



REBUILDING THE NEW ORLEANS POLICE DEPARTMENT – FIRST STEPS

Superintendent Ronal W. Serpas

August 23, 2010

Community policing is a philosophy and an organizational strategy that promotes new partnerships between people and the police. It is based on the premise that both the police and the community must work together to identify, prioritize, and solve contemporary problems such as crime, drugs, fear of crime, social and physical disorder, and overall neighborhood decay, with the goal of improving the overall quality of life in the area.¹

The New Orleans Police Department will no longer tell neighborhoods what their problems are; instead, the NOPD will listen, collaborate and respond proactively. We will do that by:

1. Respecting the spectacular diversity of our community and our employees, as well as respecting the value of our most important resource – the men and women of the NOPD.
2. Maintaining a zero tolerance for untruthful, unprofessional, unethical or illegal behavior of any employee.
3. Embracing the philosophy of Community Policing to inform and prioritize our crime fighting and quality of life initiatives throughout the City of New Orleans.
4. Using the weekly accountability meeting known as Comstat to hold all commands accountable to this philosophy to ensure department-wide implementation.
5. Employing decentralized assignment of personnel to district commands, as a first choice, to provide district commanders authority, autonomy, resources and accountability to take the initiative in meeting demands for service from New Orleans' neighborhoods and communities.
6. Engaging each neighborhood in collaborative problem solving, prioritize our response, apply the response with relentless follow up, and evaluate results.

¹ Trojanowicz, Robert, and Bonnie Bucqueroux. Community Policing: How to get Started. Cincinnati: Anderson Publishing Co., 1994



7. Auditing crime reporting mechanisms vigorously to ensure accuracy and confidence and work tirelessly to encourage the community to report all crime that is known.
8. Focusing on proactive policing as our first priority to interrupt crime before it happens while ensuring the timeliest response to emergency calls for service as possible.
9. Producing the highest quality investigations and stand ready to contribute in securing convictions of those who have made choices harmful to public safety.
10. Working collaboratively with local, state and federal law enforcement and prosecutorial offices to leverage any and all resources to advance public safety in New Orleans.

These ten principles will guide how the New Orleans Police Department will implement the philosophy of Community Policing. The following sections on crime fighting, community outreach and transparency, integrity and accountability and hiring, training and labor relations detail 65 specific points which are the “First Steps” of rebuilding the New Orleans Police Department.

CRIME FIGHTING

1. The NOPD instituted major reforms on June 25, 2010 to streamline senior leadership positions and reduce what was clearly an inflated and inefficient command structure. Not only did these decisions reduce cost and unnecessary fractures of accountability, the new organizational structure has created more coherent lines of authority, responsibility and clarity of mission. It will be our first duty to continually assess the NOPD for further efficiencies in organizational structure to achieve the maximum effectiveness. **COMPLETED**
2. The NOPD in May 2010 replaced all existing leadership in the Central Evidence and Property Division and initiated an exhaustive analysis of facility and security needs. **COMPLETED**
3. The NOPD, on June 10, 2010, created and staffed a Project Safe Neighborhood (PSN) detective in each of the eight districts and one in the Special Operations Division, a first for the NOPD. The PSN detectives, in collaboration with an ATF Agent assigned to each, are responsible for conducting extensive follow up investigation on every firearms related arrest in the City. Each week, the PSN Detective, ATF Agents, District Attorneys and United States Attorneys meet to go



over each case in exacting detail to determine the most appropriate venue for prosecution. **COMPLETED**

