Sergeant in the department is currently working on developing a flyer for teacher workday and semester report cards with hopes to finish by the end of January 2022.

4. The SROs will hold SRO/Cadet tables at every Community Roll Call.

NCPD had plans to hold SRO/Cadet tables at every Community Roll Call beginning in November 2021 at Deer Park. The assessment team acknowledges this progress towards full implementation; however, it is important that NCPD defines the purpose of these tables at upcoming Community Roll Calls.

5. SROs will use a signup genius or similar signup platform during Parent Teacher Conferences.

NCPD is currently developing a signup platform for their SROs to utilize during Parent Teacher Conferences. In addition, students and parents could use this platform throughout the school year to sign up for listening sessions. The assessment team acknowledges this progress towards full implementation and has no further suggestions at this time.

6. SROs will be present in the room during “Meet the Teacher” with parents and students.

At the start of the next school year, NCPD plans to include SROs during “Meet the Teacher” events. NCPD hopes that including SROs in this environment will allow the parents to speak with the SROs after meeting with the teachers. NCPD plans to implement this strategy both in the next school year and also when any new students enroll in the school. Eventually, NCPD hopes to have SROs included on the checklist for all new students. The assessment team acknowledges this progress towards full implementation; however, we are concerned that implementing a team concept with teachers and SROs would be hard because SROs would have difficulty covering multiple rooms if all “Meet the Teacher” events for each grade are scheduled in the same block of time.

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.



NCPD provided a primary point of contact for 13.3. NCPD believes that their SROs are very engaged with students and staff daily. NCPD noted that the SROs are the primary resources for coaches and mentors for their COPS Athletic Program that runs throughout the year. In addition to the COPS Athletic League, SROs participate in the Kids and Cops Christmas program, through which children who may not normally have a Christmas are provided with breakfast, a visit with Santa, and a shopping trip to Walmart. Lastly, the SRO Unit is responsible for the Explorer Youth Program that provides a troop of juvenile Cadets at NCPD. These Cadets participate in weekend training to learn about law enforcement and are typically youth who are eager to join the field after graduation. The Cadets also participate in various competitions throughout the year where they are interacting with SROs.

To further address this recommendation, NCPD submitted various SRO Unit proposed strategies.

1. NCPD will expand the Cadet program.

The ongoing pandemic has affected NCPD’s ability to interact with the youth in the Cadet program while staying safe. NCPD plans to expand the Cadet program and ensure that the new program will attract more participation from youth and enable more meaningful engagement. NCPD has already

updated their program in other ways and removed the participation component with the Boy Scouts Explorers. The new program provides detailed examples of how program participation will benefit the Cadets and the department moving forward. The assessment team acknowledges this progress towards full implementation; however, we would like to see NCPD clarify how SROs can identify topics of interest to youth (e.g., knowing your rights, social media, what to do if you are stopped by an officer, tips on staying safe outside of the school environment, reporting students who may pose threats to others or themselves to school staff and SROs).

2. The SROs will hold SRO/Cadet tables at every Community Roll Call.

NCPD had plans to hold SRO/Cadet tables at every Community Roll Call beginning in November 2021 at Deer Park. As noted above, the assessment team acknowledges this progress towards full implementation; however, it is important that NCPD defines the purpose of these tables at upcoming Community Roll Calls.

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 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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD provided a primary point of contact for recommendation 15.2. To address this recommendation, NCPD noted that the department is currently working to place their Strategic Plan components on PowerDMS for officers to acknowledge receipt of the Strategic Plan's components and sign off that they have read them.

NCPD has not yet submitted 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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

Recommendation 17.3: 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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 17.3, NCPD has assigned NROs to patrol teams to ameliorate the current staffing shortage. A lieutenant and the entire NRO unit are currently splitting all community meetings to continue engagement with the community. The assessment team acknowledges this progress towards full implementation and will review NCPD's progress to reflect these changes in the associated policy. Additionally, we suggest that the assignment of NROs to patrol teams should be only a short-term remedy. To comply with this recommendation, NCPD in the near future should find ways to re-deploy staffing in a way that better facilitates the sharing of community concerns and any community suggestions related to addressing those concerns.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 18.2, NCPD noted that they have already implemented foot patrol where appropriate and have a mechanism within the computer-aided dispatch system to track when foot patrols are used. The assessment team acknowledges this progress towards full implementation; however, 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 not yet submitted 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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 18.3, NCPD noted that they have already implemented this recommendation and that community engagement has been added to topics within their promotion interview process this year. The assessment team will review how this system works and what information related to this recommendation is being captured in the computer-aided dispatch system. Tracking non-enforcement activity within this type of system can be problematic because of difficulties auditing, confirming, and tracking outcomes. Departments across the country are currently exploring the use of software applications to track such activity and capture, if possible, citizen encounters and

outcomes. In relation to recommendation 3.1, NCPD could consider expanding the use of the field interview data form to also capture these non-enforcement contacts with community members.

