



CITY OF NEW ORLEANS ETHICS REVIEW BOARD

525 St. Charles Avenue New Orleans, LA 70130-3409

erb@nolaerb.gov

<https://www.nolaerb.gov/>

BOARD MEETING

Robert E. Smith Public Library, 6301 Canal Blvd, New Orleans, LA 70124

Monday, January 30, 2023

12:00 P.M.

AGENDA

1. Call to order.
2. Approval of the minutes of December 2022 board meeting.
3. Monthly report of Office of Inspector General.
4. Reports of Office of the Independent Police Monitor.
 - a. Report and discussion regarding proposed ordinance on investigatory functions.
 - b. Report and discussion of funding requests made to City Council.
 - c. Monthly report.
5. Monthly report of Ethics Trainer.
6. Monthly report of General Counsel and Executive Administrator.
7. Report on appointments to Quality Assurance Review Advisory Committees.
8. Call for agenda items for future board meetings.
9. Adjournment.

**Draft Minutes of
Previous Board
Meeting**



Ethics Review Board for the City of New Orleans

Board Meeting of December 19, 2022, at 3:30 P.M. in New Orleans City Council Chambers

Minutes

1. *Call to Order.*
 - 1.1. The vice-chair called the meeting to order at 3:32 p.m.
 - 1.2. ERB members present:
 - 1.2.1. Wanda A. Brooks.
 - 1.2.2. Holly Callia, Chair.
 - 1.2.3. Elizabeth Livingston de Calderon.
 - 1.2.4. Tyrone G. Jefferson, Jr.
 - 1.3. ERB members absent:
 - 1.3.1. Michael A. Cowan.
 - 1.3.2. Monique G. Doucette
 - 1.4. Staff members present:
 - 1.4.1. Dane S. Ciolino, Executive Administrator and General Counsel.
 - 1.5. Staff members absent:
 - 1.5.1. Jordy Stiggs, Ethics Trainer (ill).
 - 1.6. The agenda for the meeting is attached.
2. *Approval of Minutes.* Upon a duly made and seconded motion, the ERB unanimously approved the minutes of the regular ERB meeting of November 21, 2022. Ms. Calderon

asked that the minutes be amended to note that the ERB gave the public an opportunity to comment on item 5.2.9. No member of the ERB objected.

3. *Monthly Report of the Office of the Inspector General.*

- 3.1. Ed Michel appeared on behalf of the Office of the Inspector General. The new GC for the OIG also appeared.
- 3.2. Mr. Michel presented his office's monthly written report (attached). He also reported orally to the ERB and responded to ERB members' questions.
- 3.3. Mr. Michel noted that his office's new website is active. OIG social media engagement is up; nearly 2,000 followers now exist on Twitter for the OIG.
- 3.4. Mr. Michel reported that a new report is due relating to the Communications District. Last week, the OIG released a letter regarding STR violations.
- 3.5. Mr. Michel sent a letter to the mayor last week suggesting that a national search be conducted for the chief of police position, which is now open.
- 3.6. The OIG is looking into fuel dispensing activities of the city for city vehicles.
- 3.7. The OIG is hiring investigators with experience in criminal investigations. The OIG has also hired three evaluators and a general counsel. Finally, the OIG has hired three interns.
- 3.8. Mr. Jefferson asked for more details about the OIG website address and content. He also asked for information regarding Twitter accounts for OIG. Mr. Michel provided the information.
- 3.9. Ms. Brooks asked where the OIG was getting information about AirBNB violations. Mr. Michel explained that it was obtained through a very simple comparison of AirBNB advertisements with registered city permit holders. These properties were not registered and the city could easily collect approximately \$500,000 in fines and fees.
- 3.10. Ms. Calderon noted that the OIG should not undertake to do the work of other city departments. She did applaud the OIG for identifying problems and proposing solutions. Mr. Michel stated that he understood that issue and assured her that his office would not undertake to do work for other departments.
- 3.11. Ms. Brooks asked whether the OIG would follow up on the status of implementation of its suggestions. Mr. Michel said, yes, we do, but we do give the city departments at least several months to implement the suggestions.

4. *Monthly Report of the Office of Independent Police Monitor.*
 - 4.1. Boncyle Sukunbi appeared on behalf of the Office of the Independent Police Monitor. Ms. Cziment was ill and could not appear.
 - 4.2. Ms. Sukunbi discussed the monthly report (attached).
 - 4.3. Ms. Callia asked about why there were surplus funds. Ms. Sukunbi stated that it was due to unfilled positions.
5. *Discussion of Funding and Additional Responsibilities for OIPM.*
 - 5.1. Ms. Sukunbi reported that the council will take up the new ordinance in February.
 - 5.2. Mr. Ciolino reported that Mr. Morrell's office reached out to the ERB regarding ERB participation in the drafting of the ordinance and any amendments to the home rule charter.
 - 5.3. The ERB requested that Mr. Ciolino invite Mr. Morrell to the January meeting.
 - 5.4. Ms. Calderon asked about the role that the OIPM will take after the consent decree sunsets. Mr. Sukunbi reported that the funding of the federal monitors comes from the city. Some portion of that money should be shifted to the OIPM after sunset.
 - 5.5. Ms. Sukunbi reported that the OIPM has not received more than the charter allocation this year, although there are discretionary funds that the council has that it could allocate to the OIPM.
 - 5.6. Ms. Callia asked whether the federal monitors have conducted investigations. Ms. Sukunbi reported that they have not.
6. *Monthly Report of Ethics Trainer.*
 - 6.1. Mr. Jordy Stiggs was ill and did not orally present his monthly written report (attached).
 - 6.2. The ERB accepted his written report.
7. *Report of the Executive Administrator and General Counsel.*
 - 7.1. Dane S. Ciolino presented his oral report.
 - 7.2. Mr. Ciolino reported that the ERB has received no new complaints.
 - 7.3. Mr. Ciolino reported that he has heard from Councilmember Morrell's office about scheduling a meeting in January to discuss OIPM issues and charter amendment committee and issues.

- 7.4. Mr. Ciolino reminded all ERB members to obtain their mandatory ethics training and to provide their certificates to Mr. Stiggs.
- 7.5. Mr. Ciolino reported that the ERB is awaiting QARAC nominations from the city. Mr. Ciolino also reported that the ERB is awaiting a nomination from the mayor on the Loyola ERB position. Mr. Ciolino will add the status of these appointments as a regular monthly report item at future meetings.
- 8. *Matters Related to ERB Complaint No. 2022-03.*
 - 8.1. Motion to go into executive session pursuant to Louisiana Revised Statutes sections 42:17 to discuss an investigative proceeding regarding allegations of misconduct related to ERB Complaint No. 2022-03. Motion seconded. Motion passed unanimously.
 - 8.2. Executive session conducted confidentiality without the public.
 - 8.3. Motion to resume regular session at 4:30 p.m. Motion seconded. Motion passed unanimously.
 - 8.4. Motion in regular session to dismiss ERB Complaint No. 2022-03 without prejudice due to insufficient evidence of a violation of the City Code of Ethics. Motion seconded. Motion passed unanimously.
- 9. *Call for Agenda Items for Future ERB Meetings.* No items identified.
- 10. *Adjournment.*
 - 10.1. A motion was made to adjourn the ERB meeting.
 - 10.2. The motion was seconded.
 - 10.3. The ERB unanimously voted to adjourn. The meeting was adjourned at 4:32 p.m.

* END *

Monthly Report of OIG

MONTHLY REPORT

DECEMBER 2022



OIG

**NEW ORLEANS
OFFICE OF INSPECTOR GENERAL**

**EDWARD MICHEL, CIG
INSPECTOR GENERAL**

ADMINISTRATION DIVISION



1,890

Number of registered Twitter followers

ADMINISTRATION

The Office Manager is responsible for the following ongoing tasks:

- Human Resources
 - Coordinating the hiring process
- Finance
 - Managing and refining the OIG budget
- Procurement Process
 - Communicating with OIG vendors
 - Processing requisitions to create purchase orders
 - Overseeing the timely payment of OIG expenditures
- Operations
 - Coordinating with the OIG's landlord and various City departments on administrative matters

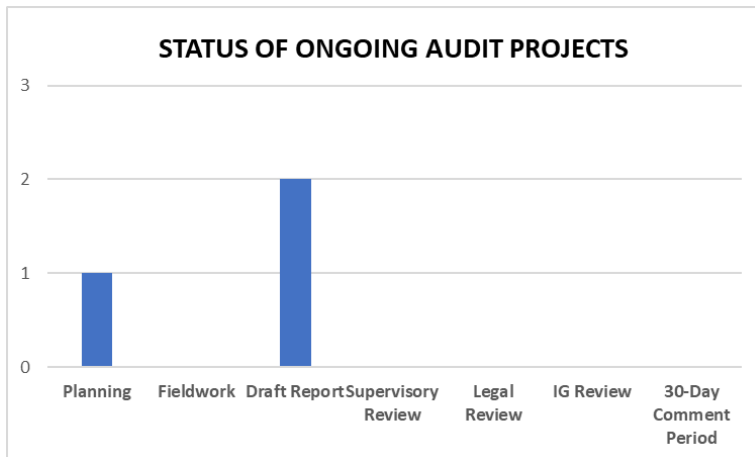
INFORMATION SECURITY

The OIG Information Security Specialist is responsible for the following tasks to maintain the OIG's information technology (IT) integrity

- Technical Support
- Hardware and Software Updates
- Communication and Coordination
- Consultation for IT Purchases

AUDIT & REVIEW DIVISION

The Audit and Review Division conducts financial audits, attestations, compliance, and performance audits of City programs and operations. Auditors test for appropriate internal controls and compliance with laws, regulations and other requirements.



The Audit and Review Division has the following projects in process:

- Orleans Parish Communications District (OPCD) Expenditures
- Wisner Fund
- Orleans Parish Sheriffs Office

Project Phase Descriptions:

Planning - includes background research, data gathering, initial interviews, and/or internal controls assessment.

Fieldwork - includes data and statistical analyses, interviews, testing of procedures, onsite observations, and/or physical inspections.

Draft Report - includes data and statistical reviews, documenting fieldwork results, initial report writing, revisions and internal Quality Assurance Review (QAR) prior to supervisory review.

Supervisory Review - includes the review by both Deputy Inspector General and First Assistant Inspector General to ensure sufficiency and appropriateness of evidence, adequate fieldwork procedures, and proper conclusions, content, presentation and readability.

Legal Review - Report review by in-house General Counsel and/or outside Legal Counsel to ensure appropriate and proper legal citations and/or interpretations.

IG Review - Report review by the Inspector General based on corrections and recommended changes resulting from the Legal Review.

30-Day Comment Period - 30-day deadline for the department to review the draft report and submit management responses for inclusion in the final report.

MEASURING PROGRESS

AUDIT AND REVIEW DIVISION

The following information provides a summary of the Audit Division's project phase and a summary of the audit objectives.

Project Name	Project Phase ¹	Anticipated ² Completion Date
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Orleans Parish Communications
District

Draft Report

Ongoing

Summary of Objectives: To determine if management's internal controls are designed properly and implemented and operating effectively to ensure expenses and disbursements were business-related and allowed by law.

Wisner Fund

Draft Report

Ongoing

Summary of Objectives: The OIG will be releasing a letter explaining why the 2020 Extension of the Wisner Trust was not proper, violating City Code and prior court rulings concerning the Trust.

Orleans Parish Sheriffs
Office

Planning

Ongoing

Summary of Objectives: The purpose of the audit is to evaluate the operating effectiveness of the Orleans Parish Sheriff Office's controls and expenditures related to payroll and paid details.

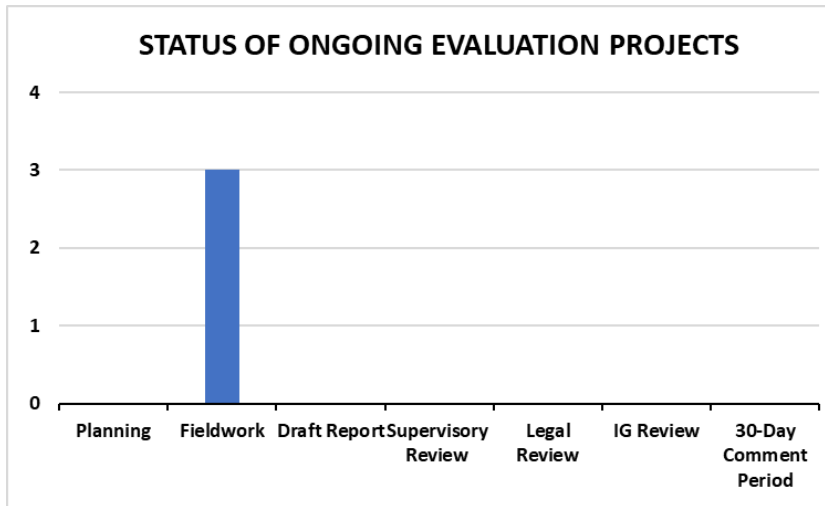
Footnotes:

1 - Project phase determination is based on the objective(s), scope, and methodology for each project. It is not determined by a standard set of hours and/or phase deadline.

2 - The completion date may be re-evaluated if necessary.

INSPECTIONS & EVALUATIONS DIVISION

The Inspections and Evaluations Division works to increase the efficiency, effectiveness, transparency, and accountability of City programs, agencies, and operations. Evaluators conduct independent, objective, empirically based and methodically sound inspections, evaluations, and performance reviews.



The Inspections & Evaluations Division has the following projects in process:

- New Orleans Police Department (NOPD) Violent Crime Response Analysis
- CNO Employee Time and Attendance Reporting
- EMD Fuel Dispensing Follow-Up

Project Phase Descriptions:

Planning - includes background research, data gathering, initial interviews, and/or internal controls assessment.

Fieldwork - includes data and statistical analyses, interviews, testing of procedures, onsite observations, and/or physical inspections.

Draft Report - includes data and statistical reviews, documenting fieldwork results, initial report writing, revisions and internal Quality Assurance Review (QAR) prior to supervisory review.

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30-Day Comment Period - 30-day deadline for the department to review the draft report and submit management responses for inclusion in the final report.

MEASURING PROGRESS

INSPECTIONS AND EVALUATIONS DIVISION

The following information provides a summary of the Inspections and Evaluations Division's project phase and a summary of the each project's objectives.

Project Name	Project Phase ¹	Anticipated ² Completion Date
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CNO Employee Time and Attendance Reporting

Fieldwork

Ongoing

Summary of Objectives: To determine whether the City has policies, procedure, and controls to ensure that Time and Attendance is reported accurately.

NOPD Violent Crime Response Analysis

Fieldwork

Ongoing

Summary of Objectives: To assess the NOPD's response to violent crimes in the City in relation to best practices and industry standards.

EMD Fuel Dispensing Follow-Up

Fieldwork

Ongoing

Summary of Objectives: This follow-up evaluation seeks to determine if the City implemented the corrective actions to which it agreed in June 2016 in response to the OIG's initial evaluation, and whether the deficiencies identified in the original report still exist.

Footnotes:

1 - Project phase determination is based on the objective(s), scope, and methodology for each project. It is not determined by a standard set of hours and/or phase deadline.

2 - The completion date may be re-evaluated if necessary.

INVESTIGATIONS DIVISION

ADMINISTRATIVE INVESTIGATIONS (DECEMBER HIGHLIGHTS)

Issued a letter to Director of Safety and Permits regarding Third-Party Inspectors with active residential and commercial contractors licenses issued by the State. As per Section 110.10(1) of the Building Code, under City Code Section 26-15, "Any Company or individual holding a Louisiana license as a building, residential, or home improvement contractor is prohibited from registering as a Third-Party inspection service provider."

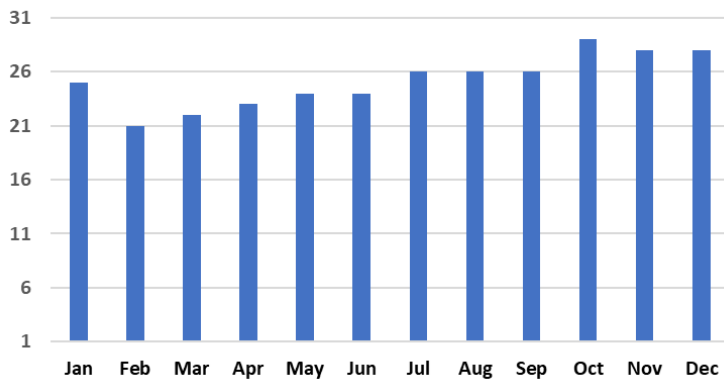
Issued a Request for Documents to the Information Technology and Innovation Department

MEASURING PROGRESS

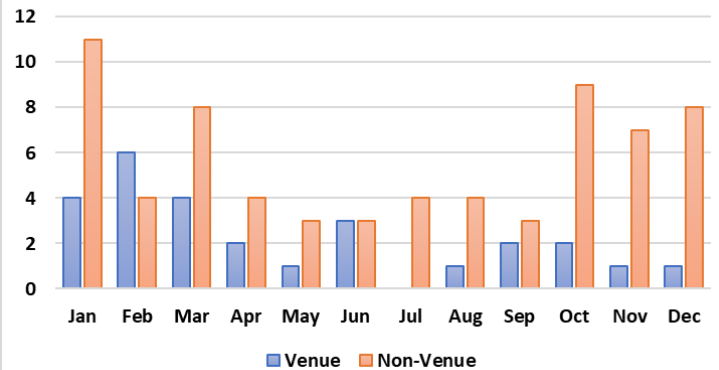
INVESTIGATIONS DIVISION

The Investigations Division conducts criminal and administrative investigations involving City of New Orleans employees, contractors, and vendors that receive City funds. Investigators also work with local, state, and federal partners to conduct joint investigations. The Investigations Division is also available to provide fraud awareness training to City employees and to engage in other outreach programs with businesses and citizens.