4. The NOPD in June 2010 assigned each District PSN Detectives as the point of contact for Criminal Intelligence information sharing with the NOPD's Specialized Investigations Division (SID) and their District. SID is the unit that participates in state and federal investigative partnerships as well as internal NOPD programs such as the Violent Criminal Abatement Team, Code 6, Narcotics, Vice and Intelligence units. **COMPLETED**
5. The NOPD is making significant changes in and expansion of the Crime Lab's ability to process firearms-related evidence. With the assistance of ATF, the NOPD is now utilizing federally funded grant overtime to hire Firearms Examiners from outside the Department to process some of our backlogged cases. At present, ATF has contracted one examiner from the St. Tammany Parish Sheriff's Office and is in negotiation with other experts. The NOPD is currently exploring ideas with the Jefferson Parish Sheriff's Office to provide another resource to analyze backlogged firearm related cases. The NOPD has successfully secured training for two additional members of the Crime Lab for NIBIN (placing firearms related evidence into computerized systems) entry. These employees have completed the training and are currently undergoing a brief internship, and upon completion will double our staffing in this position from two to four NIBIN entry specialists. The NOPD currently has one full time Firearms Examiner. The NOPD has already identified and assigned an officer to become a full time examiner – this officer is nearing the completion of the academic portion of the two-year training program offered by the ATF to become a Firearms Examiner. In the first quarter of 2011, this employee will begin the 12-18 month field apprentice portion of training. The NOPD has recently identified two additional officers to be sent for ATF training to become Firearms Examiners. The goal is for the NOPD to have 4-5 fully certified ATF-trained Firearms Examiners working full-time with a zero case backlog. **IN PROGRESS**
6. The NOPD has made significant changes to the Crime Lab's ability to process and analyze DNA evidence. Working in conjunction with the Louisiana State Police Crime Lab, the NOPD will secure staffing to begin working under a Memorandum of Understanding with the LSP Crime Lab on NOPD DNA cases. Our personnel will be working at the LSP Crime Lab while we await the construction and certification of the new NOPD DNA Lab. This MOU will serve several valuable purposes: 1) begin working NOPD cases; 2) ensure excellent training and experience that will enable our DNA Lab, once constructed, to have scientists certified, experienced and ready to perform examinations in the NOPD DNA Lab; 3) reduce the need and cost of outsourcing DNA cases to private labs;

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- and 4) reduce the time between the recovery of the evidence and test result identifications, thereby speeding potential prosecutions. The NOPD is currently interviewing for a new DNA Lab Director. **IN PROGRESS**
7. The NOPD is committed to rebuilding and establishing a fully functional, fully accredited, Crime Lab capable of providing state-of-the-art services to departmental investigators so that timely and quality prosecutions can be achieved. **IN PROGRESS**
 8. The NOPD in June 2010 requested the assistance of the U.S. Department of Justice - Bureau of Justice Assistance, to conduct a review of the homicide investigation function within the Department and will make recommendations to the Department in terms of policy, procedure and training improvements that will expectantly lead to an improved clearance (closure) rates. This analysis will also assist in setting the appropriate staffing level. The BJA begins their review August 23, 2010. The NOPD added additional homicide detectives in late May 2010. **IN PLACE**
 9. The NOPD is negotiating with U.S. Department of Justice to provide onsite technical expert analysis of Domestic Violence and Sexual Assault investigations. **IN PROGRESS**
 10. The NOPD in July 2010 realigned the Sex Crimes Section and placed it under a new commander tasked to conduct a review of the existing policy and procedures of the unit. **COMPLETED**
 11. The NOPD in August 2010 requested The Louisiana Commission on Law Enforcement (LCLE) to perform an audit to determine the status and accuracy of NOPD classification protocols in the Sex Crimes Section. Subject to the requested audit and other review(s), additional investigations may be required and conducted. **IN PROGRESS**
 12. The NOPD in July 2010 established two District-Based Task Forces for each District. The Task Forces are staffed by one sergeant and six officers in each Task Force Unit, providing the flexible units District Commanders need to immediately respond to crime patterns and trends identified by community and neighborhood groups and NOPD analysis. **COMPLETED**
 13. The NOPD in July 2010 established a District Based Narcotics Team of one sergeant and six detectives in each District to conduct street level investigations and follow up on Crime Stoppers Narcotics Hotline Complaints (phone 822-1111). The District Narcotics Teams are linked with the Specialized



Investigations Division Narcotics Unit to ensure consistency of investigations, sharing of critical information, equipment and training. Likewise, District-Based Narcotics Teams are also routinely sharing information with District Detectives to advance our crime fighting mission. **COMPLETED**

