

**UNITED STATES DISTRICT COURT  
FOR THE EASTERN DISTRICT OF LOUISIANA**

**UNITED STATES OF AMERICA** : **CIVIL ACTION NO.**  
 : **12-CV-01924**  
**VERSUS** :  
 : **SECTION E**  
 : **JUDGE SUSIE MORGAN**  
**CITY OF NEW ORLEANS** :  
 : **DIVISION 2**  
 : **MAGISTRATE WILKINSON**

**BIANNUAL REPORT OF THE NEW ORLEANS POLICE DEPARTMENT**

Pursuant to paragraph 469 of the Consent Decree entered in this matter, Defendant, the City of New Orleans (“City”), submits this status report to delineate the many steps taken by the New Orleans Police Department (“NOPD,” the “Department”) since the entry of the Consent Decree, the City’s assessment of its progress, plans to correct any issues, and to respond to any concerns that have been raised by the Office of the Consent Decree Monitor (“OCMD,” the “Monitor”).

**Introduction**

Following the City’s second Status Report filed on December 31, 2014, this report is the City’s third biannual Status Report, covering the period from December 31, 2014, to July 1, 2015. During this six-month period, the Department has made significant progress in a variety of areas covered by the Consent Decree. At a time when the NOPD is enduring a severe officer staffing shortage, the Department is reforming itself, using technology and best practices to become more efficient, more effective, and more responsive to the community as well as the federal oversight represented by the OCMD. The systemic change envisioned by the Consent Decree cannot be completed in a matter of months, and the progress is ongoing. The Department

is committed to becoming a model law enforcement agency, and the progress it has made already demonstrates the strength of that commitment. The process of implementing the Consent Decree necessarily involves public comment and feedback from the Monitor. NOPD welcomes and values that feedback, which informs and guides its efforts and operations in implementing reforms. The Monitor's feedback often focuses on discrete aspects of NOPD operations, which comprise multifarious services and programs, to the apparent exclusion of its accomplishments and success. Viewed broadly, the Department is improving itself and taking positive steps toward compliance, balancing the necessary requirements of day-to-day community policing with the overarching goal of implementing the Consent Decree.

As it continues to face and react to the challenges this goal entails, the NOPD's essential mission remains unchanged. The Department continues to protect and to serve, and the City is proud of its officers' performance. As the Monitor stated in its most recent Quarterly Report, the "majority of NOPD officers are caring, capable, conscientious men and women who work day in and day out to make the NOPD a better department and New Orleans a safer place to live . . . the dedication, passion, and effectiveness of so many of so many officers should not be ignored."

### **Compliance Bureau**

The Compliance Bureau became fully staffed in July 2014 with a full complement of five Compliance Managers, followed by the addition of veteran officers Captain Heather Kouts and Commander John Thomas. Regrettably, Captain Kouts recently announced her retirement from the Department, which became effective at the end of June 2015. However, under the leadership of Deputy Superintendent Jay Ginsberg, the Compliance Bureau has pushed Department operations toward compliance with the targeted goals delineated in the Consent Decree. The Compliance Bureau continues to serve as the NOPD's primary point of contact with the Monitor,

coordinating and facilitating inquiries and providing requested information from a variety of Department databases and sources such as Electronic Police Reports, ADP, and IAPro misconduct complaint files.

The Compliance Bureau compiled data, drafted and published ten different annual reports featuring data on uses of force, crisis intervention, stops and searches, bias-free policing, sexual assault, domestic violence, community engagement, recruitment, training, and misconduct complaints. The Compliance Bureau also collected and analyzed numerous “outcome measurements” that have been provided to the Monitor to conduct its own compliance review and assessment in accordance with the Consent Decree. In addition, the Compliance Bureau has routinely prepared reports for the Court on body-worn camera usage, in-car camera functionality, and the status of various other Department operations and compliance efforts.

