

New Orleans Police Superintendent Executive Search

Candidate Profile: Thedrick Andres, Sr.

Contact information for the
International Association of Chiefs of Police

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EXECUTIVE SEARCH

Applicant for Superintendent

Thedrick Andres, Sr.

June 20, 2023

Hiring Authority

City of New Orleans

New Orleans Police Superintendent Executive Search

Please accept this as my letter of interest for the position of Superintendent of Police for the City of New Orleans, Louisiana. I have more than 31 years of law enforcement experience, providing the highest standard of leadership in three different cities – my hometown of New Orleans, also Arlington TX, and most recently Henderson, NV. In 2019, I was appointed Chief of Police for the Henderson Police Department (HPD). During my tenure, I brought an outside perspective and experience from larger, more progressive police departments to improve and reform significant aspects of operations to move the department closer to a 21st-century policing organization. My time in Henderson allowed me to examine every facet of police operations through the prism of strategic transformation. Therefore, I am confident that my leadership approach, technical expertise, and ability to engage the community in a meaningful way would add value to the City of New Orleans' leadership team, the police department, and the community.

I understand that the City of New Orleans seeks a proven Superintendent of Police with experience in implementing police reform, community-oriented policing, and 21st-century policing best practices. The opportunity to return home and some of the key attributes outlined were driving factors in my interest in this position. I have experience implementing community policing strategies focusing on geographic policing concepts to enhance community relations, reduce crime, and improve organizational efficiency.

My extensive experience in Louisiana, Arlington, TX, and Henderson, NV, has uniquely qualified me to meet the challenges and opportunities presented for the next Superintendent of Police. For example, as the Chief of Police in Henderson, I developed the first-ever Crime Reduction Plan for the police department. Additionally, my command team made measurable improvements in community policing and data-driven crime mapping that led to the City of Henderson being named America's Safest Large City in the nation. To improve the culture and work environment within the police department, I collaborated with many stakeholders to co-produce the first-ever employee-driven Strategic Plan, which allowed the agency to address long-term department challenges.

As a Police Chief, I understand the challenges facing law enforcement agencies regarding police recruitment and retention because we faced challenges in Henderson. As a result, we created a recruitment COMPSTAT process to review our successes and challenges in attracting potential police

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candidates. This process allowed us to refine our processes for talent acquisition and improve the diversity of the pool of candidates, which ultimately led to improved diversity within the department, so we more closely mirror the community we serve. We also focused on retention by improving the overall culture within the police department.

Currently, I have many cohorts who are executives in Louisiana, with whom I would be able to swiftly re-engage to ensure the City of New Orleans continues to develop or redevelop strong relationships regionally and nationally. Moreover, much of my experience in law enforcement has been in diverse, urban, and metropolitan cities.

I am excited about the opportunities presented as the Superintendent of Police for the City of New Orleans. The opportunity to return as a law enforcement executive of the police department where I started my police career strongly appeals to me. The City of New Orleans remains diverse and vibrant, and if selected for this position, my wife and I look forward to returning home to the city of New Orleans.

Thank you for your consideration, and I look forward to participating in this process. After reviewing my resume and cover letter, I would appreciate the opportunity to meet with you in person to discuss my qualifications in more detail.

Respectfully,

Thedrick R. Andres Sr.



EXECUTIVE SEARCH

Applicant for Superintendent

Thedrick Andres, Sr.

SUMMARY

Years of Supervisory-Level Experience

Thirteen years of supervisory-level experience.

Education

Southern University at New Orleans | Master of Arts, Criminal Justice | 2004

Career Profile

Qualified law enforcement professional with more than 31 years of progressive responsibility spanning patrol, investigative, and administrative operations. Extensive history in expanding and improving organizational operations. Excellent rapport with local, state, and federal agencies. Comprehensive leadership covering fiscal management, crime reduction, and developing community-policing programs. Proven track record in working with city management, elected officials, business leaders, and community stakeholders. I have demonstrated success in managing organizational reform, implementing best practices, strategic planning, and problem-solving to achieve ambitious goals.