14. The NOPD in June 2010 decentralized and reassigned the Traffic Division Motorcycle Officers to the eight Districts to provide another resource under the control of District Commanders to respond effectively and timely to problems identified and prioritized with neighborhood and community groups. **COMPLETED**
15. The NOPD in June 2010 decentralized and reassigned the Mounted Unit from the Special Operations Division to the Eighth District to streamline and make accountable this resource to the area of the City wherein it performs the majority of its duties. **COMPLETED**
16. The NOPD in July 2010 created a Violent Criminal Abatement Team assigned to the Specialized Investigations Division. This team of ten detectives and supervisors is specifically tasked with identifying and conducting extensive and thorough follow up investigations on the 25 most violent criminals in New Orleans. This team works closely with the Orleans Parish District Attorney's Office and other local, state and federal investigative agencies to ensure a narrow and relentless focus on these criminals. **COMPLETED**
17. The NOPD in July 2010 revitalized its Code 6 Program. This is a program modeled after a very successful initiative of the Jefferson Parish Sheriff's Office. These detectives conduct a detailed analysis of career criminals. A pre-determined numerical value is assessed to each crime for which the suspect has been arrested. The value is commensurate to the violence associated with the crime. Once a pre-determined threshold has been reached the suspect is designated as a Code 6 offender. Once established, the designation allows for closer scrutiny by the NOPD and other criminal justice agencies in an effort to establish multiple bill offender status and ensure lengthier sentences post-conviction. It also establishes a basis to argue for higher bonds or no bond. Moreover, the NOPD has requested and received a cooperative assignment of two Orleans Parish Sheriff's Deputies to this team. **COMPLETED**
18. The NOPD in July of 2010 revived its Criminal Intelligence Unit. The Intelligence Unit traditionally has monitored subversive groups both electronically and physically and provided dignitary protection. The mission has expanded to include documenting organized violent individuals and groups responsible for drug trafficking, murder, shootings, kidnappings, armed robberies,

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home invasion burglaries, and serial theft. The Intelligence Unit now coordinates information across district/parish boundaries in an effort to reduce violent crime resulting from "turf" battles and retaliatory acts. **COMPLETED**

19. The NOPD, working closely with the District Attorney and US Attorney, will create and deliver new training to all officers on the topics of: Report Writing, Courtroom Testimony; obtaining Search Warrants, Arrest Warrants, etc. Holding accountable and successfully prosecuting those who have created victims in our community requires a competent, professional and thorough police investigation, as well as proficient participation in the courtroom phase of the Criminal Justice System. **IN PROGRESS**
20. The NOPD Special Operations Division (SOD) has been tasked with identifying and following up on residents of New Orleans who have been convicted of a firearms crime. SOD will be working in collaboration with Louisiana Probation and Parole officials. The NOPD has submitted for consideration a "Gun Offender Registry" ordinance following a successful ordinance and police strategy on this plan from the City of Baltimore. **COMPLETED**
21. The NOPD has immediately begun a renewed focus on enforcing Curfew and Truancy ordinances. Ensuring that children are off the streets during curfew has the dual benefit of reducing their risk of being the victims of crime and/or being the perpetrator of a crime. Ensuring that children are attending school reduces the rates of their victimization, rates as perpetrators, as well as provides an opportunity for the school systems to engage these children in a positive way. In the areas of Curfew and Truancy, the preferred course of action will be to return children to families and/or a school. **COMPLETED**
22. The NOPD in August 2010 is purchasing Fingerprint Kits, supplies and is providing training for District Platoon personnel to be able to search for and collect fingerprints on the scenes of crimes they are called to investigate. *Police Officers on the Patrol Platoons are police investigators, not simply report writers.* It is in the best interest of the NOPD and the citizens of our community to utilize, as much as possible, the power of collecting fingerprints on any and all crimes in our community. By training and equipping Patrol personnel with this resource, the duty of Crime Lab staff to respond to these calls will be greatly reduced, allowing the Crime Lab to further refine and utilize its specialty crime scene skills while, at the same time, advancing those skills through training. **COMPLETED**
23. The NOPD in 2011, for the first time in modern history, will conduct a comprehensive and exhaustive analysis of staffing and deployment. Unfortunately there has been no sound analysis of NOPD staffing models or



District boundary configurations in generations. The NOPD will take advantage of utilizing the most sophisticated and proven analytic tools to make these determinations and is in the process of obtaining these tools. **IN PROGRESS**

