



## **Goal and Objectives Statement for the Collaborative Reform Initiative for Technical Assistance with the North Charleston Police Department**

### **Goal**

Assess, monitor, and assist the North Charleston Police Department (NCPD) in concert with the community in the implementation and sustainment of reforms that improve community-oriented policing practices, transparency, professionalism, accountability, community inclusion, fairness, effectiveness, and public trust, taking into account national standards, best practices, current and emerging research, and community expectations.

### **Objectives**

- (1) Assess use of force practices and outcomes, including:
  - a. policies and procedures on use of force, firearms, less-lethal weapons, crisis intervention, vehicle pursuits, and de-escalation;
  - b. officers' training in use of force, firearms, less-lethal weapons, crisis intervention, de-escalation, vehicle pursuits, and defensive tactics;
  - c. criminal and administrative investigations, practices, and processes;
  - d. incident review process and mechanisms for oversight, accountability, and organizational learning;
  - e. internal and external communication protocols and practices;
  - f. patterns and trends in use of force by city geography, community characteristics, departmental units, incident factors, subject demographics, and officer demographics;
  - g. policies and procedures on the use of in-car and body-worn cameras.
  
- (2) Assess the impact of enforcement operations on historically marginalized and discriminated against populations, such as persons of color, the LGBTQ community, persons with mental illness, persons with physical disabilities, and the homeless population, including:
  - a. policies, procedures, training to address the issue of bias;
  - b. patterns and trends in encounters with the public—particularly pedestrian stops, traffic stops, and investigative stops;
  - c. oversight and accountability mechanisms in place to address the issue of bias.
  
- (3) Assess community-oriented policing practices throughout the department, including:
  - a. policies, practices, and training to institutionalize community policing, procedural justice, and fair and impartial policing as organizational philosophy;
  - b. organizational strategies and plans for community-oriented policing;
  - c. inclusion, engagement, and participatory decision-making with the public;
  - d. transparency and public communication of policies, procedures, and agency data.



- (4) Assess the citizen complaint process, including:
  - a. roles, authority, and operational responsibilities throughout the process;
  - b. internal and external procedural justice;
  - c. transparency and communication with all involved parties;
  - d. remediation and disciplinary mechanisms;
  - e. patterns and trends in citizen complaints, case processing, and outcomes;
  - f. mechanisms for oversight, accountability, and organizational learning from citizen complaints and officer misconduct.
  
- (5) Assess recruitment, hiring, promotions and personnel practices, including:
  - a. policies, procedures, and training regarding hiring standards, practices, and protocols;
  - b. community engagement and inclusion in recruitment and hiring process;
  - c. patterns and trends in diversity across units and ranks;
  - d. promotional policies, procedures, and practices;
  - e. internal procedural justice;
  - f. communication protocols and practices.