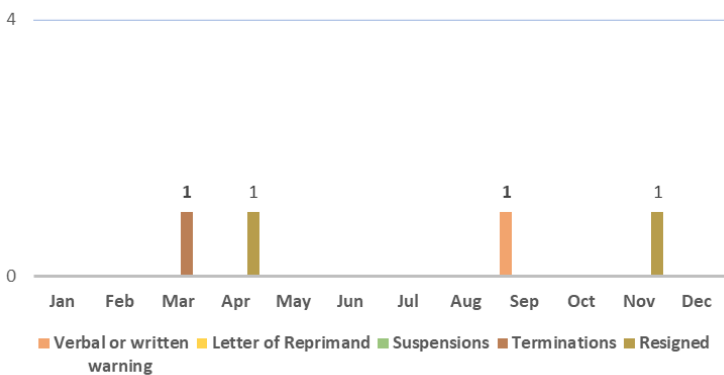
NUMBER OF OPEN INVESTIGATIONS



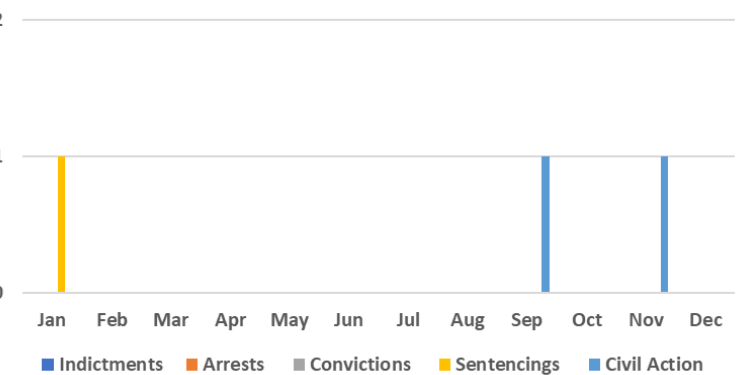
NUMBER OF COMPLAINTS RECEIVED



RESULTS OF ADMINISTRATIVE INVESTIGATIONS



RESULTS OF CRIMINAL INVESTIGATIONS



Venue: Matters that the OIG has the jurisdiction to investigate

Non-Venue: Matters outside of the OIG's jurisdiction

2022 BUDGET

TOTAL APPROPRIATION FOR 2022: \$3,581,754

Expenditures		Spent YTD
Personnel		\$ 1,944,042
Operating		\$ 581,531
Total		\$ 2,525,573
Remaining Balance		\$ 1,056,181

As of 1/1/2023

OIG ON SOCIAL MEDIA



OIG ON SOCIAL MEDIA



New Orleans OIG @NOLAOIG · Dec 19, 2022

The New Orleans Inspector General recommends Mayor Catrell conduct a National Search for the NOPD Superintendent.

nolaoig.gov/media/superint...



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New Orleans OIG @NOLAOIG · Dec 22, 2022

The New Orleans Office of Inspector General has nine new employees who will prevent fraud, waste, abuse and public corruption in New Orleans. Ethics Review Board Chair Holli Callia swore in our new employees this morning at Gallier Hall.



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Monthly Report of OIPM



THE OFFICE OF THE INDEPENDENT POLICE MONITOR

MONTHLY REPORT

DECEMBER 2022

Community Letter

Dear New Orleans Community,

The last month of 2022 brought a lot of change to the New Orleans Police Department and the community. There were lasts, like the last day of Chief Ferguson's leadership over the department, and firsts, like the appointment of the first woman of color to be the interim chief of the NOPD. In reflecting on the final month of the year, the OIPM wants to acknowledge the changes, contributions, and opportunities that now exist for all of us in 2023.

In December, Chief Ferguson resigned as Chief of NOPD after leading the department for three years. During his tenure, Chief Ferguson oversaw the NOPD response to the Covid19 Pandemic, protests over the murder of George Floyd, challenges from a changing city council, and crime increases across the city. There were steps forward under his leadership and there were department-wide mistakes.

While the OIPM did not agree with all of Chief Ferguson's decisions, Chief Ferguson was very receptive to oversight, sought to collaborate on projects, kept an open line of communication, and our disagreements were always respectful. The OIPM appreciated the partnership during a challenging tenure and wishes him the best.

The departure of Chief Ferguson set into motion a wave of change within the NOPD. In a historic move, Mayor Cantrell appointed Captain Michelle Woodfork to be the first African American female police interim chief of the NOPD. The OIPM congratulates Captain Woodfork on this significant appointment. OIPM is paying close attention to changes that are taking place within NOPD, including leadership changes, and how these shifts may impact the Consent Decree and police reform. Within a week of her appointment, two tenured deputy chiefs retired as new deputy chiefs were selected, new lieutenants and captains were promoted sworn in. The OIPM looks forward to discussing this new leadership structure with Chief Woodfork and learning more about her vision for the NOPD.

In December, I sent a formal letter to Mayor Cantrell and City Council requesting a "collaborative search and selection process" for the permanent chief. I requested both for my inclusion as oversight in the process and for the community, NOPD employees, and other stakeholders to be given meaningful opportunities to contribute and provide input into the search process. The appointments and departures of police chiefs have left the public and even NOPD employees confused about the appointment process, how chiefs are selected, and what makes an individual an effective chief candidate. In response to the questions that the OIPM received in December around these leadership shifts, the OIPM is preparing an informational tool on police chiefs for the public and partners to learn more about the logistics and criteria considered in these important appointments.

This month, I want to highlight a difficult criminal liaison requiring the Seventh District, Homicide, and the OIPM to work together to better serve a mourning family. A family reached out to the OIPM regarding the death of a loved one that was assessed by the Coroner's Office to be self-inflicted. Though it's not ordinarily NOPD's practice to show video of such actions to families, the OIPM facilitated the viewing of the footage. The family was able to watch the video with officers from the responding district and the homicide unit present to answer questions and a NOPD social worker to provide support. It was a difficult afternoon to say the least, but the OIPM appreciated the effort made by the NOPD to accommodate this request and hold space for this family.

Soon it will be 2023 and with the start of the a new year is a new opportunity to set goals, priorities, and intentions for the year ahead. In January, the OIPM will release the OIPM Work Plan for the coming year and beyond. We look forward to sharing our goals with you and all we will achieve in 2023 together.

Thank you,



Above is an OIPM social media post regarding the interim chief appointment. Below is the formal letter submitted to the Mayor and City Council.



Historical Comparison

Year-to-Date Comparison

	2022	2021	2020	2019	2018	2017	Avg 2017-2021
Civilian Complaint Count	67	59	61	85	32	37	54.8
Police Complaint Count	1	4	5	2	5	3	3.8
Civilian w/in NOPD	0	1	1	0	0	0	0.4
Anonymous Complaint	26	21	28	0	0	0	9.8
Criminal Case Liaison Count	24	20	40	17	8	7	18.4
Case Monitoring Count	7	4	12	0	10	8	6.8
Case Review Count	4	5	3	8	8	1	5
Contact Only Count	31	17	29	18	2	9	15
Disciplinary Hearing Count	65	66	64	54	63	33	56
Critical Incident Count	8	8	11	9	7	7	8.4
Firearm Discharge Count	6	7	9	8	4	4	6.4
Lvl 4 Non-Critical	17	9	10	0	0	0	3.8
Mediation Count	23	19	37	35	22	28	28.2
Commendation Count	1	8	3	7	1	2	4.2
Grand Total	280	248	313	243	162	139	221

December Yearly Comparison

	Dec-22	Dec-21	Dec-20	Dec-19	Dec-18	Dec-17	2017-2021 average
Citizen Complaint Count	3	4	4	17	6	6	7.40
Police Complaint Count	0	1	1	0	0	0	0.40
Civilian w/in NOPD	0	0	0	-	-	-	0.00
Anonymous Complaint	1	0	1	-	-	-	0.50
Criminal Case Liaison Count	2	0	3	0	0	0	0.60
Case Monitoring Count	0	1	0	0	0	0	0.20
Case Review Count	0	0	0	1	0	0	0.20
Contact Only Count	3	0	0	5	0	0	1.00
Disciplinary Hearing Count	2	5	0	7	3	2	3.40
Critical Incident Count	0	0	0	1	0	0	0.20
Firearm Discharge Count	1	0	0	1	0	0	0.20
Lvl 4 Non-Critical	0	0	2				1.00
Mediation Count	2	2	1	3	1	3	2.00
Commendation Count	1	0	0	0	0	0	0.00
Grand Total	15	13	12	35	10	11	16.2

December Overview

Civilian Complaints Received in December

CC2022-0114 (Received 12/6/22)	The complainant alleged that multiple officers working a specialized unit were committing payroll fraud over the course of several years, and that their ranking supervisor was in neglect of duty for failing to notice such misconduct.
CC2022-0118 (Received 12/21/22)	The complainant alleged that an officer in the 7th district failed to conduct a thorough investigation which led to her being arrested.
CC2022-0117 (Received 12/22/22)	The complainant alleged that an officer in an unknown district failed to properly respond to their call to police when the officer did not arrest or charge an individual for allegedly filming the complainant.

Anonymous Complaints Received in December

AC2022-0115 (Received 12/8/22)	The anonymous complainant alleged that an NOPD Capt. was participating in narcotic activities in a hotel room in the 7th district.
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Contact Only Received in December

CO2022-0030	A member of the public contacted OIPM regarding a possible crime being committed in the 8th District. OIPM informed the member of the public that they must file a police report directly with NOPD, and forwarded the contact information for the 8th District to the member of the public and advised them of how to file a police report.
CO2022-0031	A member of the public submitted an online complaint regarding a possible noise ordinance violation. OIPM forwarded the online complaint to the Health Department of New Orleans.
CO2022-0032	A member of the public contacted OIPM regarding a possible crime being committed in the 2nd District. OIPM informed the member of the public that they must file a police report directly with NOPD, and forwarded the contact information for the 2nd District to the member of the public and advised them of how to file a police report.

December Overview

Firearm Discharge

FD2022-0008	While investigating a trespassing call for service, the officer observed a male laying on the ground, refusing to leave. The individual then stood up, produced a knife, lunged at the officer, and subsequently continued to move towards the officer with the knife. The officer fired one shot, striking the individual in the right arm. The individual was transported to a local hospital. The officer did not report any injuries.
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Criminal Liaison Received in December

CL2022-0025	Two members of the public contacted OIPM about potentially filing a complaint regarding the death investigation of their family member. OIPM facilitated a meeting with Homicide detectives and the members of the public to address their concerns.
CL2022-0026	OIPM received an online complaint regarding the conduct of a member of the Harbor Police Department. OIPM forwarded this complaint in full to the Harbor Police Department.

Disciplinary Proceedings Received in December

DH2022-0066 / PIB2021-0577-R	A Sergeant in the third district is accused of performance of duty violations for failing to follow instructions from an authoritative source when he was not cognizant of his work schedule and worked more than 16 hours and 35 minutes in a 24 hour period multiple times over the course of a three year period.
DH2022-0067 / PIB2022-0249-R	A Sergeant, formerly with Homicide, is accused of a performance of duty violation for failing to ensure her report was reasonably free of errors when she mislabeled the report's exhibits and used the wrong incident number.

Complaints

The OIPM serves as an alternative site for civilians and police officers alike to file complaints of misconduct against the NOPD. These complaints and allegations are compiled into referrals by the OIPM and provided to the Public Integrity Bureau (PIB) for them to investigate. The OIPM monitors and reviews the classification and investigation conducted by PIB.

Once the OIPM receives a complaint, the OIPM prepares the complainant's account into a narrative. The OIPM strives to accurately capture the words, emotions, goals and narrative shared by the complainant and selects the policy, practice, or rule that each allegation of behavior / incident could have violated if determined to be true. As part of the letter preparation process, OIPM personnel reviews information in NOPD systems regarding the interaction complained of, including body worn camera video, electronic police reports (EPR) and field interview cards (FIC). The OIPM may include information obtained from NOPD information systems in the complaint referral to PIB to ensure that PIB can fully investigate the complainant's concerns.

The OIPM provides a complaint process that is independent, impartial, transparent, fact-based, timely, and communicates in an understandable manner to all those involved. The OIPM maintains that misconduct investigation must be comprehensive, and the complaint process must be accessible, fair, thorough, and transparent.

3 CIVILIAN COMPLAINTS

1 ANONYMOUS COMPLAINTS



Complainant Type

2022



Intake Source

2022



Discipline

The OIPM is responsible for monitoring whether NOPD action taken during disciplinary proceedings are compliant with state and federal law, NOPD policy, the Consent Decree, and the Memorandum of Understanding between the NOPD and the OIPM executed on November 10, 2010. The OIPM will review such proceedings to ensure the NOPD is compliant with Federal Consent Decree Section XVII: Misconduct Complaint Intake, Investigation, and Adjudication.

The OIPM reviews the disciplinary investigation and attends the subsequent disciplinary hearings where the OIPM will provide systemic and individualized findings and recommendations based on NOPD's investigation. The OIPM conducts a thorough review of the proceedings, findings, and recommendations that is available for review by both the NOPD and the New Orleans community.

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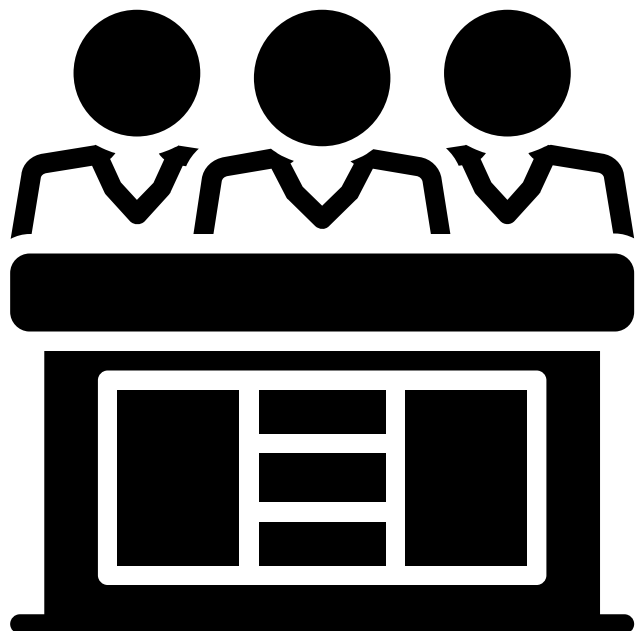
DISCIPLINARY PROCEEDINGS

0

SUPERINTENDENT COMMITTEE HEARINGS

0

CAPTAIN PANEL PREDISPOSITION AND PENALTY HEARINGS



Community-Police Mediation

Mediation is an alternative to the traditional process of resolving complaints of police officer misconduct. Mediation is a process facilitated by two professionally-trained community mediators to create mutual understanding and allow the civilian and officer to be fully heard and understood in a non-judgmental way.

5

**MEDIATIONS
REFERRED**

0

**MEDIATIONS
PENDING**

2

**MEDIATIONS
HELD**



Use of Force

The OIPM is required by City Code 2-1121 to monitor the quality and timeliness of NOPD's investigations into use of force and in-custody deaths. If a critical incident occurs, the OIPM is notified and a member of the incident and will report immediately to the scene. The OIPM will stay engaged from the occurrence of the incident, through investigation, and Use of Force Review Board (UFRB) hearings.

The UFRB serves as a quality control mechanism to ensure timely reviews of all serious use of force investigations to determine the appropriateness of the investigative findings, and to quickly appraise use of force incidents from a tactics, training, policy, and agency improvement perspective. The voting members of the UFRB are the Deputy Superintendents of Field Operations Bureau, Public Integrity Bureau, and Investigations and Support Bureau. Other NOPD deputy chiefs serve as non-voting members, and outside groups like OIPM and the Office of the Consent Decree Monitor are present to observe, listen, and participate in discussion.