COMMUNITY OUTREACH AND TRANSPARENCY

24. The NOPD in May 2010 opened all Comstat Meetings (Department and Districts) to the public. The purpose of this is to demonstrate openness and transparency in the day to day functions of the Department, including accountability of its commanders, as it serves the citizens of New Orleans. **COMPLETED**
25. The NOPD in May 2010 created new practices for “opening up” the process for interviews and responses to media requests regarding NOPD activities, actions and employees. **COMPLETED**
26. The NOPD in July 2010, in consultation with the Office of Inspector General, created a methodologically sound Citizen Callback System. Each month, a list of randomly selected victims of violent and non-violent Part I crime are contacted by the Superintendent’s Office of Compliance. The call serves five purposes: 1) provides for confirmation on the accuracy of the report; 2) allows the complainant to provide any additional information he/she may have; 3) provides for an opportunity to assess the delivery of police service and the professionalism of the officer; 4) provides positive feedback to employees who have performed well; and 5) provides feedback for remediation or discipline of employees who have failed to perform as expected. The NOPD is expanding these callbacks with the same methodologically sound format by phoning victims of Part II crimes. Finally, the NOPD is initiating another audit procedure wherein field supervisors will randomly visit the scenes of calls to NOPD where the original officer recorded the disposition as Necessary Action Taken, Unfounded or Gone on Arrival. The accuracy of the reporting of crime² is critical, and these audits will help that both the NOPD and the citizens of New Orleans can have confidence in crime reporting. **COMPLETED**
27. The NOPD in June 2010 opened for public and media review the crime reporting mechanisms of the NOPD. **COMPLETED**

²National Crime Victimization Data generally shows less than a 50% report rate of violent and property crime in U.S. for the period 1999 – 2008, see Figure 3, page 7:

<http://bjs.ojp.usdoj.gov/content/pub/pdf/cvo8.pdf>

A recent survey, August 2009, conducted by the New Orleans Crime Coalition of New Orleans residents, found that of those persons who responded yes to the question (#23) that they or any member of their family had been the victim of crime in the last 12 months, only 59% (Question #24) responded yes to the question, “...did you call 911 to report the crime?”



28. The NOPD in June 2010 requested and received assistance from a local university that will conduct an independent analysis of NOPD's automated crime reporting systems. **IN PLACE**
29. The NOPD in June 2010, in response to community requests, revamped the public crime mapping web site and information to make the maps timelier and more useful. **COMPLETED**
30. The NOPD in June of 2010 created and staffed the new position - Community Coordinating Sergeant (the "CoCo") in each District. The CoCo Sergeant has the specific duty of following up on the status and expansion of Neighborhood and Business Watch Programs. CoCo Sergeants are also responsible for supervising the Quality of Life Officers in each District, as well as serving as the main conduit for the coordination/communication of community requests to their District Commanders. CoCo Sergeants actively engage the community in crime prevention strategies, and, in the near future, will receive training in the area of Crime Prevention Through Environmental Design, Problem Oriented Policing and Crime Analysis and Neighborhood Watch development training. CoCo Sergeants report directly to their District Commanders to ensure a seamless and immediate response to neighborhood and community concerns by NOPD Districts. **COMPLETED**
31. The NOPD in September 2010 has partnered with Dr. Michael Cowan, Loyola University, to provide Collaborative Community Problem Solving training for all CoCo Sergeants, Quality of Life Officers and Crime Prevention Unit officers. Dr. Cowan has been involved in interfaith and interracial community organizing in New Orleans since 1992, and is a noted academic and practitioner in this field. This training will include two, two hour orientation sessions with follow on monthly sessions to increase the likelihood of success of the CoCo program. **IN PLACE**
32. The NOPD has created and will implement before the end of 2010 a "Cops, Clergy and Community Coalition" (CCCC). The CCCC is a Faith-Based Community Coalition which serves as a uniting force and catalyst to rebuild faith, restore citizen trust, and enhance quality of life services, while also serving as a resource clearinghouse for community policing, crime prevention, problem solving and collaboration strategies. **IN PROGRESS**
33. The NOPD will offer an expanded and revitalized Citizen Police Academy (CPA) in the Fourth Quarter of 2010. The CPA is a well-known, successful program that provides a unique opportunity for citizens to learn about the inner-workings of the

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NOPD. For the first time, the NOPD will routinely offer the CPA on a continuing basis, no less than once per calendar year. **IN PLACE**