The Compliance Bureau also has primary responsibility for the comprehensive revision of NOPD policies, in consultation with the Monitor and the Department of Justice (“DOJ”). As described further below, at least 23 revised policies have been approved for training and implementation, and more than 12 additional revised policies have been submitted for approval. The Compliance Bureau anticipates all policies subject to review under the Consent Decree will be approved and become fully implemented before the end of this calendar year.

The Compliance Bureau has spearheaded the formation of the Crisis Intervention Team (“CIT”) Planning Committee, which is currently interviewing CIT officer candidates who will undergo training upon their selection. A full complement of 24 team members is anticipated to be selected this summer.

Additionally, the Compliance Bureau has developed or revised data-tracking systems to foster compliance with the Consent Decree, such as electronic forms to replace paper forms used

to report events such as uses of force and misconduct complaints. The Compliance Bureau created standardized logbooks to record custodial interrogations, and it has been conducting inspections of the logbooks to ensure accuracy; the Bureau also created a community engagement tracking system to record community engagement efforts in each District, as well as compliance logs focused on supervision that will enable supervisors to better record their activities such as reporting non-functioning equipment, reviewing video recordings, conducting disciplinary investigations, and reviewing uses of force. As the various Districts and Bureaus adopt and implement these forms and systems, the Compliance Bureau anticipates increased momentum toward compliance in the immediate future.

### **Policies**

NOPD has made considerable progress toward the comprehensive revision of its policies and procedures. Following a joint decision by the OCDM and the DOJ to implement a “chapter” format that NOPD previously used when accredited by the Commission on Accreditation for Law Enforcement, the approval rate for proposed policies has increased dramatically. All of the former policies and procedures encompassed by the Use of Force section of the Consent Decree have been approved by the OCDM and the DOJ. Briefing and instructional material for these 14 interrelated Chapters are being developed and they are scheduled for imminent release.

In total, 23 Chapters have been revised and approved to date in the areas of use of force, searches, arrests, bias-free policing, misconduct complaint intake, domestic violence, and the use of cameras in policing. Along with the development of “best practices” regulations, all related paper forms and reports have been revised and, whenever possible, converted to an electronic format, some of which were integrated with automatic e-mail routing functions through chain of

command. These form revisions are expected to improve supervision, efficiency, and record-keeping throughout the Department.

### **Body-Worn Cameras and In-Car Cameras**

Although the Consent Decree does not contain any references to body-worn cameras, the NOPD voluntarily chose to implement that new technology well before the national initiative to use body-worn cameras in law enforcement. This technology assists police officers while making the Department more transparent and improving supervision. The Department has had in-car cameras for several years, and the Consent Decree mandates their continued use and maintenance. Integration of this technology expectedly presents practical and technical issues that the Department aggressively continues to address. For example, the NOPD's servers, which collect video data recorded by in-car cameras, were unable to upload data from newer-model cameras installed in the latest generation of police vehicles. Because body-worn cameras are new, the Department had to incorporate their use into daily police activity and train officers to correctly follow the policy that governs their use, which the Department is addressing through discipline and training.

The Department has procured body-worn cameras for all District platoon, general assignment, quality of life, and school resource officers. In addition, all officers including supervisors that are members of Mounted, SOD-Tactical, SOD-Traffic, and SOD K-9 units, as well as the Gang Task Force, have body-worn cameras. Finally, all current recruits have body-worn cameras and the Department has procured additional cameras for all new and anticipated recruits for 2015.

The Department's use of body-worn cameras has increased substantially since the previous December 2014 status report. Through inspections and internal reviews, the

Compliance Bureau has noticed a measurable increase in camera usage. In addition, the Department is in the final stages of adding an integration software to incorporate call-for-service data that will greatly facilitate the labelling and thus storage and access of videos, which will not only help investigators and reviewers, but also save officers time.

As mentioned in the previous biannual status report, the Department and the City are in the process of upgrading the District servers. The new servers will be equipped with the latest software, increasing the efficiency of data storage as well as improving ease of user access and operation. The City has procured the servers and the main server node and is in the process of installing the software. Once the software is installed, the new system can be initialized and the old system replaced. The new system should be operational this summer. In addition, the Department released its revised in-car camera regulation in March and is working to ensure its full and complete adoption.