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**CRITICAL
INCIDENTS**

0

**FORCE
MONITORING**

1

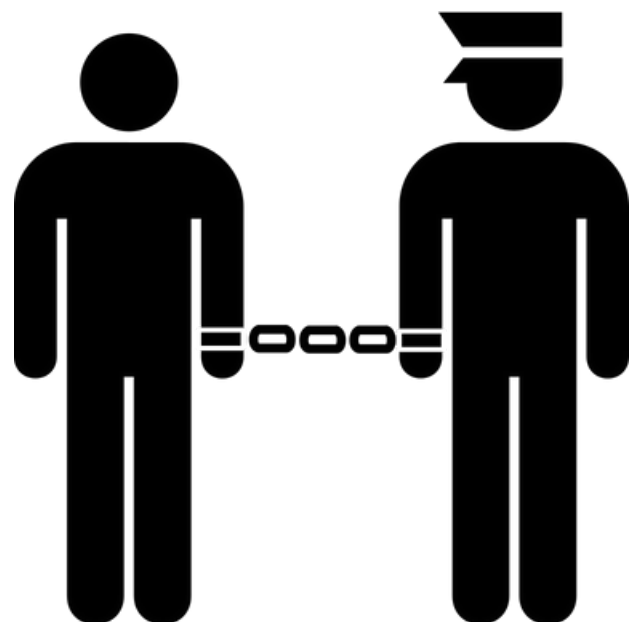
**FIREARM
DISCHARGE**

1

**LEVEL 4 NON-
CRITICAL
INCIDENT**

1

**CASES HEARD
AT USE OF
FORCE REVIEW
BOARD**



Community Outreach

8

COMMUNITY OUTREACH EVENTS

OIPM leads and participates in community outreach to inform the public of our services, to increase public engagement with policing, raise awareness of local or relevant police practice, and monitor how the NOPD interacts with our community.

COMMUNITY EVENTS

HELD COMMUNITY OFFICE HOURS IN THE ALGIERS REGIONAL LIBRARY, THE NORD CENTER IN THE CUT-OFF, IN MID-CITY AT THE MID-CITY LIBRARY, AND IN NEW ORLEANS EAST AT THE EAST NEW ORLEANS REGIONAL LIBRARY.

FACILITATED FAMILIES OVERCOMING INJUSTICE MEETING ON 12/3/22 AT OIPM OFFICE.

HELD A VIRTUAL 2-HOUR MEDIATION TRAINING.

CO-TAUGHT WITH THE NOPD A FACIAL RECOGNITION CONTINUING LEGAL EDUCATION TO ORLEANS PARISH DISTRICT ATTORNEY'S OFFICE.

PARTICIPATED IN ALLEN RAY BOLIN HIGH SCHOOL MOCK TRIAL COMPETITION IN CRIMINAL DISTRICT COURT.



Above is a picture of of volunteers from the Allen Ray Bolin High School Mock Trial Competition, including Deputy IPM, Bonycle Sokunbi.

Below is a picture of Daphne Cross with families and participants of the organization Families Overcoming Injustice during a luncheon at OIPM.

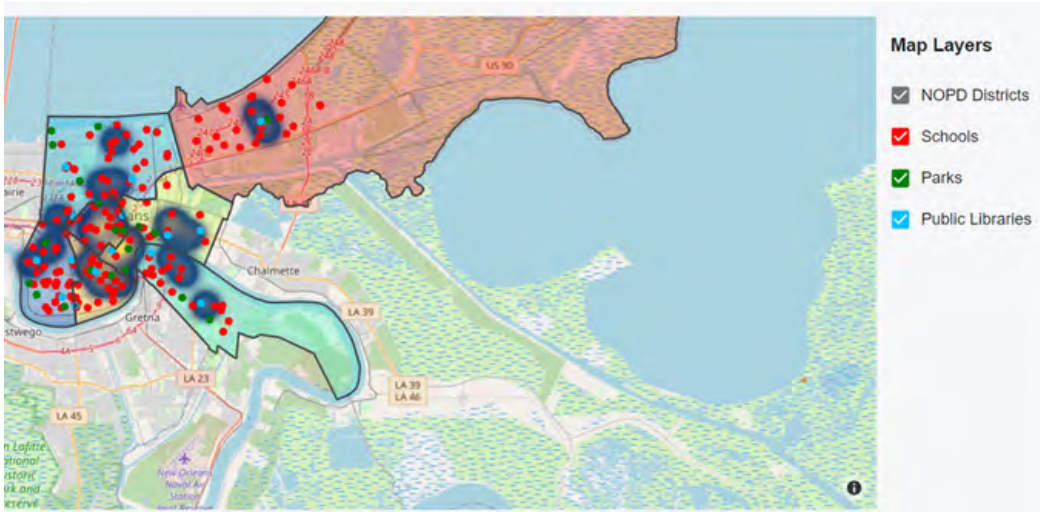


Budget

OIPM Budget Description	Amount
Personnel	\$732,488.00
Operating	\$308,926.00
2022 Total OIPM Budget	\$1,041,414.00
2022 Total OIPM Budget	\$1,041,414.00
Amounts Spent to Date:	(\$801,058.00)
Unexpended funds	\$240,356.00

Additional Internally Generated Data for City Council - January 1, 2023

"Heat Mapping" Misconduct Complaints



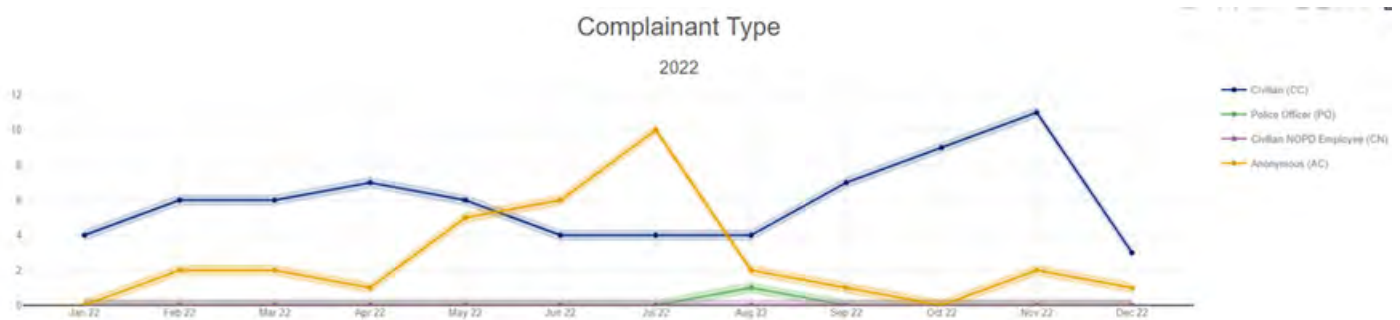
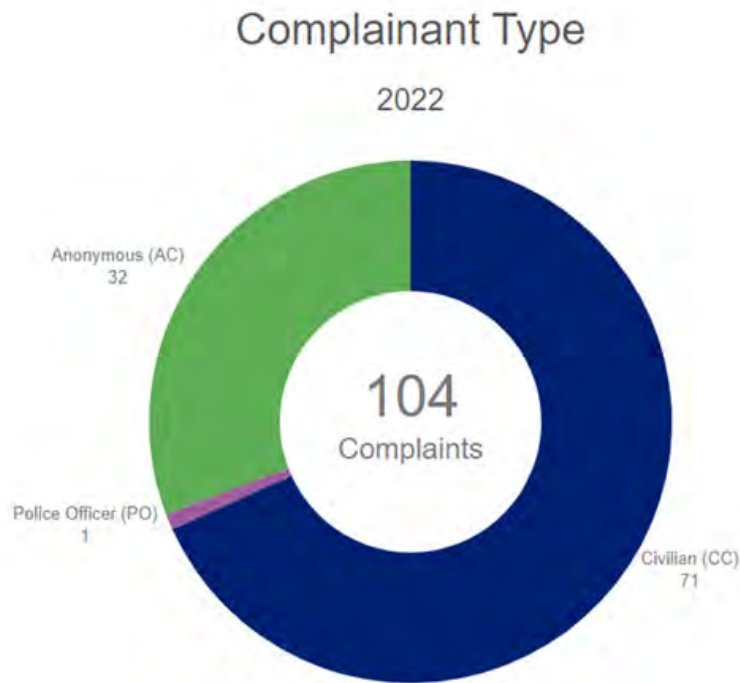
This chart gives an overview of where there may be concentrations of allegations of misconduct occurring in the city. The map layer option enables the viewer to see the allegations of misconduct in context of police districts and where parks, schools, libraries are located.

Misconduct Complaints by Intake Source



Additional Internally Generated Data for City Council - January 1, 2023

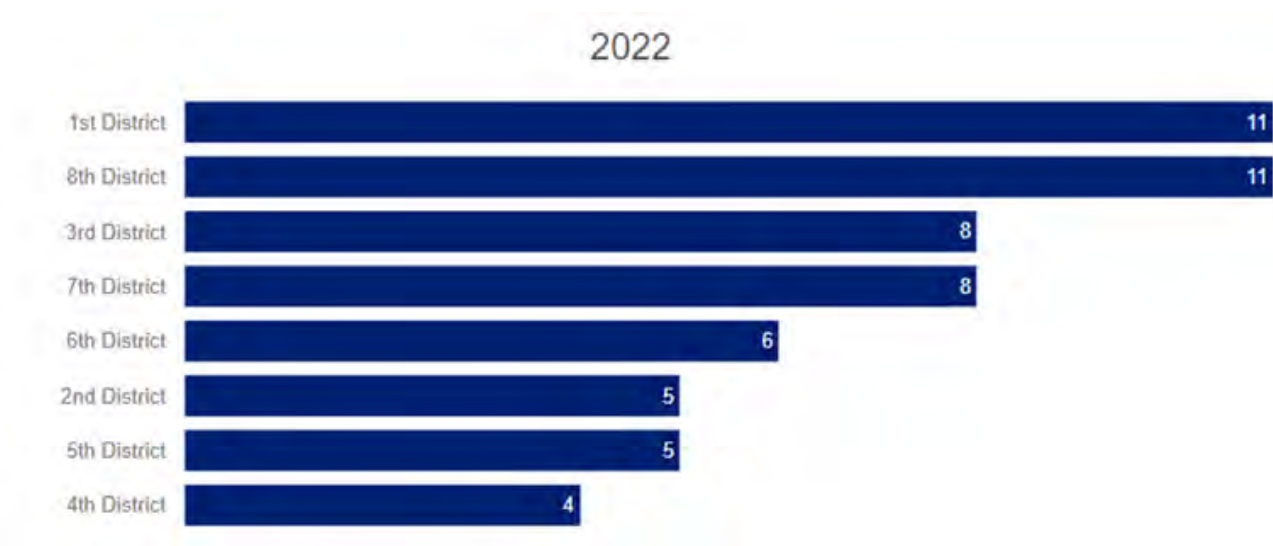
Misconduct Complaints by Complainant Type



Additional Internally Generated Data for City Council - January 1, 2023

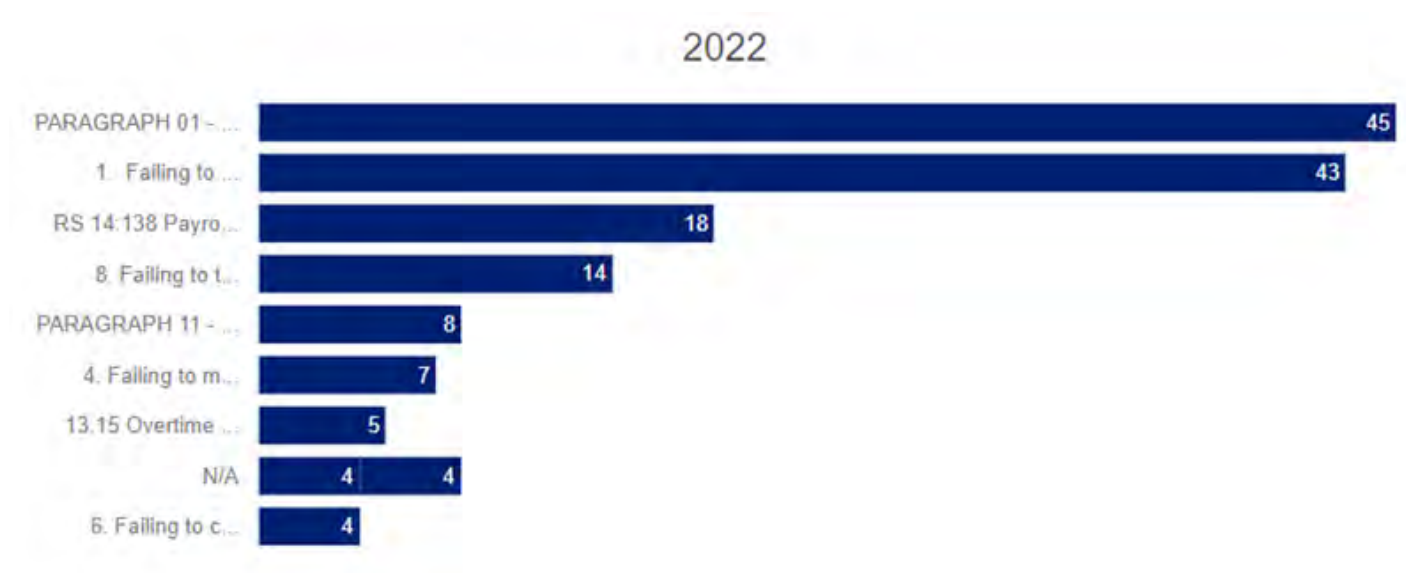
Misconduct Complaints by District

This chart communicates where the alleged misconduct occurred by police district. This requires the misconduct to occur in a physical space (instead of an incident that occurs over the phone or internet for example). This is based on complainant disclosure and the OIPM tries to verify this information through electronic police reports, body worn camera footage, and field identification cards.



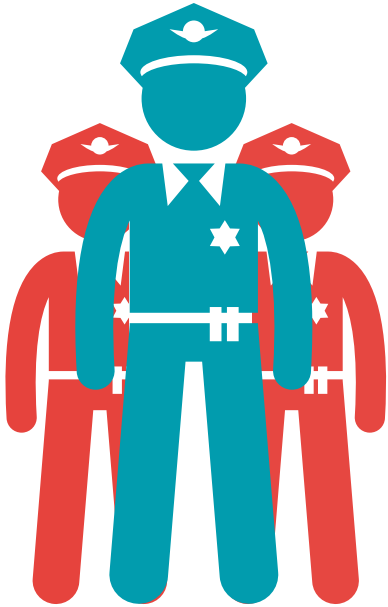
Top Allegations Proposed by OIPM

This chart captures the top allegations are proposed by the OIPM in the referral letters submitted to the Public Integrity Bureau. This chart is limited since it will only include the allegations that the OIPM entered into our database and has not yet been updated. The OIPM hopes to work on this issue with the NOPD in order to ensure accuracy in the proposed allegations.



Item 1

Informational Tool: Police Chief Considerations



There is no one set of criteria to determine what makes an effective police chief. This is because there is no one set of criteria to determine an effective police organization. In determining what metrics or factors should be considered for the next New Orleans Police Department (NOPD) chief, the Office of the Independent Police Monitor (OIPM) considered how to measure police effectiveness and what traits or abilities are attributed to an effective leader – particularly in a para-military organization. The OIPM also considered relevant topics in policing both nationally and locally and created topic areas and questions that are designed to get the candidate's perspective on how to identify, assess, address, and where appropriate, resolve, the topic issue.

The position of the OIPM is that the application process is a chance to understand the personality and vision of the candidates for the NOPD to determine if the candidate's approach towards the community, the internal operations of the NOPD, policing tactics and strategies, governmental partners, federal obligations, and oversight embody the culture that New Orleans would like to see implemented or continued at the NOPD.

Ultimately, the candidates cannot promise or assure a certain approach or response to a scenario during an interview or application process that will always be utilized during the chief's tenure. The assumption is that leaders may change, or operations may differ from the intent of the leader. However, there is value to understanding a candidate's thought process on these topics and considering their perspective in any final decision on who will be the next chief of the NOPD. The leader of a police department sets the tone and culture of the department, will act as the voice of the department both internally and externally, and is the final departmental approval to discipline, practice, and policy. It is important to understand the attitude, training, and perspective that each candidate may enter the job with in order to assess their potential as a leader of this department.

This tool seeks to:

- Provide a brief overview of how chiefs are selected and were previously selected both in New Orleans and nationally.
- Explore the metrics historically used to measure the impact of a police department and by extension, its chief.
- Provide context on what makes a police chief an effective or desirable leader - both in terms of traits and experience.
- Highlight topic areas of local and national relevance for police departments and their leadership that could guide a selection process with examples of questions on specific topics. This is meant to be an example of how interview questions could be structured to learn more about the leadership culture, policing perspective, and decision-making style of the candidates.