NCPD has not yet submitted 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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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).



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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).



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation. To address recommendation 21.3, NCPD is working to review their forms for the public to ensure that they are all in Spanish. NCPD hopes to have forms that are not currently provided in Spanish translated for the community.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

Finding 26: Policy 0-13: School Resource Officers does not comprehensively detail training that would benefit SROs and does not describes 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.



NCPD has provided a primary point of contact for this recommendation. NCPD believes that they have made progress toward implementation of this recommendation in the following ways:

- 1. NCPD noted that the SRO selection process involves a staff member from the school district.**

The assessment team concludes that core qualifications of SROs are still missing from Policy 0-13: *School Resource Officers*, such as prior youth work, disciplinary history, and completion of training requirements. We also would like to see NCPD clearly define the roles of the staff members involved in the selection process for all SROs. We suggest that the school administrators should have overall metrics and qualifications to support the selection process of SROs.

- 2. SRO training requirements are set by the South Carolina Criminal Justice Academy, and the SROs receive annual back-to-school training with Charleston County School District (CCSD), as well as legal updates and other training opportunities.**

NCPD is currently seeking to increase the training requirements of SROs. The assessment team appreciates the progress NCPD has made towards implementation; in addition, NCPD should include the following training topics for SROs in *Policy O-13: School Resource Officers*:

- School-based legal topics, specifically Juvenile Court Law
- Cultural competency
- Problem solving
- The use of de-escalation techniques, restorative approaches, and available community resources
- Alternative response options
- Youth development
- Crisis intervention
- Disability and special education issues
- Methods and strategies that create positive interactions with specific student groups such as those with limited English proficiency, members of the LGBTQIA community, and individuals experiencing homelessness
- Understanding adolescent cognitive development

3. SROs are consistently in the presence of principals and staff of their assigned schools.

NCPD noted that their SROs help provide guidance to district employees for referral recommendations and are consistently working with principals and staff in their schools.

4. SROs are in contact with CCSD Security Teams.

NCPD ensures that all SROs stay in communication with CCSD Security Teams during random search details within each school they are assigned to.

5. All incidents and reports are provided to the school district Security Offices.

NCPD noted that SROs report all incidents to the appropriate venues and brief the Security Offices as soon as possible after an incident or report.

6. The SRO Special Investigations Unit (SIU) develops detailed monthly reports.

NCPD's SRO SIU develops detailed reports that are approved through the chain of command and provided to the school districts monthly. Although we appreciate that NCPD is developing such reports, it is important to understand the roles and responsibilities of the SIU and clarify whether each school has this unit.

7. SROs are heavily involved with the COPS Athletic Program.

All SROs are involved in this program and serve and participate as the coaches for each of the sports in the program. Although the assessment team appreciates this involvement by SROs, we would like

to understand whether SROs are coaching kids directly from their assigned schools and therefore creating more opportunities for youth to engage with their assigned SRO.

8. SROs attend “Meet the Teacher” and Parent Teacher Conferences.

NCPD ensures that SROs attend both events, allowing SROs to have more face time with parents and youth.

To further address this recommendation, NCPD submitted various SRO Unit proposed strategies.

1. SROs will provide educational instruction at their assigned schools.

NCPD plans to ensure that SROs will provide instruction to students, faculty, and parents in their assigned schools in certain situations. NCPD hopes this instruction will include educational training on bullying for both students and parents, active shooter training for students and faculty, and opportunities to teach kindergarteners how to tie their shoes and to spend quality time with the children. The assessment team appreciates the proposed strategy and would like to see NCPD include parents and faculty in the process of developing SRO educational instruction.

2. NCPD will continue to have a school district staff member present during SRO interviews.

NCPD plans to ensure that all interviews for SRO positions will include a staff member from the school district. The staff members will also provide recommendations to NCPD on the applicant pool for SROs.