### **Use of Force**

All of the former policies and procedures encompassed by the Use of Force section of the Consent Decree have been approved by the OCDM and the DOJ, including Chapter 1.3—Use of Force; Chapter 1.3.1.1—Handcuffing and Restraint Devices; Chapter 1.3.1.2—Control Devices and Techniques; Chapter 1.3.2—Force Investigation Team; Chapter 1.3.6—Reporting Use of Force; Chapter 1.3.7—Use of Force Review Board; Chapter 1.4—Firearms Authorized; Chapter 1.4.1—Authorized Ammunition; Chapter 1.4.2—Firearms Training, Qualification, and Requalification; Chapter 4.5—Vehicle Pursuits; and Chapter 41.22—Canines. Because these Chapters are interrelated, they will be implemented simultaneously to provide comprehensive, best-practices training to newly hired officers as well as in-service training to update veteran officers. In general, the Use of Force policies instruct officers to use the minimum amount of

force that is necessary to effectively bring an incident or person under control, while protecting the lives of officers and civilians. The policies implement a “Use of Force Continuum” that dictates levels of force that correspond to levels of resistance, and it delineates actions that are strictly prohibited. The policies provide clear rules that dictate the appropriate level of force for every policing situation.

### **Crisis Intervention Team**

NOPD has met numerous times with the Crisis Intervention Team (“CIT”) Planning Committee to develop the new CIT program. The CIT Planning Committee is composed of representatives from NOPD command leadership, City-contracted mental health professionals, civilian leadership of the NOPD Mobile Crisis Transportation Unit, local municipal government, the New Orleans Metropolitan Human Services District, community mental health professionals, professionals from emergency health care receiving facilities, members of the local judiciary, the Orleans Parish Criminal Sheriff’s Office, a homeless service agency, and mental health professionals and advocates and policy and training subcommittees to push the program forward. The Planning Committee formed Policy and Training Subcommittees to focus on pushing those aspects of the CIT program forward.

With the help of the CIT Planning Committee and the Policy Subcommittee, NOPD submitted its crisis intervention policy to OCDM and the Department of Justice in June 2015, and the Department is preparing to roll out the Crisis Intervention Team program. NOPD trainers and community mental-health experts participated in a train-the-trainer hosted by clinical psychologist and professor Dr. Randy Dupont and his team of CIT experts from Memphis, Tennessee. NOPD has outlined the curriculum for the 40-hour CIT program and is developing lesson plans and presentations currently. NOPD is currently in the process of selecting CIT

officer candidates who will participate in the first 40-hour CIT training in the second half of this year.

### **Custodial Interrogations and Photographic Lineups**

NOPD has made significant progress regarding documentation of custodial interrogations and photographic lineups, and the Department is in the process of installing new equipment to record all custodial interrogations in accordance with the Consent Decree. The Department released new standardized logbooks for both areas on January 1, 2015 for the entire Department. To ensure compliance, the Compliance Bureau has been conducting inspections of the logbooks to ensure the logbooks are filled out completely, accurately, and in accordance with regulation and the Consent Decree. NOPD's use of the logbooks has increased substantially, which will assist the Department in demonstrating compliance.

### **Sexual Assault and Domestic Violence**

NOPD implemented its new domestic violence policy on April 5, 2015. The Department has enhanced its training to mirror the new policy and provided a webinar to command staff to educate leadership on the new policy. NOPD is in the process of improving data collection for domestic violence cases by adding domestic violence-specific fields to the electronic reporting system.

In addition, NOPD is preparing to submit the Sexual Assault Chapter and Sex Crimes Unit Operating Guidelines to OCDM and the DOJ later this month (July 2015). NOPD collaborated with the Mayor's Task Force on Sexual Assault and community advocates to develop the policies. In conjunction, NOPD has worked with local experts to overhaul Department-wide sexual assault training.