The Office of the Independent Police Monitor (OIPM)

First, a brief understanding of who the OIPM is and why the OIPM is weighing in on leadership of the NOPD. The Office of the Independent Police Monitor (OIPM) is an independent branch of city government responsible for providing oversight to the NOPD. The OIPM provides oversight through monitoring, reviewing, and auditing police activity and data. The OIPM is responsible for conducting complaint and commendation intake, on-scene monitoring of critical incidents and uses of force, overseeing the community-officer mediation program, reviewing investigations, providing assessments, identifying patterns, and making recommendations for improved practice, policy, resource allocation, and training. Within the NOPD, the OIPM strives to make the NOPD a safe, nondiscriminatory, and supportive employment experience for all NOPD employees that promotes positive policing, realistic outcomes, and ensures accountability for bad actors. In the community, the OIPM seeks to engage the community in how they are policed as well as amplify the voice of the community to ensure that all within the city – visitors and residents alike – can access police services equally, safely, and have a positive and productive experience with officers.

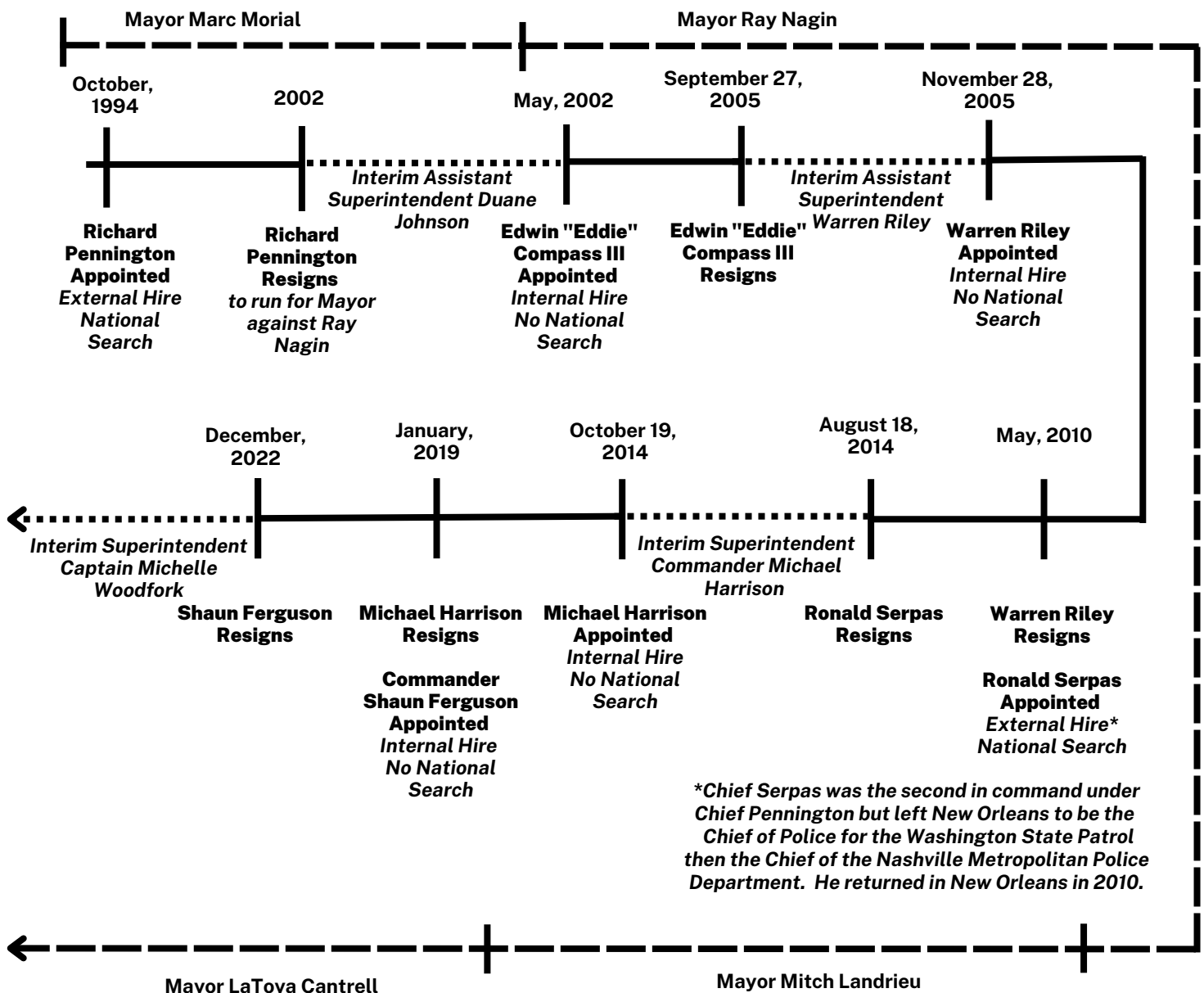
Now, the OIPM is in a unique position to assess the selection process for a police chief and consider what the goals of the selection and search process should be. The OIPM is producing this tool to provide context and examples to readers of how to determine what makes an "effective" police department and therefore, an effective police chief, and how to use the selection process to learn more about the candidates through scenario and topic based questioning relevant to New Orleans.

How a Chief is Selected

The superintendent of police is appointed by the mayor and serves at the discretion of the mayor. In 2022, Orleans Parish passed an amendment to the Home Rule Charter in New Orleans, Art. IV, Sec. 4-106 - CC, which requires that the city council must confirm mayoral appointments made under Article IV of the Charter and allows for interim appointments to be made by the mayor for up to 120 days. Now, the mayor may appoint a new chief but this candidate must be confirmed by city council in order to be formally appointed to the position.

Historically, there have been different approaches to the selection of chiefs in New Orleans. The OIPM presents these historical differences to provide context to how these decisions have been made in the past which may shed light on how this decision may be made again.

Timeline of NOPD Chiefs and Interim Chiefs; Mayors 1994 - Present



As seen, the mayors of New Orleans have utilized both internal hires and national searches to determine who should lead the NOPD. Some mayors utilized interim chiefs in certain situations while at other times a permanent chief is immediately selected. The fact that both internal and external searches and interim chiefs and no interim chiefs have been utilized means that there is no set norm on how this process should be conducted.

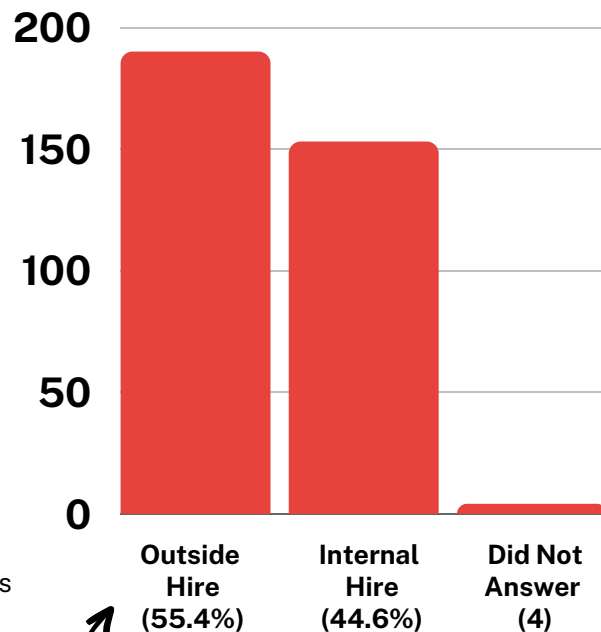
Looking nationally, there is a move towards broader leadership searches that utilize a national search model with a search firm or consultant used to help with the search and selection of final candidates for the municipality or locality. Search consultants provide benefits to cities. Search consultants know the applicant pool better and may already have an advantage with knowing the background, strengths or weaknesses of the applicants. According to a 2021 survey of 347 police departments conducted by the Police Executive Research Forum (PERF), over one third of chiefs (38%) were selected through a process that utilized a search consultant or firm and a national search was utilized 59% of the time.

There are also national membership organizations where job posts can be advertised to reach a national audience of policing professionals including:

- The Police Executive Research Forum (PERF)
- International Association of Chiefs of Police (IACP)
- National Organization of Black Law Enforcement Executives (NOBLE)
- Hispanic American Police Command Officers Association (HAPCOA)
- National Association of Women Law Enforcement Executives (NAWLEE)

According to a Police Executive Research Forum (PERF) survey conducted in 2021 of 347 police chiefs, here is some information regarding how the search was conducted and other factors that were part of the search process. Such information is a helpful overview of chief searches that are conducted across the country and what factors were considered during the hiring processes.

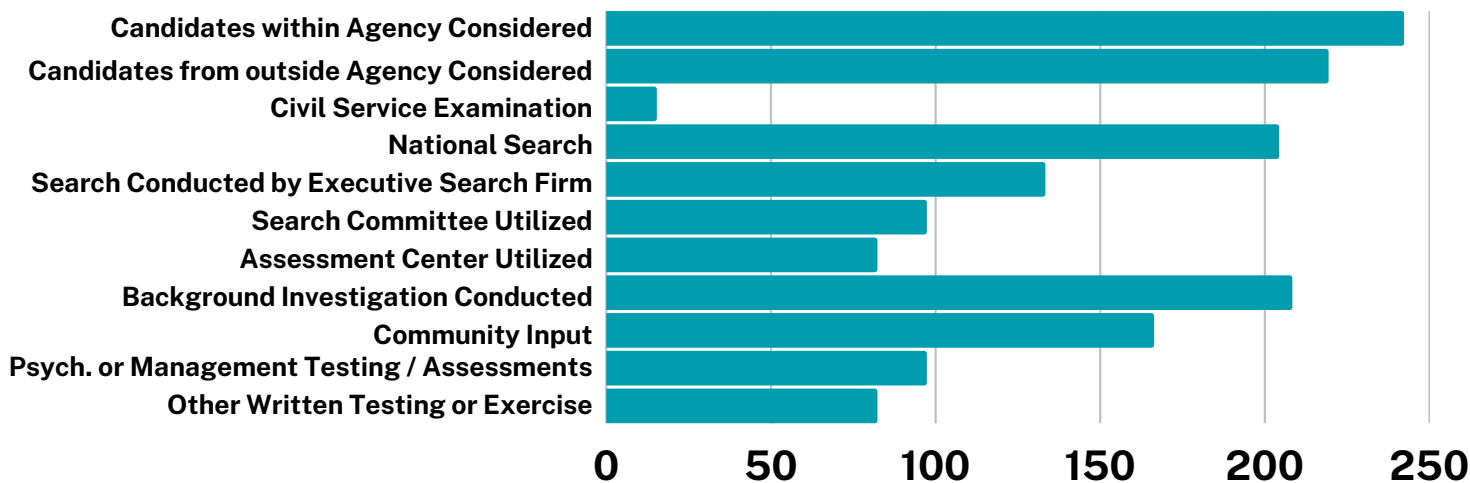
Internal or External Hire - PERF 2021 Survey Results



"Nearly three-quarters [of chiefs surveyed] had served in more than one agency during their careers."
— PERF

"Community input is becoming an important part of the search process. More than 35% of chiefs in the 2021 survey said their process included public interviews or presentations"
— PERF

How Search / Hiring Was Conducted - PERF 2021 Survey Results



Search Committees

According to the 2021 Police Executive Research Forum (PERF) survey roughly 28% of responding police departments utilized a search committee when hiring a new chief. There are benefits to utilizing a search committee in order to find competitive candidates or to set what the ideal criteria should be for the desired candidates. Search committees can play various roles in the process:

- Opportunity to have community leaders participate and receive community input in hiring process;
- Acting as a "gatekeeper" or a first review / screen of the candidates;
- Representing the local history, culture, values and interests of New Orleans to ensure that candidates have a respect and understanding of region and our unique challenges and needs;
- Representing special interests, advocacy groups, or specific concerns within the community;
- Finally, a search committee can be an ongoing resource and transition tool for any selected candidate as this chief starts engaging with the community. The search committee could advise the chief, particularly in the beginning of their leadership tenure, on how to proceed in order to attain and earn community buy-in.

"It is becoming more common for the identities of the finalists for a police chief's job to be made public, in the interest of transparency and community involvement in the process."
— PERF

Effectiveness in Police Departments and Leadership

What is an effective police department?

Traditionally, police departments were assessed using a "productivity" or "traditional" model. Under this productivity / traditional model, police departments use crime and response metrics to assess officer and department performance. When looking to what would be a productivity / traditional policing metric to measure effectiveness there are four main categories:

Crime rates

The Uniform Crime Reports were developed specifically to track crime rates for the purpose of determining if a police department was being productive.

Clearance rates

Response times

Productivity or workload data

This would include number of arrests, stops, citations issued, etc.

There are articulated problems with this productivity / traditional model of assessing the impact of a police department. For example, response time statistics can be manipulated based on how the call was coded in. It can actually speak more to a jurisdiction's population, crime per capita, or where stations are based in relation to crime. This also only captures reported crime – not offenses that go unreported or reported at a later date. Finally, it does not state anything about the service provided by the police and the quality of service as determined by the customer: the community.

As police departments transitioned to being more community oriented, new metrics started to be focused on capturing the type of policing service provided, the quality of the service, and the impact of this service. However, these metrics tend to be more individualized to the department or the district – focused on the needs of that community, the input of stakeholders, or the goals of that police department. As a result, it has become difficult to clearly compare department to department or officer to officer across jurisdictional lines as the metrics for effectiveness become individualized and focused on the locality's needs.

What is an effective leader of a police department?

The OIPM highlights the difficulties around creating or sharing policing metrics since this difficulty extends to how to measure effective leadership of police departments. It may prove difficult to measure the impact of leadership (or even policing) jurisdiction to jurisdiction. If a national search is conducted, it may prove difficult to take the metrics of one department and compare it to NOPD or gauge what that metric means for us.

For these reasons, the OIPM encourages those involved in the search and selection to not only rely on numbers presented or goals accomplished, but to also use this as a chance to learn about more about the personality of the candidates, specifically their:

Leadership Culture

Perspective on Policing

Decision-Making Process

There ultimately are no set metrics and it is up to us - as a people - to decide how to measure what an effective chief is and by extension, what we are looking for in the next leader of the NOPD.

Experience Required of Chiefs

Similarly as above, there are no set educational or career accomplishments required to be a police chief jurisdiction to jurisdiction. Here are just some of the qualifications that may be beneficial for this position:

- Educational degrees including Masters in management, criminal justice, law, social work, or another relevant field.
- Experience in or leading specialized units within police departments.
- Experience in or leading military units.
- Experience leading districts within a police department.
- Additional training or certificates from national accredited programs in policing and / or management.
- Experience with making budgetary decisions for a policing agency.
- Experience with media, presenting to governmental agencies, public presentations.
- Experience within the accountability or disciplinary system.

