Goal and Objectives Statement for the Collaborative Reform Initiative for Technical Assistance with the Memphis Police Department

Goal

Assess and assist the Memphis Police Department—in concert with the community—in the implementation and sustainment of reforms that improve community-oriented policing practices, transparency, professionalism, accountability, and public trust, taking into account national standards, best practices, current and emerging research, and community expectations.

Objectives

(1) Assess community-oriented policing practices throughout the department, including
   a. training that officers receive in community-oriented policing and problem solving;
   b. community partnerships, collaboration, participation in the development of departmental policies, procedures, and operations;
   c. development, measurement, and evaluation of community-oriented policing and problem solving strategies;
   d. incorporation of procedural justice into departmental training, policies, and procedures;
   e. incorporation of fair and impartial policing into training, policies, and procedures;
   f. institutionalization of community-oriented policing as an organizational philosophy.

(2) Assess use of force and deadly force policies and practices, including
   a. training that officers receive in crisis intervention, de-escalation, handcuffing, searches, use of force, less lethal weapons, and firearms;
   b. policies governing crisis intervention, de-escalation, and use of force and deadly force;
   c. training, policies, and procedures for criminal and administrative investigations of use of force and deadly force incidents;
   d. patterns and trends in use of force and deadly force by city geography, community characteristics, departmental units, incident factors, and officer-subject demographics.

(3) Assess systems for supervision, accountability, organizational learning, remediation, and discipline as they relate to uses of force, deadly force, and community-oriented policing, including
   a. citizen complaint investigations, reviews, and adjudications for use of force incidents;
   b. early intervention program (EIP) policies and procedures;
   c. internal and external oversight and accountability mechanisms regarding use of force and deadly force incidents and investigations;
   d. transparency in review and reporting of use of force and deadly force incidents, investigations, and outcome.