NOPD has also implemented numerous measures to provide greater accountability and oversight for the Special Victims Section. The Department has improved its sexual assault kit and overall case tracking and has adopted an investigation check sheet to ensure thorough investigations and documentation of supervision.

NOPD has increased the number of signal codes used for sexual assault to allow for more accurate classification of sexual assault offenses. NOPD has established specific signal codes for “sexting,” i.e. sending sexually oriented text messages, video voyeurism, registration of sex offenders, and child-predator checks. In addition, NOPD provided additional guidance on the restrictions for using a signal 21 (miscellaneous code) for any sexual offense. Lastly, NOPD established a specific signal for unreported sexual assault kits to separately track those kits.

### **Community Engagement**

NOPD implemented a new community engagement tracking system on January 1, 2015 to collect additional information on community engagement efforts. The tracking system records the activities of Community Coordinating Sergeants, Quality of Life Officers, and School Resource Officers, and it provides greater oversight and accountability for NOPD’s community engagement. The system will allow NOPD to analyze the scope and effectiveness of its community engagement efforts and adjust outreach accordingly.

### **Recruitment**

NOPD continues to focus on recruiting efforts to bolster the Department and has ramped up advertising to attract applications. NOPD submitted its revised recruitment plan to address the comments in the Monitor’s second quarterly report. The Department has publicly identified its recruitment unit on the City’s Web site, [www.nola.gov](http://www.nola.gov), as required by the Consent Decree.

Lastly, NOPD has established a new standardized scoring system to be used by interview panelists and trained all interview panelists on the system.

### **Academy and In-Service Training**

The Department has made distinct improvements in the areas of training and education. In addition to other major investments in the Department's infrastructure and equipment, the NOPD's Education and Training Academy has moved into the University of New Orleans' (UNO) Lindy Boggs Center for the next 24 months while the existing Academy building on Paris Avenue undergoes renovations into a state-of-the-art academic institution. The facilities provided by UNO are technologically advanced and spacious. Both recruits and officers will receive not only training in top-notch training facilities, but updated, best-practices instruction.

NOPD has continued its focus on the development of high-quality, best-practices lesson plans, and ensuring that these training materials that are developed by all instructors, both NOPD and external subject-matter experts, meet the requirements of the Consent Decree. To ensure this high-quality instruction, the Training Academy's curriculum development team developed a "Lesson Plan Accountability Matrix" to track the stages of the Training Academy's curriculum, inventory of lesson plans and instructors. The spreadsheet aligns the assignment, accountability, and status of lesson plans towards final review and concurrence under the Consent Decree guidelines, utilizing a standardized academy lesson plan template for all lesson plans.

As certain trainings have been approved by OCDM and DOJ, newly developed and updated lesson plans and correlating teaching materials have been implemented and are taught to recruits, patrol officers and supervisors by subject-matter experts in sexual assault, domestic violence, legal updates and legal aspects. All of these training areas meet Consent Decree guidelines as per content as well as instructor qualifications. Instructor qualifications have also

been evaluated, and more than 35 adjunct instructors recently have been certified as instructors through attendance at the FBI's Law Enforcement Instructor School. Further, NOPD officers have excellent training opportunities for the near future, including, but not limited to, additional outside training in sexual assault, domestic violence, and bias-free policing, by national experts who specifically have chosen to work with NOPD in furtherance of educating the Department in these critical subject-matter areas.

Inasmuch as implementation of Consent Decree-compliant training is critical to the NOPD and the Training Academy, the training and education chapters applicable to Academy administration and its curriculum are vital and were recently updated and converted into chapter format with updated procedures and input from the Training Academy. These training and education chapters were submitted to OCDM and DOJ in late June for their collective review. These chapters were revised in line with best practices, the Consent Decree, and existing NOPD policies.