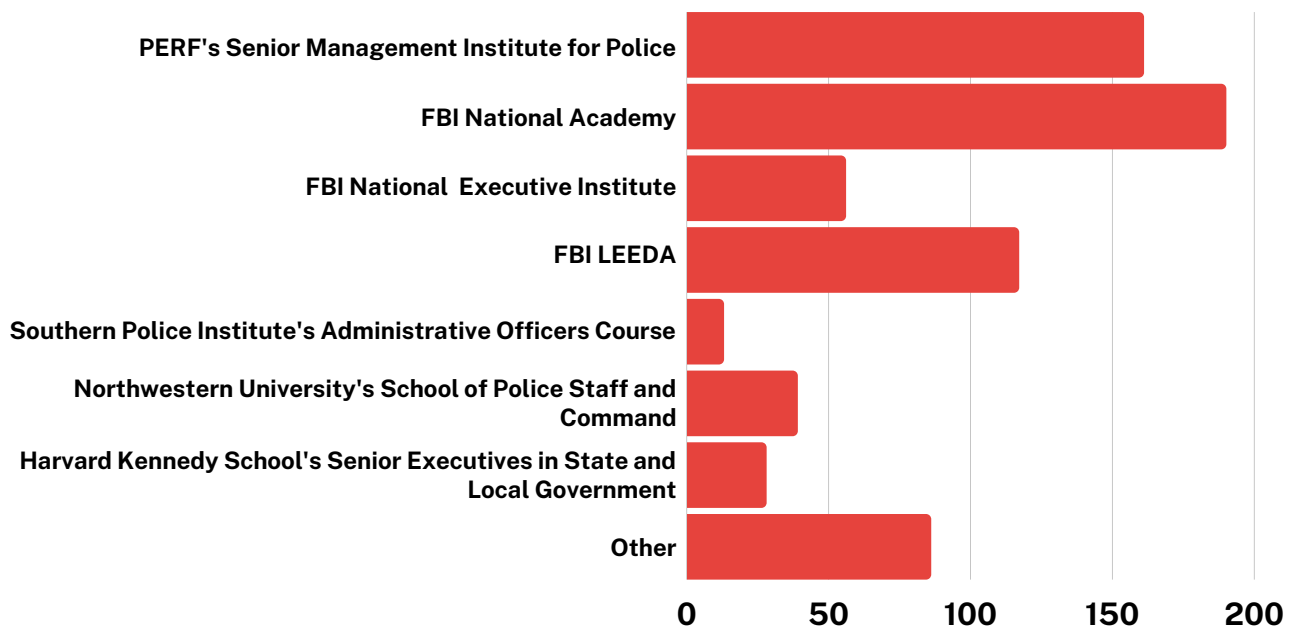


Highest Level of Education - PERF 2021 Survey Results

Number of Captains	Level of Education
69 (20.1%)	Bachelor's Degree
248 (72.3%)	Master's Degree
11 (3.2%)	Law Degree
8 (2.3%)	Ph.D.
3 (0.9%)	Other
3 (0.9%)	Prefer not to answer

"Nearly 4 out of 5 chiefs possess an advanced degree, either a master's degree, law degree, or Ph.D."
— PERF

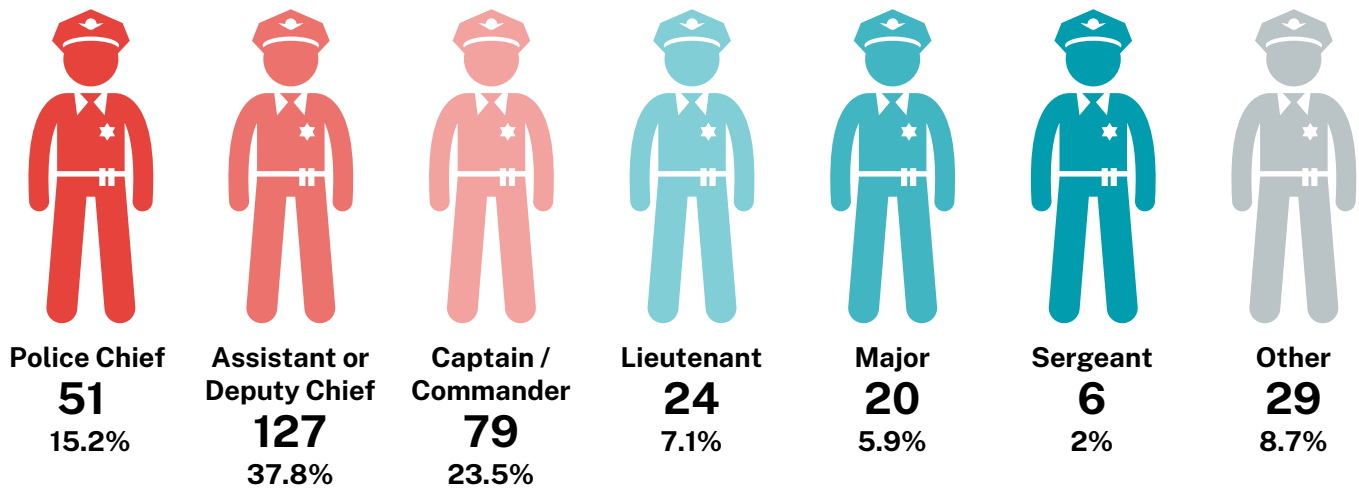
Executive Development Training Program Participation - PERF 2021 Survey Results



Ideally, any candidate being considered would have extensive leadership, supervisory, and command experience; however, there is no requirement regarding how that experience is achieved or at what rank it should be attained. As shown in the below PERF survey of chiefs, the selected leader came from a variety of previously held ranks within police departments prior to being named chief of the department.

"Nearly two-thirds of the chiefs in the 2021 survey had between 21 and 30 years of experience prior to becoming a chief for the first time."
— PERF

Rank Held Prior to Obtaining Current Chief Position - PERF 2021 Survey Results



Leadership Traits in Police Chiefs



Even within policing resources, there is not one criteria for what makes a strong police chief. The OIPM looked to what traits were highlighted by resources used by police departments when looking for police chiefs and found different answers. The OIPM found the following traits were showcased in these resources. These traits may be valuable to keep in mind when assessing candidates or speaking to a candidate's references:

Effective communicator, honesty and integrity, intelligence balanced with common sense, effective listener, model positivity and ethical behavior, decisive, ability to see the big picture, accountable, ability to focus, resourcefulness and ability to innovate, ability to empower self and others, and a balanced work and personal life with boundaries.

"Leadership as a Police Chief: Advice from Those Who've Been There" by Randy Garner, PhD, Applied Psychology in Criminal Justice, 2018.

Active listening, education, attention to detail, directions (provide clear and consistent instructions), evolution, resourcefulness, service, humor, integrity, people ("an effective leader discovers the strengths of individuals and helps them utilize those strengths, thus increasing both performance and morale... putting people first is something that an effective leader can't overlook")

10 Essential Attributes of Effective Leaders, International Association of Chiefs of Police

Experienced, supportive, honest, forward-thinking and open-minded, transparent, inspiring.

Pulse of Policing: Police1 by Lexipol

Vigilant, nimble, skillful.

"New Perspectives in Policing"

NOPD Expectations of the Superintendent of Police

According to NOPD Operational Manual Policy Chapter 11.0: Organizational Command Responsibility, the Chief of the NOPD is responsible for:

- Administering and managing, including appointing the leadership of the bureaus of the NOPD including the Field Operations Bureau (FOB), the Investigation and Support Bureau (ISB), the Public Integrity Bureau (PIB), the Management Services Bureau (MSB), and the Professional Standards and Accountability Bureau (PSAB).
 - These leaders serve at the discretion of the chief of police and report directly to the chief.
- Daily management of the NOPD including all administrative, organizational, supervisory, and discipline-related functions of the NOPD.
- As the highest authority within the NOPD, the chief is ultimately the final decision maker within the department and is ultimately responsible for the strategies, operations, discipline, and policy created by the NOPD.

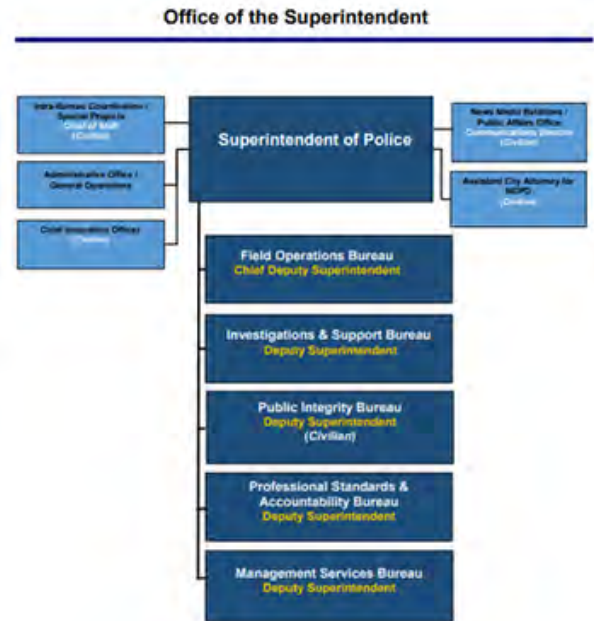


Chart from NOPD Policy Chapter 11.1:
Organizational Structure

Not included in the NOPD policy regarding the chief of the NOPD are additional responsibilities including working with the oversight agencies and offices, ensuring compliance with the federal consent decree, working in consultation with the City Attorney on legal matters related to the NOPD, working with the Chief Administrative Officer (CAO) on all budgetary concerns, understanding the needs, population, and customs unique to New Orleans and the policing landscape, and representing the NOPD to the media, governmental partners, and the public.

At this time, there does not appear to be a public job description or list of criteria outlining what makes a candidate eligible or competitive for the chief position.

Examples of Interview Questions for Chief Candidates

The next several pages include examples of how a line of questioning can be utilized to learn more about the culture, perspective, and decision-making process of the candidates on topics that have local and national relevance. These topics are meant to be opportunities for candidates to give examples of their leadership in specific settings and provide the public or the panel conducting the questioning with information about how this individual would approach aspects of the operational, organizational, and community elements and challenges of being a police chief.



First Amendment and Policing

The purpose of this line of questioning is to gain the candidate's experience with First Amendment issues and explore their thought process regarding how to handle protests, the recording of officers, and other First Amendment concerns that exist within the policing organization.

Protests

- In your opinion, what role should the police play during a protest?
- What is the ideal way to handle protestors or protests as the police?
- In your opinion, when do protests cross over to civil disturbances? What do you look for in a protest to determine if there should be police involvement?
- What experience do you have during the George Floyd protests in 2020?
- When do you believe it is appropriate to use crowd dispersal techniques?
- What would you consider appropriate crowd dispersal techniques?



Recording of Police

- Are there times when it is inappropriate to record police officers?
- Do you have any concerns regarding the public's ability to record the police?

NOPD Employees and the First Amendment

- Do you believe that employees have a right to post as they want on the internet? Does your opinion change if the post is on a personal account?
- Do you believe personal associations of police officers are relevant?
- Under your tenure, can a police officer belong to or participate in an organization that questions the legitimacy of the U.S. government?
- How would you respond to seeing a bumper sticker for Qanon or the Oathkeepers on an employee's car?
- What proactive steps, if any, would you consider in addressing potential employee associations and memberships within the department?

Technology and Equipment

The purpose of this topic is to explore the use of technology advancements and equipment needs under the candidate's leadership. These questions consider the use of facial recognition technology, drones and other remote controlled robotics, and other equipment needs.

Technology Advancements

- What role does facial recognition technology have under your leadership?
- Would you consider utilizing remote controlled robotics to police?
- What new technology have you seen utilized in other police departments across the country that you would consider utilizing in New Orleans? For what purpose?
- If given an opportunity to bring new technology to the NOPD, what steps would you take with the department, community, and / or governmental leadership before making your decision?
- How would you roll out the use of this technology in New Orleans?



Equipment

- What equipment do you believe the NOPD needs to replace or procure and why?

Accessibility

This topic is an opportunity for the candidate to showcase their ideas on how to expand NOPD accessibility to the community and serve those who may be underreporting crime, underreporting officer misconduct, or particularly vulnerable to crime.

Language Accessibility

- What is your experience working as an officer or a leader within a department serving a community that speaks languages other than English?
- What techniques or strategies would you implement to ensure non-English speakers can safely interact with the police and access police services?



Disability Accessibility

- What is your experience working as an officer or a leader within a department to serve those with disabilities including mobility limitations, hearing impairments, and those with visual impairments?
- What techniques or strategies would you implement to ensure that those with disabilities can safely interact with the police and access police services?

Leadership in Declared Emergencies; Hurricanes

This topic is an opportunity for the candidate to showcase their experience leading districts or departments, or experiencing responding to declared emergencies and hurricanes. The chief of the NOPD would be expected to run all operational strategies for officers and make employment decisions regarding evacuation for employees during emergencies and hurricanes. The NOPD has taken great strides to correct the mistakes and misconduct that occurred during Hurricane Katrina, however, it is necessary that the new leadership understands that history and is prepared for any future emergencies or hurricanes.



Declared Emergencies and Hurricanes

- Have you ever policed during a declared emergency or hurricane? When?
- Have you ever had a leadership position during a declared emergency or storm?
- Do you have any experience preparing a department or districtwide declared emergency or hurricane plan?
- What role do you envision the chief having during a declared emergency or storm?
- How will you engage community concerns in declared emergency preparation or hurricane preparedness strategy?

Police Union and Association Involvement



This topic is an opportunity for the candidate to discuss any leadership role, association, relationship, or tie that the candidate has had or does currently hold to any police association or police union in New Orleans, Louisiana, or any other jurisdiction. These relationships are of relevance since unions and associations may influence an officer's perspective on policing. Police chiefs are expected to represent the department in discussions with police associations in New Orleans and any relationship or conflict should be disclosed during the selection process.

Association or Union Involvement

- What relationship do you have with the police associations in New Orleans? Current or prior.
- What is your relationship with police unions in other jurisdictions? Current or prior.
- Have you ever had a leadership position within a police association or union? Where, when, and what role? What did this experience teach you about being a police officer?
- If your experience with police associations or unions was outside of New Orleans, can you please describe the role of the union or association in that jurisdiction.

Role of the Chief with Associations in New Orleans

- How do you believe the police chief should interact with police associations?
- Under your leadership, what should police associations expect from you?

Employee and Internal Concerns

Recently, NOPD employees, associations, and public and governmental leaders have expressed concerns regarding recruitment, retention, morale, and nepotism - all of which affect the agency's ability to provide a desirable workplace. These questions are an opportunity to learn more about how the candidates would handle internal employment concerns within the NOPD.



- There have been accusations of nepotism in the NOPD, how will you address the accusations of nepotism in the NOPD?
- How will you address allegations of favoritism within the NOPD?
- NOPD employees have complained of a “transfer culture,” meaning that problematic employees are transferred out of units or districts when problematic instead of utilizing other interventions or discipline. How will you address this perceived “transfer culture”?

- As a leader of the NOPD, how would you improve employee retention?
- What have you previously done to address retention within your district / department?
- As a leader of the NOPD, how would you increase recruitment within the NOPD?
- How would you gauge morale within the department?
- If you learned of low morale within the department, how would you address this concern?
- What experience do you have managing civilian employees?
- Do you think managing civilian employees requires different management strategies than commissioned officers?

Additional Question Topics and Areas

Whoever is conducting the interview should be aware of the candidate's background - including controversies - and should directly ask the candidate about it. No matter who is selected, there will be dark days and potential missteps. How the candidate responds to those past controversies will foreshadow how the candidate may act as a chief. Ideally, the candidate will take appropriate responsibility, describe how they grew from the experience, and explain what they would do differently now.

If conducting a national search, it may be tempting to focus on the failures or shortcomings of the police department or city where the candidate is applying from. For example, if the candidate is applying from a city with a high murder rate, it may be difficult during an interview to take the candidate's strategies on crime reduction seriously; however, the position of the OIPM is that the candidate should be asked directly about those concerns. The candidate should explain what was tried and failed or worked and the unique obstacles that the candidate articulates existed in that region or explain why that data is unreliable. This analysis will bring insight into how the candidate faces these types of regional or departmental difficulties since similar arguments or challenges may exist here in New Orleans.

Additional questions and inquiries of candidates should explore:

- Experience with police reforms under federal oversight and policing under consent decrees and strategy to reach full and effective compliance with the consent decree.
- How the candidate intends to share information and interact with the community, governmental partners, stakeholders, the mayor, the Office of Police Secondary Employment, and oversight agencies.
- The candidate's vision for the NOPD.
- The role the candidate envisions the police play in crime prevention and share any crime plan they may have regarding New Orleans. This is an opportunity for the candidate to speak on community engagement and experience in specialized units, coordinating task forces, or cross-agency collaboration.
- The candidates should have to consider concerns regarding the backlog of sexual assault cases and complaints of the quality of service being provided to survivors – including connections to relevant resources and support.
- The candidate should show an understanding of evidence processing and obstacles that may exist in New Orleans and provide creative solutions for how to address these gaps and backlogs.
- The candidate should be given opportunities to show their creativity and problem solving – such as whether they would reimagine the bureau structure within NOPD or consider remapping police districts.
- The candidate should show an understanding of the NOPD's recent and longer-term history including current events and the challenges facing the department.
- The candidate should have a command strategy for policing during Carnival and festival seasons.
- The candidate should be able to talk through their "succession planning" and describe how they would handle leadership transitions or build a department that isn't overly dependent on the chief.

Final Reflections

Ultimately, the mayor and city council will be responsible for appointing a permanent police chief to the NOPD. This decision will affect the community, the employees of the NOPD, those visiting our city, and the culture and wellbeing of New Orleans.

The OIPM encourages all in a position to question the candidates for chief to use this an opportunity to learn more about how the candidates would engage on topics relevant to both policing in New Orleans and policing nationally.

The candidate should show an appreciation for New Orleans culture from music and performance to festival season. There should be a comfort for policing during these cultural events, handling large crowds, and other policing concerns that exist in a tourist based economy. The candidates should show awareness of our racial landscape and how discriminatory or biased policing will be detrimental to any policing goals and building community trust.

Finally, it is the position of the OIPM that it is vital that stakeholders, partners, and the community be engaged in any search and selection process. Our community can be the police's greatest asset in crime prevention, crime response, the solving of crimes, and in building a safer and more effective police department. That voice should be a part of the metrics that are created to determine the NOPD's success and the community voice should also be a part of the metrics to determine what we are looking for in a police department chief. The OIPM strongly encourages the engagement of the public and stakeholders in the search and selection process.

Sources for Informational Tool

If you would like to know about this material, police chief selection processes across the country, or how police departments are assessed, below are some of the sources that the OIPM utilized in preparing this tool that can be a resource:

"6 Traits Today's Cops Need in Their Chief." *Police1*, October 27, 2015. <https://www.police1.com/pulse-of-policing/articles/6-traits-todays-cops-need-in-their-chief-TRYJKj9BGUveoabq/>.