A credible leader with a reputation for accountability, transparency, and integrity

Areas of Expertise

Strategic

- Strategic Planning
- Change Management
- Transformational Leadership
- 21st-Century Policing Model
- Process Improvements
- Community Engagement

Operations

- Fiscal Management
- Policy Development
- Diversity and Inclusion
- Talent Acquisition / H.R.
- Homeland Security
- Data-Driven Decision Making

Policing

- Special Operations
- Threat Assessments
- Management & Policy Reform
- Neighborhood Policing
- Investigative Techniques
- Emergency Planning & Response

PROFESSIONAL EXPERIENCE

HENDERSON POLICE DEPARTMENT

2018 – 2023

Henderson is a metropolitan city with a population of 341,000 citizens within 120sq. miles. Adjacent to Las Vegas, Henderson is the second-largest city in Nevada and is nationally recognized as one of the safest cities in America. HPD is the second largest police agency in the state, with an authorized strength of nearly 600 sworn officers and nearly 200 civilian personnel and a \$126M budget (2022). As Police

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Chief, I was also responsible for the operations of the Animal Shelter & Control, Crime Laboratory, Detention Center (Jail), Dispatch Center, and Records Division.

Chief of Police

2019 - 2023

Major Accomplishments:

Strategic

- Successfully worked with the City Manager's Office to gain support and resources to develop the first comprehensive, employee-driven strategic plan for the police department.
- As a result, the City Manager's Office approved an increase in police staffing, adding approximately 47 officers over a 3-year period.
- Increased academy class sizes which have allowed the police department to run multiple academies per year. Over 1,000 applicants were processed in 2021.
- Created a management training program for police lieutenants and above - Chief's Leadership Series to create a succession planning program for senior leadership.
- Secured Bond to build a new state-of-the-art Police Substation (will be the fourth station), which will have a new Communications (Dispatch Center) and be home to the new HPD Training Facility.
- Secured Bond to build a new \$12M Crime Laboratory, add additional space, process evidence, storage.
- Successfully created an employee assistance program - Lifeline, which provides peer support to sworn and professional staff members of the police department.
- Created the Critical Incident Community Briefing to provide information to the community following a critical police incident.
- Developed strategy to address short, and long-term staffing needs to match community expectations, geographic policing service philosophy, crime trends, calls for service, population, density, and demand for citizen-police engagement.
- Successfully transitioned the agency from the Uniform Crime Reporting Program to the National Incident-Based Reporting System.

Operations

- Reengineered HPD Training Division operations to accommodate 64 police recruits in the academy and field training process – most recruit officers in the training phase at one time in the history of HPD.
- Created the first HPD Lateral Corrections and Lateral Police Academies to hire more experienced officers and maintain staffing.
- Henderson Police Department received Re-Accreditation by CALEA (Commission on Accreditation for Law Enforcement Agencies) for the Police Department, Crime Lab, and Dispatch Center.
- Created first-ever internal weekly newsletter - Inside HPD. This communication tool has been valuable and effective in sharing operational updates, achievements, and community connectivity of HPD.
- Successfully transitioned from a Regional Police Academy to create our own Police Training Academy.

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- Improved participation in the National Night Out Against Crime community event, including residents, businesses, and other city departments, in the annual celebration.
- Experience planning and organizing Homeland Security and Threat Assessment tactics for major events such as Concerts/Music Festivals (10,000 - 50,000), NHL Hockey, NCAA College Football (UNLV), NCAA College Basketball, NFL Football (Las Vegas Raiders), NFL Draft, New Year's Eve, Major Tourist Destination -- Las Vegas Strip.
- Revitalized the Patrol Advisory Committee, where line-level employees meet with the Police Chief to discuss new ideas and challenges in the police department.
- Established the Henderson Youth Police Empowerment (H.Y.P.E.) program with Henderson middle schools; revitalized youth engagement programs with Boys & Girls Clubs of Southern Nevada and the Police Athletic League (PALS).
- Created a New Monthly Video Series, Brief with the Chief, with the goal of:
 - Offering updates on the priorities of the organization
 - Recognitions (Spotlight of great work throughout agencies)
 - Update on Policy / Programs / Procedural Changes