3. All officers in the SRO Unit will go through the SRO certification with the South Carolina Criminal Justice Academy (SCCJA).

NCPD has scheduled all SROs to attend the SCCJA certification. The last group of SROs is scheduled to attend in February 2022.

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.



NCPD has provided a primary point of contact for this recommendation.

To address this recommendation, NCPD submitted various SRO Unit proposed strategies.

1. Ensure that all SROs are trained in the SRO certification through the SCCJA.

Three NCPD officers have not received the SCCJA certification but are scheduled for February 2022. After these officers are certified, all SROs will have completed the certification.

2. Review policies and procedures to ensure they are up to date and revised.

NCPD had plans to review *Policy 0-13: School Resource Officers* to ensure it is up to date and its information is applicable. NCPD hoped to have the changes presented to staff and completed by November 29, 2021. Although the assessment team acknowledges this progress towards full

implementation, we have not received an updated policy. We also are interested to learn whether the review and revisions included school administrators, SROs, and parents as well as a review of other police departments' policies.

3. Develop a lesson plan for SRO training.

NCPD plans to have SRO Supervisors work with the Training Supervisor to create a lesson plan that they hope to have approved through the Academy. NCPD hopes this lesson plan will ensure that any new SROs have sufficient training to bridge the gap between attending the Academy and being assigned to the SRO Unit. The assessment team acknowledges this progress towards full implementation, but we are interested to learn whether the development of the lesson plan will include school administrators, SROs, and parents as well as a review of other police departments' lesson plans for SRO training.

4. Upload the current SRO binder to the Records Management System (RMS).

NCPD plans to upload the current SRO binder to the RMS, which would need to be signed by each SRO after reading through the binder. NCPD will ensure that the SROs also have a hard copy of the binder in addition to the online version. Lastly, NCPD will ensure that all new SROs receive training and sign a hard copy training sheet provided by a supervisor after receiving the required training.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for 27.3. NCPD believes that they have made progress toward implementation of this recommendation because they have completed a new policy for the Youth Court Program. NCPD plans to provide the entire SRO Unit with this policy through PowerDMS to ensure they have a clear understanding of the program and the resources available. Although the

assessment team appreciates the steps NCPD has taken, NCPD did not submit the policy for review. We would like to understand whether the new policy includes selection criteria, roles and responsibilities, and training requirements.

To address the recommendation further, NCPD submitted various SRO Unit proposed strategies.

1. Remove the Youth Court from the Policy A-08: Diversion Programs.

Although the assessment team has not received the new policy detailing the Youth Court Program, NCPD noted that Policy A-08: *Diversion Programs* now does not include information on the Youth Court Program because the allowable charges associated with having such a program have changed by the Solicitor's Office. All diversion programs are now handled by the courts. NCPD noted that the role of the SRO in any juvenile case is to assist in diversion recommendations, even though that is the role of the courts. Their programs currently divert juvenile drugs, mental health, and most first-time offenders. Although the assessment team acknowledges this progress towards full implementation, we would like to understand whether SROs have written criteria for recommending referrals to the programs, as well as whether other department members are informed about the diversion programs.

2. Ensure that all SROs receive specialized training at the SCCJA and the two-week advanced SRO class on juvenile justice.

NCPD noted that the SROs are a specialized unit and that they take pride in their continued involvement with the North Charleston community's youth. The SROs receive legal updates training several times a year and attend a week-long school training in August before the school year starts. Additionally, NCPD noted that many of their SROs have attended federal training on active shooters, tactical medic response, and civilian response to active shooters. Additionally, NCPD noted that many of the SROs are instructors of those courses. The assessment team acknowledges this progress towards full implementation; however, we would like NCPD to explain how the additional federal trainings benefit others and whether they should be mandated for all SROs.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 29.1, NCPD noted that they have implemented Blue Teams software to track all complaints, including complaints received formally and informally. The assessment team acknowledges this progress towards full implementation and will review this item once this process is reflected and clearly described in the associated policy.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 29.2, NCPD noted that they have implemented this recommendation and will ensure that sending letters to complainants at the conclusion of their investigation is an established practice. The assessment team acknowledges this progress towards full implementation and would like NCPD to consider notifying residents on the receipt of their complaints as well. 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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 30.1, NCPD noted that they have implemented this recommendation and will ensure that dispositions are sent to officers at the conclusion of their investigation. The assessment team acknowledges this progress towards full implementation and will review evidence of implementation, including timelines and policy.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 33.1, NCPD noted that Policy A-41: *Professional Standards* includes language that ensure that officers must be notified when a complaint is filed against them. The assessment team agrees that the language is written into policy and will review the policy to ensure this practice is occurring for all complaints against officers and that officers understand how these notifications are shared and where to find them.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD provided a primary point of contact for recommendation 35.3 and submitted proof of implementation. Chief Reggie Burgess signed revised Policy *A-31: Early Warning Systems* into effect on February 1, 2022. This revised policy replaces all instances of “early warning system” with “early intervention system,” as well as adding options for referral to the Employee Assistance Program and peer support as potential interventions.