"10 Essential Attributes of Effective Leaders." *Police Chief Magazine*. International Association of Chiefs of Police. <https://www.policechiefmagazine.org/10-essential-attributes-of-effective-leaders/>.

Alpert, Geoffrey P., Daniel Flynn, and Alex R. Piquero. "Effective Community Policing Performance Measures." *Justice Research and Policy* 3, no. 2 (2001): 79–94. <https://doi.org/10.3818/jrp.3.2.2001.79>.

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Item 2



Office of the Independent Police Monitor

2023 Work Plan



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Families of those lost to police violence who participate in Families Overcoming Injustice at the OIPM Event: National Day Against Police Brutality



Dear New Orleans Community,

On behalf of the Office of the Independent Police Monitor, I am happy to share our 2023 work plan. This work plan is a high-level overview of what our office intends to achieve in the coming year. With this document, we seek to provide public transparency so the community and our partners understand the vision, priorities, and goals that drive our work in 2023 and beyond. This work plan provides some anticipated priorities for the next three years. We view these goals as our roadmap providing guidance and direction on where the OIPM intends to go next.

This report includes the mission and vision for the OIPM, our organizational chart and a breakdown of our daily work product as mandated by our Memorandum of Understanding (MOU) with the New Orleans Police Department (NOPD) and our creating statute.

My vision for the OIPM is to effectively use our resources and small team to provide oversight to the NOPD through the end of the Federal Consent Decree and federal oversight by incorporating similar tools for review and audits to ensure a smooth transition to local oversight. I am prioritizing efforts to expand public transparency and community engagement, complete major projects, and contribute to, review, and monitor audits measuring NOPD progress towards full compliance with the Federal Consent Decree and to see the NOPD through a successful sustainment period and the reforms to follow. My leadership style for 2023 is to be critical, collaborative, and fair. I want to create structure and consistency - internally and externally - while maintaining flexibility for our office to adapt to unpredictable priorities.

To complete this work plan, the OIPM conducted a critical assessment of our impact during 2022 to determine where the OIPM was the most effective, what work was most relevant to the public, and what work had the largest impact on the NOPD. This assessment determined what work to continue and what work to minimize. The OIPM also considered the limitations and capacity of this six-person office and budget constraints.

The purpose of the OIPM work plan is not to "lock" the office into a set of projects and goals for the year, but instead for the office to publicly prioritize where we are best situated to fulfill our mission, provide oversight, and serve our community. There is an expectation that the OIPM must remain flexible in our commitments in order to respond to the needs of the community and the police department that may arise.

In 2023, the OIPM seeks to be a relevant and high performing community-facing city agency. We strive to be responsive, impactful, and consistent in the services we provide and the oversight we conduct. The OIPM looks forward to all we will achieve in 2023 together.

Thank you,

Stella Cziment

Stella Cziment
Independent Police Monitor

Stella Cziment,
Independent Police
Monitor at the OIPM
Event: National Day
Against Police Brutality

Mission and Vision

WHAT WE DO

The OIPM provides oversight to the NOPD through monitoring, review, audits, complaint intake, mediation, and policy recommendations. The OIPM is a complaint intake site where the public and NOPD can file complaints of misconduct. We run the Community-Police Mediation Program. We are on call twenty-four hours a day all year long for critical incidents. We conduct outreach in the community.



Misconduct Complaints



Disciplinary Proceedings



Data Analysis



Community Outreach



Use of Force



Community-Police Mediation Program



Audits and Policy



Commendations

WHAT IS THE OIPM

The OIPM is an independent, civilian police oversight agency created in August of 2009.

The Office of the Independent Police Monitor (OIPM) is the oversight body for the New Orleans Police Department (NOPD). The OIPM provides oversight through monitoring, reviewing, and auditing police activity and data. The OIPM is responsible for conducting complaint and commendation intake, on-scene monitoring of critical incidents and uses of force, overseeing the community-officer mediation program, reviewing investigations, providing assessments, identifying patterns, and making recommendations for improved practice, policy, resource allocation, and training.

The OIPM envisions a police force where the community is a valued and respected partner in public safety and law enforcement. This is achieved through:

- Assurance of transparency, accountability, and fairness within the NOPD and in all policing practices
- Community-driven policing policy that reflects the changing and dynamic needs of New Orleanians
- Continued efforts to engage the community and collaborate with community partners
- Recruitment and retention of a police force that is representative of and responsive to the community it serves
- Utilization of de-escalation techniques and methods when responding to calls of service
- Conducting only lawful and necessary arrests free of discriminatory practices
- Thorough and effective investigations resulting in appropriate arrests and prosecutions
- Clear and professional communication with victims and witnesses of crime and all that come into contact with the NOPD
- Responsible utilization of equipment and allocation of resources
- Development of highly trained supervisors and organizational leadership
- Interactions with the public and internally within the police force that are based in mutual trust and respect

The OIPM strives to make the NOPD a safe, nondiscriminatory, and supportive employment experience for all employees that promotes positive policing, realistic outcomes, and ensures accountability for bad actors.

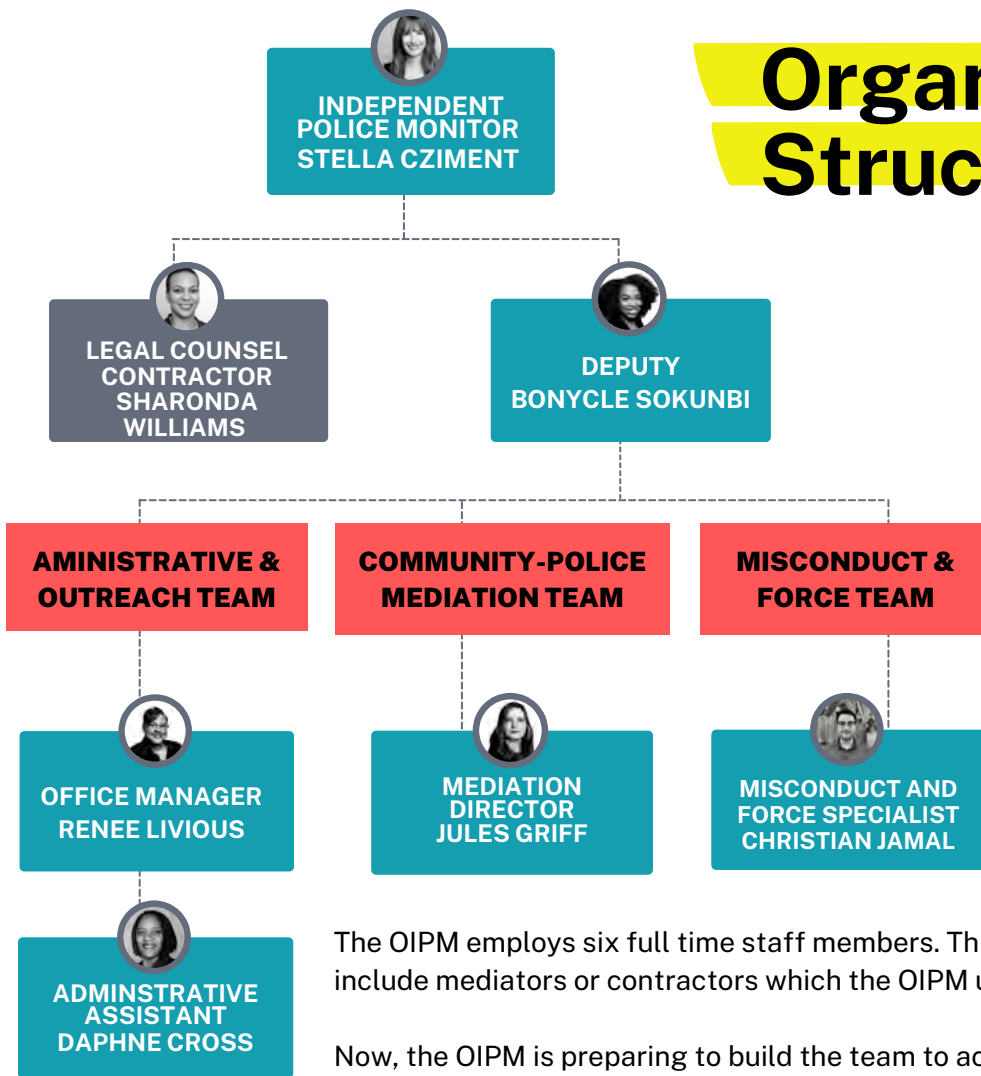
The OIPM seeks to amplify the voice of the community to ensure that all within the city – visitors and residents alike – can access police services equally, safely, and have a positive and productive experience with officers.



Stella Cziment, Independent Police Monitor, and Bonycle Sokunbi, Deputy Police Monitor, talk to community members at a "Coffee with the IPM" event in the 7th Ward.

OIPM Team and Operations

Organizational Structure



The OIPM employs six full time staff members. This organizational chart does not include mediators or contractors which the OIPM utilizes for project based use.

Now, the OIPM is preparing to build the team to achieve the new responsibilities that may be requested of the OIPM in order to conduct investigations, complete more case review reports, and conduct the audits required during the sustainment period of the Consent Decree.

OIPM Leadership



Deputy police monitor Bonycle Sokunbi and monitor Stella Cziment, of the Office of Independent Police Monitor, listen to people in the public voice their concerns during the public hearing at the Ashe Power House Theater in New Orleans, Tuesday, Sept. 27, 2022. (Photo by Sophia Germer, NOLA.com, The Times-Picayune | The New Orleans Advocate)

Sophia Germer

In 2022, the OIPM leadership team stabilized. After a national search, the Ethics Review Board appointed Stella Cziment as the Independent Police Monitor. The first staffing decision made by the new IPM was to finalize Bonycle Sokunbi from Acting Deputy to Deputy Police Monitor.

Stella Cziment and Bonycle Sokunbi were on the management team under the previous leadership, advising the prior IPM on policy, staffing, and operations. Both Stella Cziment and Bonycle Sokunbi attended law schools in New Orleans. After graduation, Stella Cziment practiced criminal law as a public defender then worked as a Director at the Recovery School District and the Orleans Parish School Board running all student discipline and transfers in the district. Bonycle Sokunbi was a lead prosecutor in Criminal District Court where she managed the successful prosecution of murders, rapes, and carjacking. This leadership team has a wealth of experience in criminal justice, law, employment and management - all from their prior work in the city. Both look forward to continuing to serve the people of New Orleans in their new roles.

Team Changes

This year the OIPM said good bye to Abe Lowe IV as he departed to pursue other legal work in our government. Abe Lowe IV was the Complaint Intake Specialist for four years. Abe Lowe IV was the first voice that many members of the community talked to when reaching out to the OIPM to notify us of officer misconduct. Abe Lowe IV conducted case reviews, met with complainants, prepared referrals, and completed legal research.



Above, Christian Jamal, Force and Misconduct Specialist.

Abe Lowe IV left in February 2022, and his absence affected the internal operation of the office – forcing leadership to reimagine the work flow to ensure there were no gaps in the service provided.

In July, the OIPM welcomed Christian Jamal to the team. Christian Jamal was a law intern for the office during his final year at Tulane Law School in the spring of 2022. Upon graduation, the OIPM hired Christian Jamal as the Force and Misconduct Specialist. In this newly created role, Christian Jamal takes public complaints, attends disciplinary hearings, serves on the on-call calendar, monitors use of force investigations, and conducts misconduct case reviews.

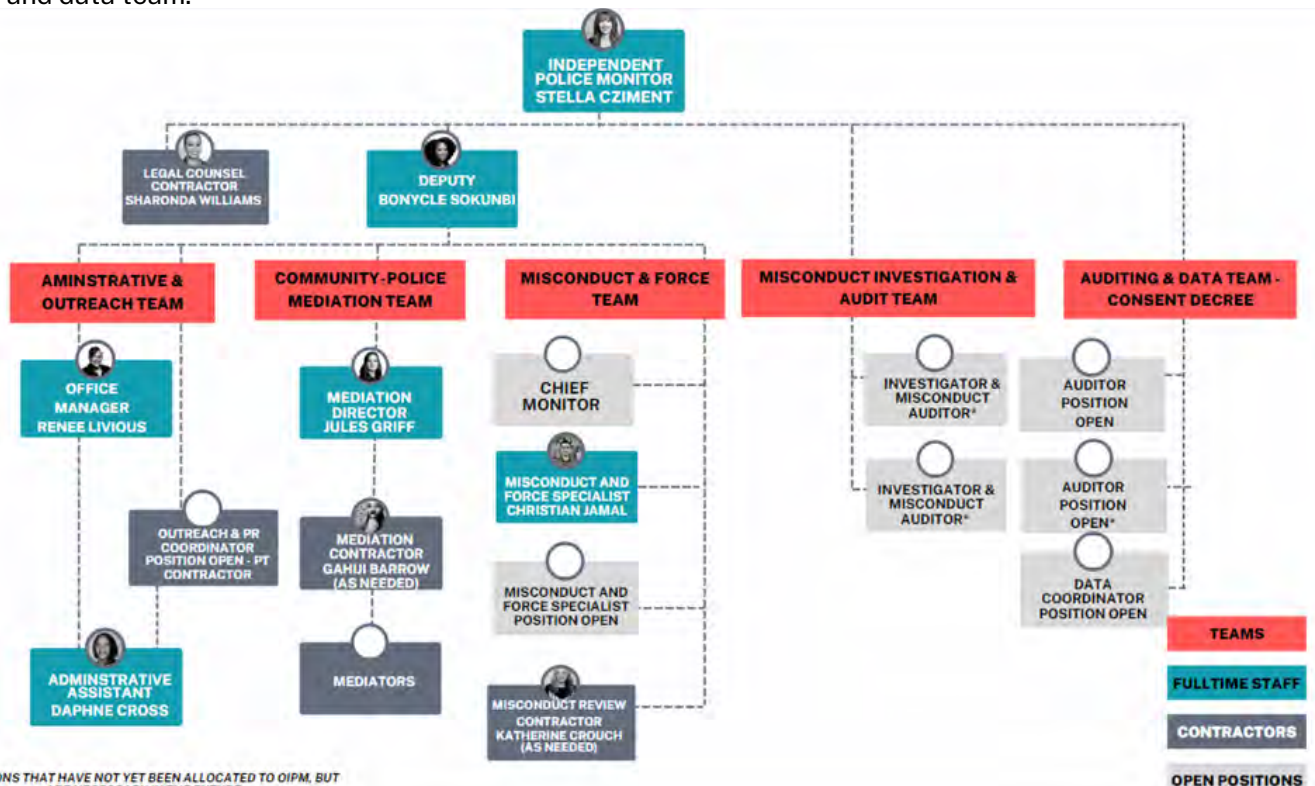
This year, the OIPM also welcomed Sharonda Williams, former City Attorney for New Orleans, onto the team as the OIPM legal counsel. After several years of service, former counsel John Williams left the OIPM for other work within city government. Sharonda Williams was instrumental in the construction of ordinance language, the processing of public record requests, and advising the OIPM on legal matters and representing the office in litigation.



Above, Abe Lowe IV, former Complaint Intake Specialist.

Open Positions in 2023 and the Coming Year

In the coming year, the OIPM will continue to try to fill the Data Coordinator position and start trying to create and fill positions on the misconduct and force team, the misconduct investigation and audit team, and the auditing and data team.



Legal Jurisdiction and Obligations of the OIPM

The OIPM operates under three core legal documents that guide the scope of local oversight and the jurisdiction of our work. Additionally, below are overviews of other ordinances that affect our work and create new legal obligations on the OIPM.

New Orleans Code of Ordinances Stat. § XIV: Office of the Independent Police Monitor

This statute was created by voter referendum and provides the legal responsibilities, perimeters, and budgetary support of the OIPM. This was put to a public vote in November 2016 and passed. This statute states the responsibilities of the OIPM and requires particular work streams and tasks. The statute also describes the disclosure requirements of the office.

Louisiana Revised Stat. § 33:2339: Detail or Secondary Employment; City of New Orleans

This statute was created in 2013 and gives legal abilities and subpoena power for the OIPM to investigate allegations of misconduct in the secondary employment system operated by the Office of Police Secondary Employment. The statute is silent as to the ability for the OIPM to refer these investigations to the NOPD or the District Attorney's Office for subsequent criminal or administrative accountability based on the OIPM investigation.

Memorandum of Understanding between NOPD and OIPM Executed November 10, 2010

The MOU is a Memorandum of Understanding between the NOPD and OIPM which outlines the responsibilities, expectations, and authority of the OIPM when providing oversight to the NOPD. Through this MOU, there is clarity regarding the work the OIPM will complete and how the OIPM will access NOPD records, data, and reports and monitor NOPD during on scene investigations. The MOU was entered into in November 2010 and in the coming year the OIPM intends to work with NOPD leadership to review this agreement and determine if it should be updated to ensure it is still relevant and considers updates to technology.