Policing

- Improved HPD Academy and In-Service reality-based training for new and experienced officers.
- Implemented a new Crime Strategy Manager Meeting called COPS (Crime, Operations & Performance Strategies) - this was a leadership accountability meeting.
- The COPS Meeting historically led to crime reductions over the last five years; 2021 – 14% decrease in overall crime (-18% Violent Crime & -17% Property Crime) and helped Henderson maintain its reputation as one of America's Safest Cities.
- The COPS Meeting led to reductions in police response times of six minutes when responding to Priority #1 emergency calls for service.
- Created the City of Henderson Police Department's first-ever Crime Reduction Plan.
- Implemented CRIME reduction strategy with an emphasis on - Focus on the Five:
 - C - Community Engagement
 - R - Refocus on Geographic Policing
 - I - Intelligence (Intelligence Drive Operations/Operations Drive Intelligence)
 - M - Multi-Year Plan (Five-Year Strategic Plan)
 - E - Effective Enforcement
- Implemented DDACTS (Data-Driven Approach to Crime and Traffic Safety) saturation patrol methodology along with our geographic policing concept to drive down crime, reduce vehicle crashes and increase community engagement.
- Working in tandem with business leaders to address crime and homelessness, I expanded the HPD Bike Patrol Unit resulting in extra patrols in the Downtown Water Street Business District.

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- Responsible for HPD being selected to participate in the nationally recognized Peer Intervention Program with Georgetown University's ABLE Program to improve officer health & wellness and officer intervention training.
- Established a full-time police Public Information Unit to improve communications internally/externally.
- Created the Chief's Community Forum to increase the presence of the police chief in the community.
- Established a Neighborhood Resource Officer Unit to build relationships with community stakeholders, and faith-based organizations and reduce homelessness in the community.
- Track record for collaborating with Las Vegas Metro Police Department, Nevada State Police, and federal law enforcement partners to address crime and traffic issues in the Las Vegas Metropolitan Area.

Deputy Chief

2018 - 2019

Major Accomplishments:

Strategic

- Conducted staffing analysis of the (4) district patrol operations, which resulted in redistributing officers from specialized assignments to patrol, increasing staffing from approximately 135 to 165 officers and improving officer productivity.
- As second in command of the police department, was responsible for serving on multiple internal and external (valley-wide, national, multi-jurisdictional, etc.) committees; represented the department at meetings and functions; authorized to make decisions as a department leader.

Operations

- Provided oversight of staff, operations, and activities of the Field Operations Bureau, which consisted of the (4) police districts and the detention center (jail) - overseeing approximately 500 employees.
- Managed the development and utilization of the assigned Field Operations Bureau budget of \$37M; forecasted workforce and operational projections.

Policing

- Implemented a Geographic Policing Model for the police department to enhance patrol operations.
- Enhanced HPD crime operations monthly meeting to reduce violent and property crime.
- Implemented COMPSTAT (Computerized Database Management System for Crime Statistics) meeting to ensure accountability for crime reduction and quality of life improvements.
- Crime meetings focused on performance:
 - Analyzed 3-yr comparison and locations where the crime was trending within that timeframe.
 - Examined YTD crime meter and evaluated what drives crime YTD within the city.
 - Reviewed monthly crime meter and comparison to what drove crime the previous month.
 - Used Data-Driven Approach to Managing Violent & Property Crime
- Improved Patrol Divisions Response Times
- Increased officer productivity in our citizens and officer-initiated calls for service
- Improved self-initiated activities (traffic stops, patrol arrests in hotspot areas, intelligence)

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- Implemented SARA'S Crime & Problem-Solving Model
- Increased community engagement and effective patrolling throughout COH.
- Instituted HPD Proactive Policing concept of intelligence-led policing in tandem with Crime Analyst Unit

ARLINGTON POLICE DEPARTMENT

2005 – 2018

Arlington, Texas. A community comprised of urban and suburban areas with a population of nearly 400K. APD is recognized as one of the progressive and technologically savvy law enforcement agencies in the state of Texas and the United States. APD is a CALEA Accredited Agency and is the 48th largest police agency in the nation and the 7th largest in Texas, with an authorized strength of 900 sworn officers.