To ensure that recruits and officers are receiving training on revised chapters and that all training is taking place on a timely basis, NOPD recently procured the services of PowerDMS, a record-keeping software platform that keeps track of all policies and all training on those policies, provides a record of training as it occurs and, conversely, provides notifications when mandated training has not taken place. PowerDMS also records and tracks all commendations and corrective actions taken, and it allows each trainee to provide an electronic signature verifying that training has been completed.

Moving forward, recruit classes and commissioned officers are greatly benefitting from NOPD's commitment to providing enhanced, best-practices training and education in line with

the Consent Decree; high-quality instructors; excellent training facilities; and the technology necessary to maintain this high level of commitment at a sustainable pace.

### **Officer Assistance and Support**

The Department has made considerable progress on its officer assistance and support program. From January 2015 through April 2015, the Department worked with the Department of Civil Service to create a position to lead the program and identify potential candidates. In April 2015, the Department hired a licensed clinical social worker to be director of the Officer Assistance Program. The program is designed to promote mental health wellness for all employees and their families through direct intervention. All employees will have immediate access to confidential mental health services. The program offers individual, couple, and family counseling, as well as referrals to external agencies when appropriate.

The Officer Assistance Program director is also providing training to officers and supervisors on how to utilize officer assistance as well as providing training related to mental health stressors in law enforcement. In addition, she is working with the Department to develop a new, comprehensive peer intervention program. Finally, the Department is working on finalizing other details related to the program such as finalizing its policies.

### **Performance Evaluations**

As a result of the Great Place to Work Initiative, the Department was able to revise its performance evaluation in accordance with the Consent Decree. The Department worked with the Monitor and industry human-resource experts to create a new evaluation that captures the requirements of the Consent Decree and ensures that complete, thorough, and useful evaluations

are conducted on each employee.<sup>1</sup> These new evaluations were used by the entire Department. The evaluations were done in conjunction with the required Civil Service evaluation in order to beta-test the new evaluation before the new process replaces the Civil Service evaluation in 2016. The Compliance Bureau is working to improve the performance evaluations for 2016 based on feedback received after the new evaluations were completed. Finally, in order to properly prepare supervisors on the performance evaluation, the Compliance Bureau worked with an industry expert, the vice president of human resources at Audubon Institute, to create and deliver training on effective performance evaluations and the new performance evaluation process. The training was recorded as a webinar and made available to the entire Department as well as required by all supervisors conducting evaluations. Since that training, lesson plans have been developed for “new” supervisor training based on the training delivered.

### **Supervision**

The Department understands and takes very seriously the important and critical role of supervisors in achieving reform. For that reason, the Department has undertaken many different efforts to provide the necessary support and infrastructure to ensure quality supervision. In particular, the Department released revised daily activity reports for officers and supervisors. The new daily activity reports strengthen officers’ use of body-worn and in-car cameras and reporting of non-functioning or malfunctioning equipment. The supervisor’s daily activity report includes not only the changes mentioned above, but also provides the ability for supervisors to report on their supervisory functions such as providing counseling, redirection, or support; responding to misconduct; conveying orders to officers; and more. The Department is also exploring converting this to an electronic reporting process.

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<sup>1</sup> It has come to the Department’s attention that one performance evaluation requirement related to supervisor’s response to misconduct is listed outside of the performance evaluation section. This requirement will be addressed prior to the 2016 evaluations.

In addition, the Department has standardized and released compliance logs in addition to the custodial interrogation and photographic lineup logbooks mentioned above. These compliance logs are focused on supervision such as reporting non-functioning or malfunctioning equipment, reviewing video recordings, conducting disciplinary investigations, or reviewing uses of force. The Compliance Bureau has been working collaboratively with all of the Districts to ensure these logbooks are fully utilized.