Subpeona, Investigation, and Confidentiality Power

In 2022, Councilmember Morrell proposed ordinance Cal. No. 33,950 to grant the OIPM subpoena power over the NOPD and the ability to conduct investigations into NOPD employees. It would also clearly protect our ability to receive and keep confidential information. This ordinance embodies a series of goals and priorities that the OIPM has had for years.

For years, the OIPM has tried to receive investigatory and subpoena powers over the NOPD to achieve our mission of providing accountability to the NOPD. The OIPM already has investigatory powers and subpoena powers for secondary employment purposes under Revised Statute 33:2339; however, this ordinance would expand our ability to investigate and subpoena (where necessary) all alleged NOPD misconduct. This ordinance was proposed by Councilmember Morrell at the beginning of November. The OIPM worked with City Council, NOPD, the Federal Monitors and Judge Morgan to ensure that this ordinance and any subsequent investigations are compliant with the Consent Decree (and the Officer Bill of Rights). Additionally, this ordinance would protect the OIPM's ability to receive confidential information. This has been a large goal of our office since we started receiving subpoenas and public record requests for the identities of our anonymous complainants in late 2021. As a result, the OIPM included receiving this legal protection as a goal in our 2022 Work Plan to the ERB and City Council. It would be truly vital and impactful to achieve this goal and the OIPM thanks all partners in this work to make this ordinance happen.

Ordinance 29130: Sharing of Data

Ordinance 29130 requires that our office (along with other public safety agencies) provide data monthly to City Council. Since this ordinance passed, the OIPM started adding the requested data to the ERB monthly report and formally submitting it to both the ERB and City Council.

Ordinance 29063: Quarterly Presentations to the Criminal Justice Committee

Ordinance 29063 requires that our office (along with other public safety agencies) present quarterly to the City Council Criminal Justice Committee. The OIPM completed our first presentation in August and will be presenting again in February 2023 (the meeting scheduled for November was cancelled due to budget presentations).

Daily Work Product

The OIPM completes the following work product daily. Below is a high-level summary of our regularly generated work product and work activities along with the corresponding MOU paragraph legally requiring the work and how this work corresponds with and assists the NOPD with compliance with the Federal Consent Decree:

Audits

- Assess the quality and timeliness of investigations, conduct pattern analysis, develop an audit plan, review specific issues regarding supervision, training, discipline, and other issues to identify problems and make recommendations for improvement.
- MOU: §3, 75, 76, 78, 79

Case Monitoring and Status Updates

- Attend witness interviews, Body Worn Camera (BWC) footage viewings, court proceedings and monitor the police. Provide updates to complainants regarding the status of pending or completed investigations or disciplinary proceedings by pulling information from shared databases or calling the Public Integrity Bureau. Facilitating and attending meetings between NOPD leadership and the public as necessary.
- MOU: §13, 15, 16, 18, 19, 8, 25

Case Reviews

- Review completed NOPD investigations utilizing internally generated audit tools on the thoroughness of the investigation, complete memorandum reviewing the investigation conducted.
- MOU: §5, 8, 30, 35, 36

Complaints of Officer Misconduct

- Complete complaint intake, prepare complaint referrals, pull and analyze relevant Field Identification Cards, Electronic Police Reports, Body Worn Camera footage, and officer disciplinary history, provide recommendations regarding immediate next steps such as officer reassignment, training, or the possibility of retaliation.
- MOU: §1-4, 6

Community Outreach and Coalition Work

- Develop relationships with community and civil groups that receive civilian and anonymous complaints, teach Learn Your Rights in the Community (LYRIC) classes, meet with police associations and conduct public outreach meetings
- MOU: §12, 4, 5

Criminal Liaison

- Facilitate communication for complainants and victims of crime with the NOPD officers conducting the relevant investigation, monitor meetings as necessary, provide status updates, facilitate communication with other parish law enforcement and other criminal justice agencies.
- MOU: §8



Bonycle Sokunbi, Deputy Police Monitor, speaking with a community member during a "Coffee with the IPM" event in New Orleans East.

Daily Work Product

Data Work and Data Sharing

- The OIPM was previously under data sharing agreements with the Orleans Parish Sheriff's Office, Court Watch, and the Vera Institute. In the coming year, the OIPM will review these agreements to determine what is feasible to continue.
- MOU: §3, 7, 10, 14, 63 – 66

Discipline

- Review investigations resulting in officer discipline, attend and monitor disciplinary proceedings, provide recommendations regarding disciplinary actions, and consistency of disciplinary standards.
- MOU: §38 - 41

Lawsuits and Claims

- Review lawsuits and claims regarding NOPD equipment, vehicles, and employees. Review Civil Service and Fourth Circuit Court of Appeals litigation regarding NOPD employees and disciplinary actions. Provide recommendations to the NOPD regarding resources, risk, and training.
- MOU: §9, 29

Mediation

- Screen mediation referrals, conduct intake conversations with the civilian and the officer to confirm suitability and offer participation, coordinate and conduct the mediation, complete satisfaction surveys and seek feedback post-mediation. Recruit and train team of community mediators, & conduct monthly professional development trainings.
- MOU: §15, 52

Officer Commendations

- Receive officer commendation requests and accounts of positive policing from community, prepare referral letter, submit referral to Chief and Deputy Chiefs at the NOPD.
- MOU: §7, 12, 56 – 59, 76

Policy Review and Recommendations

- Review NOPD policy in final and draft form, provide recommendations and collaborate with the Professional Standards and Accountability Bureau (PSAB) and the Public Integrity Bureau (PIB) to provide feedback and draft language.
- MOU: §3, 10, 81

Use of Force

- Critical Incident Response Review Forms, Use of Force Review Board Memorandums and reviews, Level 4 Use of Force Reviews, monitor ongoing investigations.
- MOU: §42 - 51



A NOPD Officer shares in the OIPM Event: the National Day Against Police Brutality. The OIPM appreciated that the NOPD engaged in this community day of remembrance.



OIPM leadership speaks with a representative from the Vera Institute and former Lieutenant DeLarge (now Captain) of the NOPD at a "Coffee with the IPM" event in New Orleans East.

Looking Forward: 2023 and Beyond

2023 OIPM Goals



2023 Goal: Audits and Policy

- Gain understanding of the protocol for unclassified deaths, specifically potential suicides, regarding evidence and property collection and family notification. Provide recommendations on Standard Operating Procedures and policy to NOPD and potentially the Orleans Parish Coroner's Office to strengthen responses and family interactions.
- Hurricane and Declared Emergency Response
 - Review NOPD 2023 Hurricane Preparedness Plan.
 - Again conduct public forums for feedback on NOPD protocol regarding declared emergencies and hurricanes and provide any resulting recommendations.
 - Update the OIPM declared emergency and hurricane oversight plan and release to the public.
- Review procedures and policies around processing of Special Victims Unit (SVU) cases, specifically focusing on sexual assault case processing and delays.
 - Work with organizational partners to build NOPD capacity to comprehensively serve these survivors.
 - Explore use of mediation services to develop communication strategies for detectives and survivors.
 - Issue recommendations on policy and practice based based on analysis of local input from experts and national best practice.
- Write and release final secondary employment report on the systemic and policy changes recommended and adopted and implemented by NOPD and OPSE. Release this report to the public.
- Review Facial Recognition Policy and ensure that it is responsive and inclusive of possible uses and prohibited use. Determine factors to audit as a check on its use.
- Work with local musicians and artists through the Music and Culture Coalition of New Orleans (MaCCNO) to address performer concerns regarding the pedestrian mall and the possibility of the Royal Street Patrol.
- Examine national best practice regarding stunt driving response and work with Field Operations Bureau on strategies and policy regarding de-escalation and prevention of stunt driving.
- Work with NOPD to complete the currently named "Civil Disturbance" policy regarding NOPD response to crowds and protests.
- Analyze and examine the released data fact sheet by the Umbrella Coalition of sexual misconduct within the NOPD.
 - Audit the data utilized in the findings and the misconduct investigations conducted.
 - Issue recommendations on policy and practice based on analysis.
 - Communicate and look for collaboration opportunities with the organizations that signed onto the data fact sheet.



2023 Major Project: PIB Audit of Complaint Classifications, Compliance

- Conduct an audit on intake classification, allegation selection, investigation assignment, and timeline compliance within the PIB.
 - Collaborate with leadership within the PIB on possible policy and procedure recommendations.
 - Continue to recommend the revision and clarification of Neglect of Duty and Directions from an Authoritative Source allegations in the Standard Operating Procedures.
 - Issue a report or data sheet to the public and the NOPD with findings.



2023 Goal: Data Analysis and Access

- Prepare a "Data Access" RFP and select vendors to run the project building a pipeline to necessary NOPD data.
- Hire a data coordinator and provide data training through a data partner.
- Hire a part time data contractor to assist with preparing and analyzing policing data for the 2022 Annual Report.
- Revisit and revise data sharing agreements with partners.
- Continue to comply with Ordinance 29130: Sharing of Data by providing OIPM data to City Council on a monthly basis.



2023 Major Project: Public-Facing Misconduct Database under R-20-175

- Work with Councilmember Moreno's Office to complete the Public Facing Database RFP and Proposal under R-20-175 (*Adopted QARAC Recommendations from 2020 Review provided in August 2021*)
 - Receive funds from Capital Projects as a line item.
 - Prepare project timeline and anticipated schedule to partners at NOPD, City Council, and the City.
 - Prepare and present to City Council on the status of the Public-Facing Misconduct Database.
 - Prepare and release RFP to create the database.
 - Select vendors to execute the RFP.



2023 Goal: Consent Decree Compliance; Sustainment Preparation

- Continue to build audit capacity within OIPM.
 - Continue working with PSAB on audits, shadowing audits, and conducting relevant meta-audits.
 - Hire auditors to join OIPM team.
- Complete the OIPM Sustainment Strategy for Local Oversight.
 - Work with Federal Monitors and PSAB to adopt effective metrics.
- Develop Audit Report templates with the Federal Monitors to prepare for the OIPM transition to lone oversight over the NOPD.



2023 Major Project: Consent Decree Compliance - Public Outreach; Website

- Continue working with the Federal Consent Decree Monitors on monthly public hearings in front of Judge Morgan and hosting public forums around the city to learn more from the community on the status of the NOPD and compliance with the Consent Decree.
- Build a Consent Decree section of the website with relevant updates.



2023 Goal: Investigatory and Misconduct Audit Work

- Work with the NOPD and other governmental partners to conduct a thorough investigation of the allegations of misconduct in secondary employment.
- Work with the Office of Police Secondary Employment (OPSE) to identify systemic approaches to catching and identifying potential misconduct and overlapping details.
- Work with the Public Integrity Bureau to provide oversight and real time recommendations during the criminal and administrative investigations and provide input into the negotiated settlements.
- Issue informative public facing work product and reports regarding the investigations and accountability steps.
- Construct the Investigation Plan and Strategy including a hiring plan, timeline, and budget.
 - Create job descriptions and conduct hiring.
 - Determine national best standards on investigatory oversight.



2023 Major Project: Legal Expansion of Investigatory Ability; Confidentiality

- In collaboration with the New Orleans City Council, determine the legal protections necessary for the OIPM to continue to receive complaints of officer misconduct.
 - Write an ordinance granting necessary legal protection.
- Increase our role in the investigation and accountability of the Office of Police Secondary Employment (OPSE) as legally required under La. R.S. 33:2339. Under possible city council ordinances, the OIPM may take on more investigatory responsibilities regarding the NOPD as well. The OIPM would need to hire investigators and train those individuals on how to conduct criminal and administrative investigations.



2023 Goal: Disciplinary Proceedings

Discipline and Appeals

- Review disciplinary outcomes where there is no discipline after a use of force is found to be unjustified and outside of policy by the Use of Force Review Board.
- Recommend appeal outcomes are entered in a timely manner into IAPro. (*Recommendation accepted from the Police Association of New Orleans, December 2021*)
- Design process and form to request supervisory interventions during disciplinary proceedings. (*Recommendation accepted from the Police Association of New Orleans, December 2021*)
- Develop more efficient manner to track disciplinary recommendations and OIPM input to report to the public and the NOPD.
- Review Disciplinary Matrix and provide feedback to the NOPD and PSAB regarding recommendations on changes to the Disciplinary Matrix classifications and penalties.



2023 Goal: Community Engagement and Increased Accessibility

- Host more creative and accessible opportunities to engage with the community including:
 - Continue "Coffee with the IPM" events at coffee shops and public meeting spaces around the city.
 - Continue hosting community office hours at publicly accessible locations focusing on the Westbank, Lower 9th Ward, and New Orleans East.
 - Host more relevant and informative panels and public forums on policing topics.
- Continue to comply with Ordinance 29063: Quarterly Presentations to the Criminal Justice Committee.
- Continue co-hosting the National Day Against Police Brutality with Families Overcoming Injustice and look for ways to expand the reach and impact of that event.
- Revive and improve newsletter and email list communication including exploring press releases and easier ways to share OIPM work and updates with the public.
 - Includes continuing to expand social media presence.
- Connect with partners tracking alleged misconduct within the NOPD and collaborate on information sharing.
- Create informational material for musicians and culture bearers regarding policing and informational material for officers on engagement with musicians and artists in the city.
- Connect with partners working with crime victims and survivors to ensure that NOPD training and responses are informative, sensitive, and providing all relevant support services.
- Identify, Train, and Open Remote Intake Sites in the Community.
 - In collaboration with the NOPD, identify and open remote intake sites focusing on community-based organizations working with: (1) Spanish and Vietnamese speaking populations in New Orleans; and (2) transgender individuals / advocacy.
 - Finalize the remote intake site materials and training.
 - Finalize the Remote Intake Site Memorandums of Understanding.
 - Train sites in collaboration with the Public Integrity Bureau.
- Complete the Family Bill of Rights including implementation within the NOPD and releasing it to the public.
- Complete relevant one pagers for the community on topics.



2023 Major Project: 24 Hour Hotline for Officer Misconduct Complaints

- Select a vendor from the applicants from the RFP.
- Design the call center with a text and website submission process. Create necessary scripts and training materials.
- Conduct outreach on the hotline availability in English, Spanish, and Vietnamese.



2023 Goal: Community-Police Mediation Program

Data

- Produce data on a monthly schedule to be included in the ERB report on the Mediation page and a quarterly basis for a quarterly report.
- Produce more data visualizations regarding survey results, case eligibility, declined vs. accepted cases and mediations held.
- Present mediation trends internally to determine: number of mediation referral for incidents per district / bureau and number of mediation referrals by involved officer rank.

Outreach/Partnerships

- Develop the mediation section of the OIPM website including posting relevant work product, mediation frequently asked questions, and information regarding the mediation process.
- Increase outreach to the community, including offering resources on conflict resolution (e.g. workshop on Active Listening) and increased media coverage of the mediation program.
- Enter into a MOU with the Reentry Mediation Institute of Louisiana (REMILA) to share resources and mediators.
- Create “how to” guide for other cities/communities on how to start a community-police mediation program, best practices, and lessons learned. This is a resource that has often been requested by other cities from OIPM.

Policy and Program Expansion

- Continue to pursue the option of allowing mediation to occur alongside or after traditional investigation [along with pursuing other efforts to expand the mediation program] (Adopted QARAC Recommendations from 2020 Review provided in August 2021)
- Construct policy regarding mediation eligibility of post-investigation referrals including allegations cleared by Body Worn Camera.
- Improve officer participation rates (in response to recent decline)
 - Survey sample of officers and leadership to better understand officers' perception of and concerns about mediation.
 - Provide informational and educational materials that address officer concerns and misinformation regarding the mediation program.
 - Present to the police associations on the mediation program and benefits of the mediation process



2023 Major Project: Active Listening Course at NOPD Academy

- Mediation Director design and deliver a weekly course of scenario-based learning at NOPD Academy about active listening and conflict de-escalation for all officers and supervisors.



2023 Major Project: Build Public Archives on Website; Updates

- Work with Civil Rights attorney, Mary Howell, and other partners to collect relevant archival matter regarding policing in New Orleans and the NOPD.
- Ensure all material is digitized and searchable.
- Build out section of the website for the publicly accessible archives.
- Inform the public, universities, and other partners of the available archives of policing material.
- Update the content of the website to ensure it's current.



2023 Goal: Use of Force and Critical Incidents

- Use of Force Annual Report: provide an explanation of UFRB's decisions as to whether the use of force was justified and within policy and whether the OIPM agreed with Board's decisions. (*Adopted QARAC Recommendation from 2020 Review provided in August 2021*)
- Redesign the Critical Incident Forms to standardize the inclusion of questions or concerns in the summary sections to memorialize outstanding issues. (*Adopted QARAC Recommendation from 2020 Review provided in August 2021*)
- Create clear matrix to evaluate the UFRB determinations, recommendations, and OIPM impact.