Commander/Lieutenant

2014 - 2018

Major Accomplishments:

- Experience in managing Homeland Security and Threat Assessment planning for major events – Concerts/Music Festivals (50,000 - 100,000), NFL Football (Dallas Cowboys), Superbowl, College Football National Championship, and World Cup Soccer.
- Directly managed approximately 30 sworn officers and headed day-to-day operations of a patrol shift.
- Developed and implemented key strategies to reduce crime and improve quality of life in patrol sector.
- Responsible for the performance of patrol officers, traffic, community engagement, and investigations.
- Command responsibility for all major field patrol incidents and operations within the sector.
- Established a crime control and quality of life plan to achieve department goals and objectives.
- Provided administrative oversight of assigned patrol watch.
- Managed development and coordination of equipment, resources, and adequate personnel deployment for allocation of shift operations.
- Experience working with regional, state, and federal law enforcement partners to address crime and traffic issues in the Dallas Metropolitan area.

Sergeant, Investigations/Covert Ops/Patrol

2010 - 2014

Major Accomplishments:

- Managed and led daily patrol operations as a first-line supervisor.
- Organized directed patrols and special community projects in assigned geographical areas.
- Implemented innovative strategies to improve the effectiveness of combating narcotics within the city.
- Supervised detectives responsible for investigating burglaries, assaults, robberies, and theft.
- Improved partnerships with community leaders and community watch groups within geographical areas.

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Police Officer – Patrol, Corporal, Field Training Officer

2005 - 2010

- Enforced local, state, and federal laws as a patrol officer responsible for geographic patrol beat.
- Field Training Corporal responsible for training new police officers.
- Provided guidance and training to new officers in skill application, knowledge taught in the academy.
- Documented appropriate training information in Training Task Areas.
- Identified and addressed training deficiencies and problem areas.
- Managed and led as Acting Sergeant in daily patrol operations.

NEW ORLEANS POLICE DEPARTMENT

1998 – 2005

New Orleans, Louisiana. New Orleans is comprised of urban and suburban areas with a population of 460K (prior to Hurricane Katrina). As a section supervisor, I led a unit of 45 officers and developed strategies to address crime concerns in one of the city's most violent community housing developments. During my tenure, NOPD was the largest police agency in the state of Louisiana, with an authorized strength of 1700 sworn officers.

Sergeant, Narcotics Division/Community-Oriented Policing Division

2000 - 2005

Major Accomplishments:

- Supervised a unit of 45 officers and developed strategies to address crime concerns in one of the city's most violent community housing developments.
- Under my direction, more than 100 search/arrest warrants were served in the city's most violent community housing developments, resulting in a 90% conviction rate.
- Formulated crime reduction strategies that led to a 50% reduction in murder and violent crimes in the city's housing developments.
- Organized community watch meetings; translated the citizens' concerns to the police department and formulated resolutions for community distress.
- Supervised staff for security for major events – Annual Concerts/Music Festivals (50,000 - 100,000), Mardi Gras, NFL Football (New Orleans Saints), Super Bowl, College Football National Championship.
- Organized rescue missions and strategic deployment of resources to citizens affected by Hurricane Katrina, one of the most devastating natural disasters in U.S. history.

Police Officer, Task Force Street Crimes

1998 - 2000

- Enforced local, state, and federal laws as a patrol officer in high-crime areas of the city.
- Investigated criminal street gangs in the city and developed cases to incarcerate violent offenders responsible for gang shootings and homicides.
- Worked with community watch groups to disrupt violent street gangs.
- Served as Field Training Officer in patrol and Gang Unit.
- Provided training to community leaders on recognizing gang members in housing developments.
- Conducted supplementary investigation of crimes, interviewed victims, complainants, witnesses, and suspects; secured, investigated, and supervised all crime scenes in housing developments.
- Attended Crime Analysis meetings with members of the patrol and criminal investigations divisions to identify crimes and potential trends.

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- Collaborated to develop solutions to diffuse crime trends within the housing developments.