The Department also has conducted an initial workload assessment of supervisors with the understanding that in order to ensure quality supervision, the Department needs to optimize supervisors' time. As such, the Department is piloting a program to reduce the time burden on scheduling and payroll related tasks. The Department is also reviewing how data processes can be streamlined or optimized, especially for use in the potential development of electronic daily activity reports. The Department is reviewing the other findings from the workload assessment and developing strategies to address other inefficiencies as they are identified. Finally, the Department is in the process of hiring a management consulting firm to analyze NOPD's workload and staffing deployment, as well as to make recommendations on more efficient organizational practices and processes.

The above-mentioned assessment and improvements are based on the Department's recognition that supervisors are "overburdened with non-supervisory responsibilities that consume time that would be more effectively devoted to supervision," as the Monitor observed in a recent report on the Department's supervision practices and policies. In addition, NOPD has developed and continues to develop additional supervisory training as well as form reporting requirements. Improved record-keeping is one of the NOPD's primary goals through this process. NOPD agrees with the Monitor's assessment that adequate documentation is integral to

effective supervision; proper record-keeping allows for continuous review and accountability throughout the chain of command. However, as the City pointed out in its previous biannual report, the absence of documentation does not necessarily equate to an absence of supervision. Members of the Office of the Consent Decree Monitor have personally witnessed and reported on actions by police officers that demonstrated close and effective supervision that were not properly documented. For example, one former police chief stated that he watched a supervisor giving instruction to a subordinate during roll call, but that instruction was not documented. The Department strives to document these “undocumented” instances of supervision, not only to demonstrate compliance, but to enhance supervision throughout the chain of command.

### **Early Warning System**

In January, the City signed a contract with a technology vendor, Sierra-Cedar, to deliver an Early Intervention System for the City and the Department. The work began in earnest shortly thereafter with high-level roadmap and discovery workshops featuring all responsible parties. Over the spring, the project featured a series of workshops on a variety of topics ranging from learning more about specific data sources such as IAPro<sup>2</sup> to the information security needs of the project. These workshops are intended to ensure the development of the project is done correctly with regard to functionality; hardware/architecture; source systems; and implementation, as well as ensuring that the solution is synchronized to the unique operations of the NOPD. Each meeting includes Department and City subject-matter experts relative to the specific workshop subject to ensure requirements are accurate from a 360-degree viewpoint. These workshops are leading to the development of the FastStart pilot, which is intended to

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<sup>2</sup> IAPro is a database used by the NOPD’s Public Integrity Bureau to track misconduct complaints, uses of force, and other critical data.

provide the Department with a working prototype from which the final product can be developed.

Finally, these workshops provided key information to the System Design Document, an essential project deliverable that ensures the correct requirements are developed before moving forward. As part of that effort, Sierra-Cedar and the Department have finalized the initial early warning criteria, thresholds, event triggers, workflows, peer groups through these workshops, research into other early intervention implementations in the United States, and offline work.

To date, Sierra-Cedar has delivered several key project documents, including the Project Management Plan, the System Architecture Document, Gap Analysis, and the System Design document on schedule. Sierra-Cedar is also preparing its “Roadmap” deliverable based upon interviews and workshops. The “Roadmap” is intended to provide an environment scan of the City/NOPD; identify the future state vision of EWS implementation and support; and identify priorities, assess planning gaps, and provide recommendations. The City, the Department, and the Contractor have remained on the project timeline and within the project’s scope, and all parties are eager to see the project move forward.

### **Secondary Employment**

The Office of Police Secondary Employment remains compliant with the vast majority of secondary employment requirements and is piloting a program to incorporate the assignment of traffic details into its operations. NOPD implemented an equitable, auditable assignment system for tail-car and scooter details that will be used until OPSE takes over assignment of all details.