2023 Goal: Misconduct Review and Complaint Work



Misconduct and Complaints

- Develop formal engagement and disengagement (close out) letters to complainants with clear expectations on the work to be completed by the OIPM and expected timeframes.
- Provide specialized resources to employee complainants including creating informational posters for partners and NOPD regarding OIPM and services.
- Work with PIB leadership to address cognizance date confusion to address potential Officer Bill of Rights timeline violations.
- Develop the OIPM "sensitive complaint" submission process with the Public Integrity Bureau. (*Recommendation from NOPD received in Winter 2021*)
- Develop and update criminal liaison protocol.
- Renew policy recommendations regarding conflict identification and protocol within PIB and the use of the PIB liaison.
- Recommend the retention of transcription services for misconduct investigations sent outside of PIB.
- Discuss possibility of anonymous "whistleblower" capacity within the NOPD on complaints and concerns.

Misconduct Case Reviews

- Conduct more relevant and timely case reviews with impactful recommendations to NOPD.
 - CTN 2020-0173-P - Officer is accused of engaging in an inappropriate sexual relationship
 - CTN 2019-0656-P - Officers are accused of failing to conduct a comprehensive investigation resulting in a possibly wrongful arrest.
 - CTN 2022-0362-P - Officers are accused of failing to respond to an alleged sexual assault occurring in the French Quarter.



2023 Goal: Commendations

- Increase commendations through highlighting positive officer performance, focused outreach, and social media pushes.
- Explore the possibility of introducing a new award honoring the memory of detective Oris Buckner and those within the NOPD who are committed to ethics and accountability.



2023 Goal: Internal Operations

Ethics Review Board

- Hosting an ERB tour and office visit so membership can meet the team and see our internal operations.
- Ensure that ERB is on all listserves and is informed of OIPM work, relevant legislation, and all major projects.
- Determine what best communication strategies should be utilized to increase transparency.

Staffing

- Build out teams through staffing and growth. Conduct necessary hiring in the investigatory and audit teams. Onboard mediation fellow in summer 2023.
- Determine necessary contractors for short term needs including public outreach and data for the annual report.
- Create the OIPM Employee Handbook including the Code of Conduct.
- Create all onboarding and offboarding materials for staff.

Budget

- Determine pay concerns for team.
- Research grant opportunities including grant to operate the 24 hour hotline.
- Determine feasibility to amend City Home Rule Charter section 9-404 "Shared Funding."

Resource Organization

- Organize all relevant legal findings and opinions from counsel, Civil Service, and the Fourth Circuit for easy review and reference.

Office Space

- Continue looking for new office space and make determination regarding moving office locations in 2023 or 2024.

Reviews of OIPM Work and Operations

- Peer Review
 - Rewrite MOU and prepare the work product and review standards for 2020, 2021, 2022.
- Quality Assurance Review
 - Organize work product and formal letter for 2021 and 2022

Training

- Attend the National Association for Civilian Oversight of Law Enforcement national conference and training.
- Send two members of the team to the Los Angeles Police Department Audit School for comprehensive audit training.
- Conduct ride along shadowing starting in the 5th, 6th, and 7th Districts.
- Retraining on police radios.



2023 Major Project: MOUs between NOPD and OIPM

- Update current MOU to include changes in technology, work product, and operation of NOPD and OIPM under the Consent Decree.
- Create a technology MOU with the NOPD and possibly city of New Orleans.
- Create an investigatory MOU with NOPD and possibly the District Attorney's Office.



2023 Major Project: Update Internal Policies and Code of Conduct

- Update all OIPM policies and standard operating procedures.
- Create the employee code of conduct and disseminate to the staff.
- Ensure every department has standard operating procedures and provides to others in the case of absence.

2024 OIPM Goals



2024 Goal: Audits and Policy

- Create the OIPM Audit Oversight Manual with NOPD comment.
- Assess policy regarding retaliation and the cross-filing of complaints. Provide policy recommendation where necessary.
- Assess rotation strategy put into place at NOPD. Determine if there is a need for a policy recommendation regarding national best practice of rotation of specialized units.
- Examine 911 record retention policy and determine if there needs to be a recommendation to alter policy regarding the retention of 911 recordings.
- Study best practice regarding the vertical representation model and the use of special prosecutors in disciplinary proceedings. Provide assessment and recommendations to NOPD and City Attorney's Office.
- Examine all task force agreements with the NOPD for compliance.
- Examine the use of 9 districts within the Field Operations Bureau and the possibility of splitting the 7th District into two districts with two stations in order to address delays in response time and the possibility of police shortages in New Orleans East.



2024 Goal: Consent Decree Compliance; Sustainment

- Finalize the OIPM Sustainment Strategy for Local Oversight.
- Continue to build team in order to prepare for the departure of federal oversight.



2024 Goal: Community Outreach

- Create the format, operations and role of an OIPM Advisory Committee.
 - Approach and retain members of the Advisory Committee.
 - Start holding meetings and releasing outcomes and recommendations.
- Hold small group roundtables with community leaders and organizations for feedback and input on NOPD and OIPM performance and operations.

2024 OIPM Goals



2024 Goal: Community-Police Mediation Program

- Pilot rank-initiated mediation services.
 - Work with NOPD to establish policy and procedures, especially regarding HR and confidentiality concerns (i.e. mediators may be required to report certain HR violations that come up in mediation).
 - Create revised templates and forms for officer-to-officer mediation.



2024 Goal: Internal Operations

- Organize the S Drive.
- Execute the OIPM Retention Schedule by shredding and scanning necessary documents and files.



2024 Goal: Misconduct Complaints

- Create a resource guide for complainants with frequently asked questions and service referrals.
- Create a guide of all law enforcement agencies in New Orleans and how to file misconduct complaints with those offices.

2025 OIPM Goals



2025 Goal: Audits and Policy

- Decertification of Officers
 - Start tracking decertification referrals made by NOPD and outcomes.
 - Provide more public facing data and information regarding the role and process of officer decertification.
- Criminal prosecution of police
 - Work with the District Attorney's Office, the NOPD and other partners to determine appropriateness of criminal prosecution of officers.
 - In partnership with the District Attorney's Office track the referrals of criminal matters from the NOPD and regarding NOPD officers, the outcomes of the referrals and the prosecution of law enforcement.
- Examine the value of independent crime labs and the national best practice around this shift.
- Assess the Officer Bill of Rights and how it is being implemented / interpreted by the New Orleans Civil Service Commission. Determine if a policy recommendation is required.



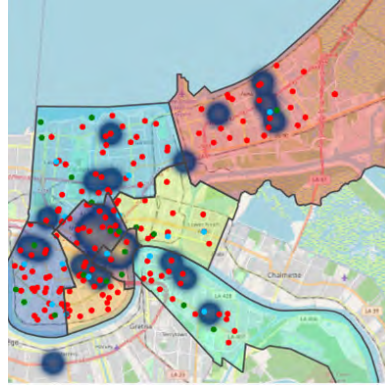
2025 Goal: Community Outreach

- Continue to build the Community Advisory Committee.
- Develop webinars regarding police oversight and relevant topics.
- Create a Children and Police Guide and partner with youth organizations to conduct sessions with children.
- Rebuild the Learn Your Rights in the Community (LYRIC) program.



2025 Goal: Internal Operations

- Build out pro bono opportunities for attorneys to work with the OIPM and Law School Partnerships.
 - Explore partnerships with the Louisiana Bar Association and the Louisiana Appleseed Project.
 - Consider partnerships with law school clinics to prepare law students to work in police oversight and the legal requirements of monitoring.



Closing Thoughts

The goal of this report was to provide transparency and guidance to the community and our partners regarding the priorities and work the OIPM intends to complete in 2023 and beyond.

This work plan is meant to act as a roadmap of where the OIPM intends to go while still providing flexibility for the OIPM to pivot as the community, police department, and unpredictable challenges may demand.

In the coming month, the OIPM will be sharing this document with the public and receiving feedback and looking for opportunities to collaborate. If your organization or agency seeks to contribute or would like to partner on the goals listed in this work plan, please reach out.

We look forward to working with you and serving you in the coming year.





Office of the Independent Police Monitor



Monthly Report of Ethics Trainer



DECEMBER 2022

MONTHLY REPORT

TRAINING DIVISION
NEW ORLEANS ETHICS REVIEW BOARD



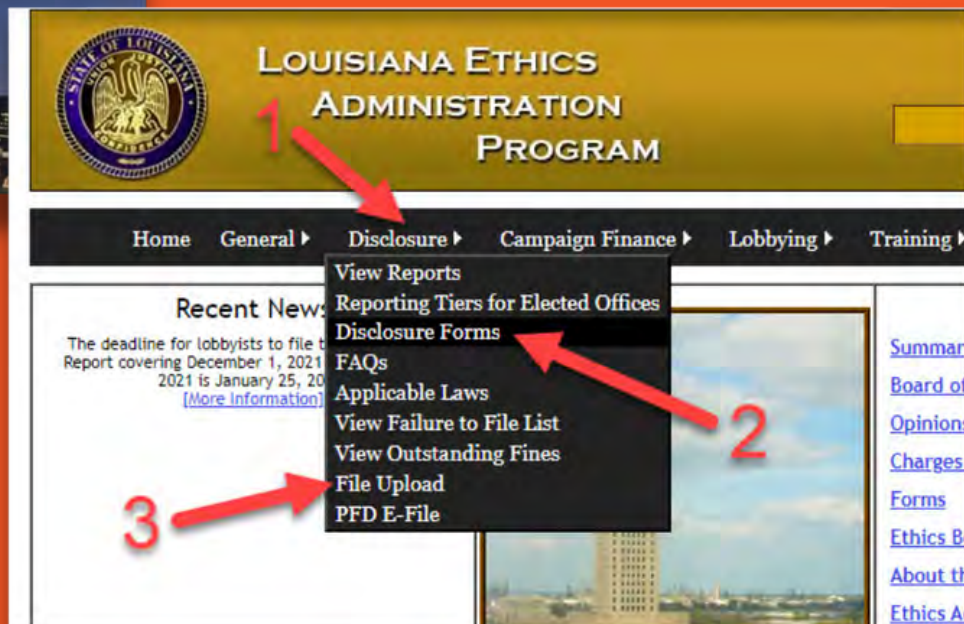
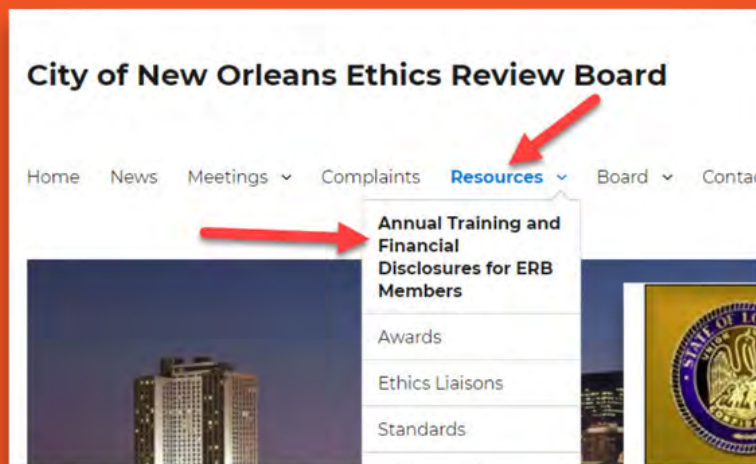
REMEMBER YOUR 2022 FINANCIAL DISCLOSURES!

All elected officials, as well as certain members of boards and commissions, are required to file a personal financial disclosure statement with the Louisiana Board of Ethics by **May 15th** of each year.

Please ensure that disclosure form '**Tier 2.1**' is completed and submitted. The form is located on the Ethics Review Board website (Fig. 1) or may be obtained directly from the state ethics website, www.ethics.la.gov (Fig. 2).

Submission options:

- Fax: 225-381-7271
- Mail: Board of Ethics, P.O. Box 4368, Baton Rouge, Louisiana 70821
- Upload: www.ethics.la.gov





2022 ETHICS EDUCATION: BY THE NUMBERS

The annual deadline for completion of 2022 Ethics Education and 2022 Sexual Harassment Prevention Education for City of New Orleans employees and the members of the Ethics Review Board was **Saturday, December 31, 2022.**

NEW ORLEANS ETHICS REVIEW BOARD 2022 TRAINING COMPLETIONS (BOARD)

.....

State of Louisiana Ethics Training:

- **50%**

*City of New Orleans Sexual
Harassment Prevention Training:*

- **50%**



NEW ORLEANS ETHICS REVIEW BOARD *Training Division*

2022 TOTAL SESSION ATTENDANCE

.....

Attendee Count:

- **571 Individuals**



2022 - 2023 TRAINING DIVISION STRATEGIC PLAN PROGRESS RECAP

2022 proved to be a successful year in terms of achieving goals that were set by the training division and presented in detail in the form of a strategic plan that is intended to outline benchmarks and the methods that will be utilized to meet them. Progress reports on completed categories may be found below.

Strategic Objective 2: <i>Provide enhanced support for city department Ethics Liaisons .</i>		
2.1 To improve communication and collaboration between ERB Training and Ethics Liaisons within City of New Orleans departments/agencies.	· Ethics liaisons are fully informed of current state ethics updates. · Ethics liaisons are educated in training best practices and 'hot button' current issues.	2.1.1 <i>Biannual workshops with liaisons to discuss challenges and assess needs.</i>
2.2 To improve access to readily available reference materials, digital media, and hard copy deliverables to be utilized during training sessions.	· Liaisons are familiar with location of documents on ERB website.	2.2.1 <i>Collaboration on design and draft for universal use learning aids at liaison workshops.</i>

- **Objective 2.1** - Initial workshop meeting held with ethics liaison - 1/25/2022
Follow-up check-in - 11/14/2022
- **Objective 2.2** - Liaisons and training coordinator collaborated at the January 25th workshop to produce the learning aides [Ethics On-The-Go and Employee Resources for Reporting Fraud, Waste, and Abuse handout] that are currently distributed at training sessions to reinforce learning for attendees.



2022 - 2023 TRAINING DIVISION STRATEGIC PLAN PROGRESS RECAP

Strategic Objective 3: Strengthen the efficacy of synchronous and asynchronous training and increase the overall availability of educational opportunities.		
3.1. To continue recordkeeping coordination with City of New Orleans CAO Employee Relations with annual virtual training completion data and live training attendance.	• Training records are completed and submitted in advance of annual December 31 deadline.	3.1.1 Maintain active communication with CAO Employee Relations division throughout year to ensure timely collection of all necessary data.
3.2 To increase available opportunities for necessary individuals and departments.	• Divisions who have staff/segments of staff who require/desire in-person training and individuals who prefer on-demand training have several opportunities throughout the year to attend available open sessions.	3.2.1 Build a standing schedule of live, monthly online training offerings for the year.
		3.2.2 Establish active communication with known departments and organizations who depend on live training to fulfill their annual education requirements and effectively advertise to staff to ensure that they are aware of the availability of training sessions. * Seek approval to have ERB training announcements displayed on the 'Neutral Ground' employee resource portal.
3.3 To increase engagement during live training sessions and offer post-training materials/learning aides.	• Live training sessions have opportunities to support active learning by participants.	3.3.1 Develop role-playing and case study activities that may be utilized to facilitate active learning.
		3.3.2 Encourage audience participation through use of technology, such as real time, in-session survey apps.
3.4 To introduce ethics education to newly hired personnel during orientation activities.		3.4.1 Seek approval to be added to new hire orientation itinerary.

- **Objective 3.1 - 3.2** - ERB Training Division and CAO Employee Relations Division established and maintained collaborative communication throughout 2022, resulting in newly formed relationships with department heads who sought out group training and the sharing of personnel training completion data.
- **Objective 3.3** - Alongside the addition of handouts and learning aides to reinforce 'take-aways,' relevant and current real-world ethics scenarios and cases were added to the training material to assist attendees with making meaningful connections to the subject matter. Examples are derived from both local and national incidents

*Categories in yellow are still 'In Progress'



2022 - 2023 TRAINING DIVISION STRATEGIC PLAN PROGRESS RECAP

Strategic Objective 4: Resume ERB recognition efforts and distribution of Liaison Awards and Torch Awards.		
4.1 To ensure knowledge of program's existence, nomination criteria, and applicable submission deadlines.	Departments, boards, and commissions are knowledgeable of annual submission deadline and familiar with how to access information outlining the requirements for nomination.	4.1.1 Widespread dissemination of applicable material through appropriate means.

- *Objective 4.1* - In 2022, award information and nomination instructions were distributed to each liaison and all public boards and commissions [who have existing relationships with the ERB] on May 2, 2022.

The deadline for submissions was July 8, 2022, providing a 60-day period for nominations and supporting information to be received. One Liaison Award nomination and no Torch Award nominations were received during that period. While the objective of increasing awareness of the awards and improving the distribution of material was achieved, a more robust approach will be required to encourage participation in this recognition program. This need will be addressed in updated versions of the strategic plan.