CHARITY HOSPITAL NEW ORLEANS

1995 - 1998

Hospital Police Officer

- Provided law enforcement and security patrols of campus, both internally and externally.
- Ensured safety and security inspections of equipment and secured areas of the facility.
- Enforced local and state laws associated with hospital property.
- Documented incident reports as required for the arrest and detention of suspects.
- Monitored surveillance cameras, access control systems, and intrusion detection systems.

LOUISIANA DEPARTMENT OF CORRECTIONS

1991 – 1995

Corrections Sergeant

- Supervised the activities of staff in a state correctional facility.
- Ensured inmate safety and security at all times.
- Coordinated and executed inmate programs.
- Managed day-to-day shift operations of the detention facility.

EDUCATION

Master of Arts, Criminal Justice | Southern University at New Orleans

Bachelor of Science, Psychology (Cum Laude) | Southern University at New Orleans | 2000

PROFESSIONAL DEVELOPMENT & TRAINING

FBI Law Enforcement Executive Leadership Development Program

Senior Management Institute of Policing (SMIP)

Law Enforcement Executive Command College International Law Enforcement Admin. (ILEA), Plano, Texas

Law Enforcement Management Institute of Texas (LEMIT)

Chief Executive Officer Mentoring Program (NOBLE)

Master Peace Officer, Texas State Certification (TECOLE)

Advanced Peace Officer, Texas State Certification (TECOLE)

Intermediate Peace Officer, Texas State Certification (TECOLE)

Advanced Peace Officer, Nevada State Certification (POST)

Intermediate Peace Officer, Nevada State Certification (POST)

International Association of Chief of Police (IACP) Advisory Committee, Washington, D.C.

Urban Housing & Development Community Policing Training, New York

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Narcotics Task Force Commanders School, Granbury, Texas

PROFESSIONAL AFFILIATIONS

Nevada Sheriffs' & Chiefs' Association

Police Executive Research Forum (PERF)

Mid-Size City Chiefs Advisory Committee (IACP)

IACP Juvenile Justice & Child Protection Committee

IACP Advisory Committee - Crime Victims Compensation Board

National Organization of Black Law Enforcement Executives (NOBLE)

Undercover Narcotics Officers Association

Center for Task Force Leadership and Integrity



NEW ORLEANS SUPERINTENDENT ASSESSMENT CENTER

Individual Candidate Report

Candidate: Thedrick Andres

Below are the individual competency and overall score for the Analysis Presentation, Structured Interview, and Written Exercise. Along with the score is the average of all candidates whose profiles have been submitted. Each competency is worth five points for a maximum total score of 35 points. At the bottom of the page are the overall scores for the entire promotional process including the Analysis Presentation, Structured Interview, and Written Exercise.