### **Misconduct Complaint Intake, Investigation, and Adjudication**

As a result of discussions among the Compliance Bureau, the Public Integrity Bureau, the Department of Justice and OCDM representatives, NOPD completed an approved policy



governing misconduct complaint intake and investigation, Chapter 52.1.1, which replaces former Policy 1020. Like the policy governing use of force, this is a foundational policy that embodies core principles and best practices, and its implementation represents a significant step toward compliance with the Consent Decree. Following the chapter's approval, NOPD designed a training plan to instruct personnel in advance of its effective date. Members of the Compliance Bureau developed a Power Point presentation that was delivered to Public Integrity Bureau personnel in early May, and PIB instructors recorded a webinar based on the presentation that will be disseminated to supervisors for mandatory review early this month. This training describes the main changes between former Policy 1020 and Chapter 52.1.1 and reviews procedures for non-disciplinary counseling and training pursuant to previously released Chapter 35.1.7. The new misconduct complaint policy, which will take effect in mid-July, is designed to make the process of lodging misconduct complaints easier and more accessible to the public. For example, members of the public will be able to make a complaint to any officer at any time, and complaint forms will be widely distributed and available in every police station, library, and other government facilities.

NOPD is contracting with a translation-services vendor to translate informational materials related to the process of filing a misconduct complaint into Spanish and Vietnamese. For example, informational posters that describe how to file a complaint have been translated into both languages and posted in police facilities as well as City libraries. The Department has submitted the complaint form and brochures for translation, and those materials also will be distributed to, and posted in, City and NOPD facilities.

In addition, the Compliance Bureau and the Public Integrity Bureau have drafted a comprehensive revision to Policy 1021, which governs the disciplinary process, created a

separate chapter detailing the responsibilities of misconduct investigators, and completed an overhaul of the penalty schedule that dictates the range of potential punishments for all misconduct offenses. The new disciplinary process, as proposed, would give accused employees the right to a predisposition conference during which they would have the opportunity to respond to misconduct allegations. The revised penalty “matrix” provides presumptive penalties for each offense within narrower ranges, and it establishes levels of offenses based on their severity. Collectively, these changes are designed to increase transparency and fairness throughout the disciplinary process. NOPD anticipates approval of these revised policies within the next quarter, with training and implementation to follow.

The Public Integrity Bureau recently sought approval for five additional civilian staff members from the Civil Service Commission, including two investigators and three intake assistants. Interviews for those positions are under way, and the Public Integrity Bureau anticipates filling all five positions within the next quarter. The additional staff is expected to greatly improve the intake process and enhance tracking of all misconduct data-tracking.

### **Transparency and Oversight**

The Consent Decree requires a variety of public reports that the Department must publish annually. In 2015, the Department released all of these reports for the first time on the Consent Decree page of the Department’s website, including annual reports on use of force, crisis intervention, stop and search data, bias-free policing, sexual assault, domestic violence, community engagement, recruitment, training, and the Public Integrity Bureau. NOPD is committed to making as much data and information available. The Department acknowledges that many of these reports represent a baseline to which future reports may compare, while also

acknowledging that as new regulations governing the Department change, so do the meaning and interpretation of the underlying data.

The Consent Decree also requires the reporting of data through the outcome measures listed in Paragraph 448. These include key indicators such as rate of force per arrest, canine bite ratio, rate of force complaints, and the number of uses of force that were found to violate policy. Although the Monitor has primary responsibility over these measures, the Department has been working cooperatively to gather, compile, and, in some cases, conduct analysis on the data to facilitate the provision of data to the Monitor. In addition, the Compliance Bureau worked closely with the Monitor in operationalizing the definitions and developing methodologies to analyze the data.

The Monitor, the Department of Justice, the Court, and NOPD continue to work collaboratively to implement the requirements of the Consent Decree. The City and NOPD are encouraged by the progress made toward this goal and remain committed to continuing reforms to achieve full compliance.

Respectfully submitted,

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**CERTIFICATE OF SERVICE**

I do hereby certify that on this 1<sup>st</sup> of July, 2015 a copy of the foregoing was filed electronically with the Clerk of Court using the CM/ECF system. Notice of this filing will be sent by operation of the court's electronic filing system. I also certify that a copy of the foregoing will be sent to all non-CM/ECF participants by United States Mail, properly addressed and postage pre-paid.

/s/ Sharonda R. Williams  
Sharonda R. Williams