This recommendation is complete.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 38.1, NCPD noted that the City currently has a policy related to this recommendation and will work to add the language to NCPD's existing policy on hiring requirements.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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**



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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."



NCPD has provided a primary point of contact for this recommendation. To address recommendation 41.1, NCPD noted that the department has changed the factors that officers are rated on in performance evaluations to include community engagement and will update Policy A-30: *Performance Evaluation* to reflect this change. The assessment team appreciates these changes and would like to review the principles NCPD has associated with community engagement for performance evaluations.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 42.1, NCPD noted that this practice has not occurred under Chief Burgess. 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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 42.2, NCPD noted that this practice has not occurred under Chief Burgess. 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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 44.2, NCPD noted that they are currently reviewing the training plans focused on Ethics, Handling the Mentally Ill, and Problem-Oriented Policing to ensure the language and content are professional.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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**



NCPD has provided a primary point of contact for this recommendation. To address recommendation 47.1, NCPD noted that they have requested training in a few of the topic areas through the National Public Safety Partnership. The assessment team will review records of these training sessions once they are available, as well as NCPD's plans for integrating these topics permanently in training.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 49.2, NCPD noted that they are currently developing training through which the family members of Walter Scott and others in the community will meet with officers and new recruits to discuss racial issues. The assessment team acknowledges this progress towards full implementation and 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.

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 CPTED courses.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 57.1, NCPD introduced the idea of a community advisory committee or board to the City Council, which approved this initiative. NCPD held their first meeting for this committee on February 3, 2022.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 59.1, NCPD has requested an assessment of their crime analysis practices through the National Public Safety Partnership.

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.



NCPD has provided a primary point of contact for this recommendation. To address recommendation 59.1, NCPD has requested an assessment of their crime analysis practices through the National Public Safety Partnership.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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.



NCPD has provided a primary point of contact for this recommendation. To address this recommendation, NCPD noted that the department is currently working to place their Strategic Plan components on PowerDMS for officers to acknowledge receipt of the Strategic Plan's components and sign off that they have read them.

NCPD has not yet submitted evidence of implementation for recommendation 67.1. The assessment team will continue to work with NCPD to assess progress on this recommendation.

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



NCPD has provided a primary point of contact for this recommendation but has not provided additional information on implementation progress at this time.

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Conclusion

NCPD has begun the initial stages of implementing the recommendations from the assessment report. Unfortunately, unanticipated personnel departures and attendant staffing shortages have delayed or stalled implementation for a number of recommendations. The assessment team is confident that NCPD will begin steady implementation under the leadership of Chief Burgess and his command staff, and we will continue to support and monitor progress in the upcoming quarterly implementation progress reports.

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Appendix: Acronyms

Acronym	Definition
AAR	after-action report
BWC	body-worn camera
CAJM	Charleston Area Justice Ministry
CPAC	Citizens Police Advisory Committee
CALEA	Commission on Accreditation for Law Enforcement Agencies
CCSD	Charleston County School District
COP	Community Oriented Policing
CSO	Community Service Officer
CAP	Cops Athletic Program
CPTED	crime prevention through environmental design
CISM	Critical Incident Stress Management
DUI	driving under the influence
FTO	Field Training Officer
GO	General Order
NAACP	National Association for the Advancement of Colored People
NASRO	National Association of School Resource Officers
NRO	Neighborhood Resource Officer
NCPD	North Charleston Police Department
OPS	Office of Professional Standards
PAL	Police Athletic League
POP	Problem-Oriented Policing
SRO	School Resource Officer
SCCJA	South Carolina Criminal Justice Academy
U visas	U nonimmigrant visas



3003 Washington Blvd., Arlington Virginia 22201