Assessment Center Scores

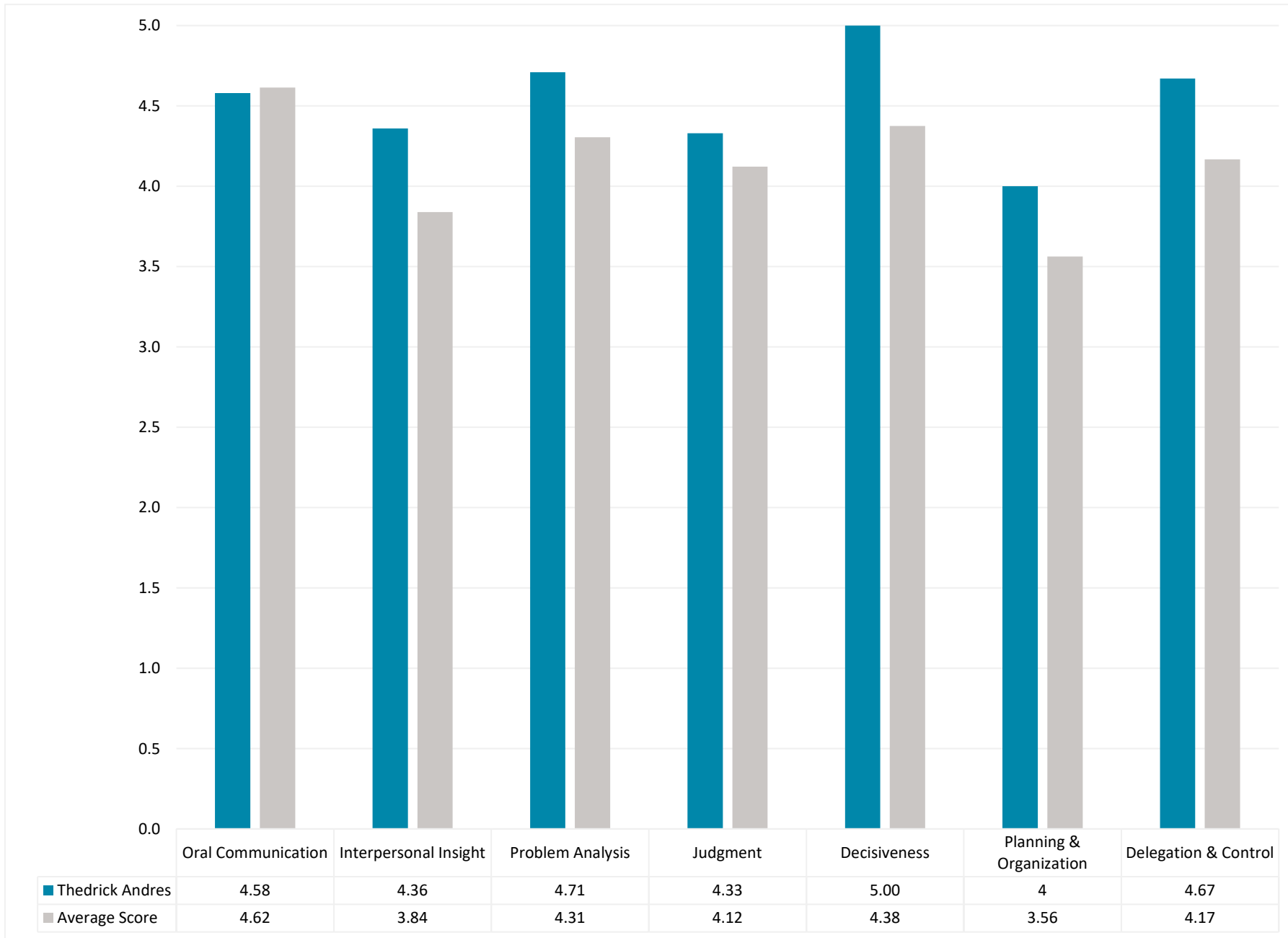
| Competencies | Analysis Presentation | | Structured Interview | | Written Exercise | |
|-------------------------|-----------------------|--------------|----------------------|--------------|------------------|--------------|
| | Candidate | Average | Candidate | Average | Candidate | Average |
| Written Communication | | | | | 2.67 | 3.46 |
| Oral Communication | 4.58 | 3.94 | 4.95 | 3.94 | | |
| Interpersonal Insight | 4.36 | 3.84 | 4.00 | 3.13 | 2.95 | 3.19 |
| Problem Analysis | 4.71 | 4.31 | 3.93 | 3.45 | 2.64 | 3.12 |
| Judgment | 4.33 | 4.12 | 4.05 | 3.36 | 3.11 | 3.25 |
| Decisiveness | 5.00 | 4.38 | 4.30 | 3.29 | 3.29 | 3.20 |
| Planning & Organization | 4.67 | 4.17 | 4.00 | 3.53 | 3.10 | 3.38 |
| Delegation & Control | 4.00 | 3.56 | 4.10 | 3.23 | 2.36 | 2.2 |
| Total (35) | 31.65 | 28.99 | 29.33 | 23.91 | 20.12 | 21.78 |
| Total % | 90% | 83% | 84% | 68% | 57% | 62% |

Overall Assessment Center Scores

| Analysis Presentation | | Structured Interview | | Written Exercise | |
|-----------------------|-----|----------------------|-----|------------------|-----|
| Points (35) | % | Points (35) | % | Points (35) | % |
| 31.65 | 90% | 29.33 | 84% | 20.12 | 57% |

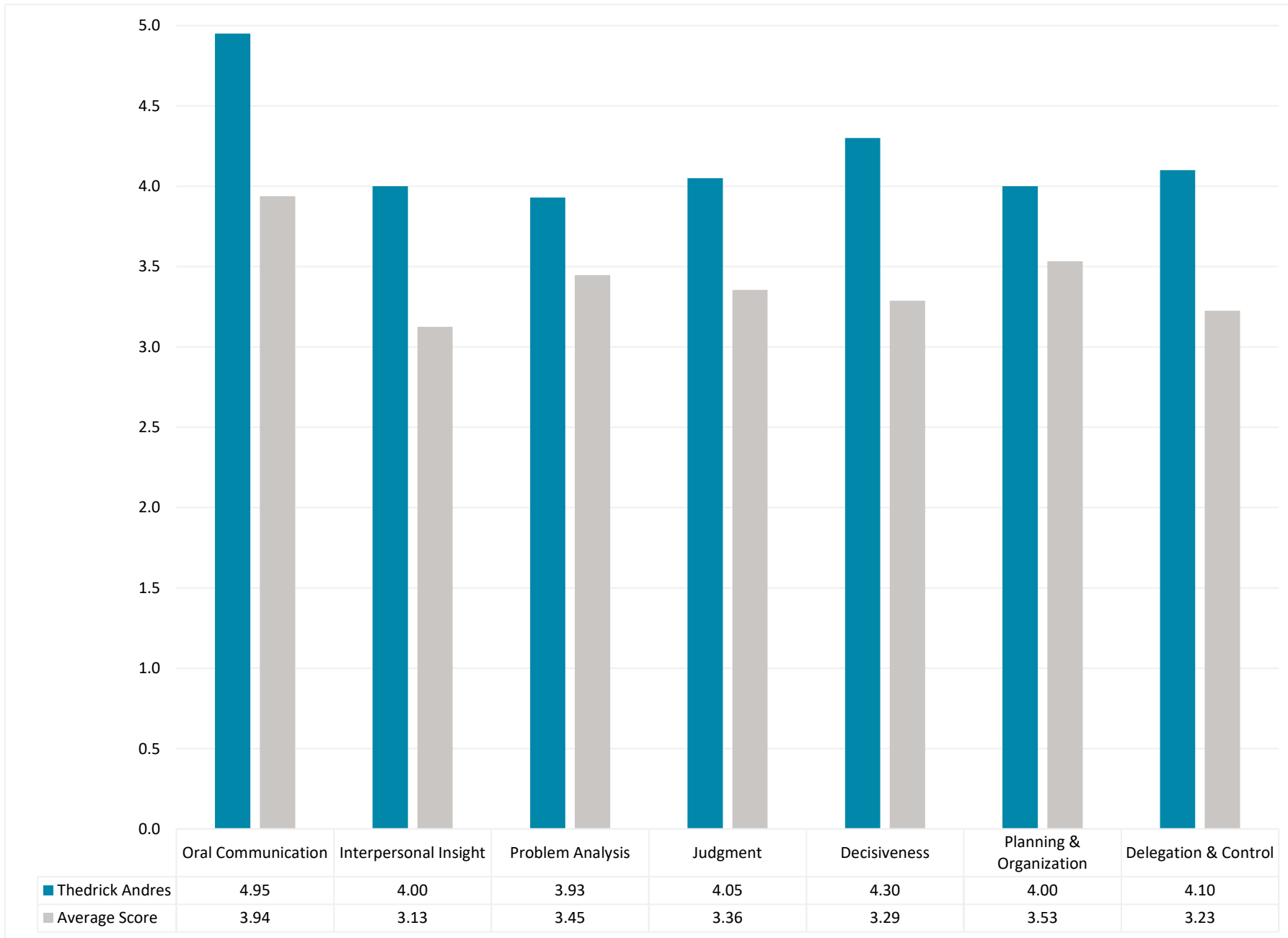
Analysis Presentation

Candidate: Thedrick Andres
Candidate Total Score: 31.65
Average Total Score: 28.99



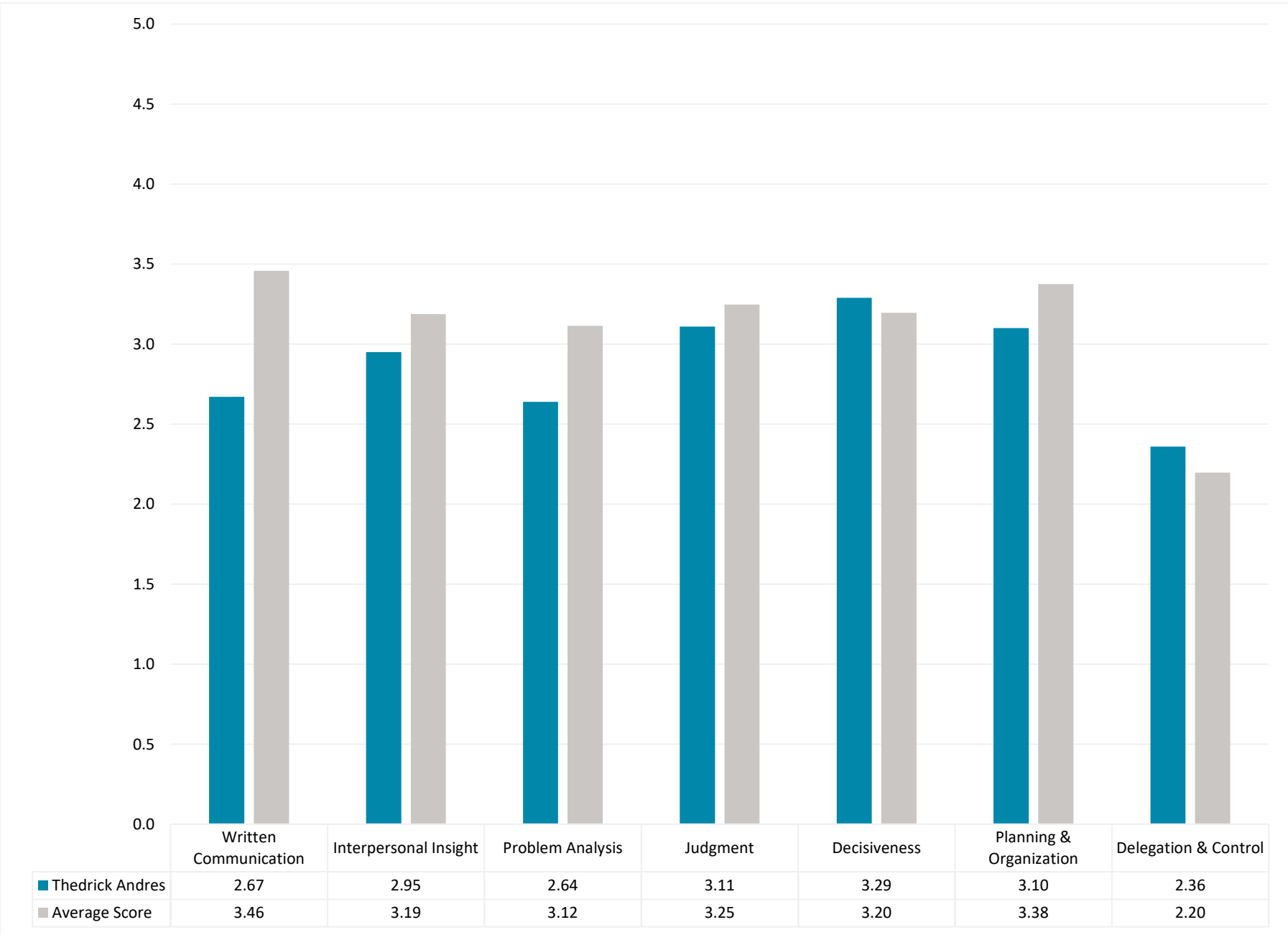
Structured Interview

Candidate: Thedrick Andres
Candidate Total Score: 29.33
Average Total Score: 23.91



Written Exercise

Candidate: Thedrick Andres
 Candidate Total Score: 20.12
 Average Total Score: 21.78





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International Association of
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