34. The NOPD in June 2010 dramatically expanded the Crime Prevention Unit's (CPU) mission to include "cold calls" on businesses (653 visits since inception), community groups and Faith based institutions throughout New Orleans. In partnership with Crime Stoppers, CPU personnel make visits to businesses that the NOPD with which the NOPD does not currently have a relationship. In these contacts, CPU personnel share the message of the NOPD Crime Prevention program, Crime Stoppers, and then link these business owners or community members with their District Commanders and CoCo Sergeants. CoCo Sergeants then conduct follow up calls to provide additional contact and linkage to District services. **COMPLETED**
35. The NOPD will create a Citizens Advisory Panel (CAP) in the first quarter of 2011. The CAP will provide input and assist the department with identifying and resolving community issues and concerns. The goal is to create a diverse advisory group made up of the communities/neighborhoods we serve, and to educate and inform the Department about the challenging issues and concerns within these specific communities. **IN PROGRESS**
36. The NOPD in July 2010 initiated monthly Crime Walks. The purpose of Crime Walks is to engage the senior leadership of each District, NOPD senior leadership and members of the NOPD to walk among the people of our community to hear first-hand about community needs/issues while, at the same time, creating personal and responsive relationships. **COMPLETED**
37. The NOPD has expanded in the fall of 2010 walk throughs and lunch meetings in Elementary and Middle Schools. This is a very positive activity, not unlike the Officer Friendly Program of years ago. District Commanders will identify time in the week to assign officers to Elementary and Middle Schools throughout our community and allow Patrol Officers time to engage and meet children. Over time, the NOPD will seek partners to help fund and produce appropriate literature to share with these school aged children. **COMPLETED**
38. The NOPD in July 2010 began a partnership with Nolan Rollins, President and CEO of the Urban League of Greater New Orleans to have NOPD CoCo Sergeants make brief presentations to Urban League job skills programs, as well as educate CoCo Sergeants on Urban League programs and training. By educating them on these important opportunities, CoCo Sergeants can incorporate this information into their community presentations. Issues of joblessness and the need for job training are discussed at many community meetings attended by the

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NOPD. CoCo Sergeants will be briefed on, and can discuss, the City of New Orleans' JOB One Office which provides assistance in developing resumes, computer labs, interviewing tools, along with a list of job openings and availability of employment in the Greater New Orleans Area. **IN PROGRESS**

39. The NOPD in the First Quarter of 2011 will establish an El Protector Program to engage its Hispanic/Latino community. The El Protector Program originated in the California Highway Patrol and was initiated in the Washington State Patrol in 2002, and the Nashville Police Department in 2005. Nashville's El Protector Program, in February 2009, received national recognition from the Vera Institute of Justice as a "best practice" in reaching across the language divide. El Protector-type programs will enhance the NOPD's ability to serve the ever changing diversity of our community. The NOPD will also analyze the need for this or a similar program in our Vietnamese community, as well as others that may have language differences. **IN PROGRESS**
40. The NOPD in August 2010 implemented new policy directing the Victim / Witness Assistance Unit of the Investigation & Support Bureau to oversee identification and processing of U Visa's for non-citizen crime victims. NOPD staff will work closely with the District Attorney to ensure that non-citizen crime victims receive the assistance they need through this process. The U Visa is designed for non-citizen crime victims who have suffered substantial physical or mental abuse flowing from criminal activity, and cooperated with law enforcement officials investigating/prosecuting such criminal activity. **COMPLETED**
41. The NOPD in 2011 will field Bicycle Units and an expanded Mounted Officer program in the eight Districts. It is well established in Community Policing literature that programs such as these serve to put officers closer to the communities they assist, thus creating better relationships, communication and information sharing. **IN PROGRESS**
42. The NOPD Reserve Division has been directed to create for 2011 a "volunteer" program for members of our community who wish to work with the NOPD. This program will mirror a very successful program in the Phoenix Police Department. **IN PROGRESS**

INTEGRITY - ACCOUNTABILITY

43. The NOPD in June 2010 dramatically altered the Public Integrity Bureau (PIB) by appointing for the first time a civilian Deputy Superintendent to lead this unit. Arlinda Pierce Westbrook, Esq., was appointed on June 25, 2010, and brings 13

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- years of experience as a licensed attorney in the New Orleans' City Attorney's Office. Chief Westbrook's experience includes defending Police Administration decisions in employee misconduct matter and providing complex legal opinion and advice through research. **COMPLETED**
44. The NOPD on September 1, 2010 will implement a revised Honesty and Truthfulness policy that will call for presumptive termination, without progressive discipline, for any employee who makes a materially false statement with the intent to deceive. **IN PLACE**
45. The NOPD on September 1, 2010 will implement a revised False or Inaccurate Reports policy that will call for presumptive termination, without progressive discipline, when an employee knowingly makes, allows or causes to be made, a false or inaccurate oral or written report of an official nature. **IN PLACE**
46. The NOPD on September 1, 2010 will implement a new Failure to Report Misconduct policy. Any department employee who observes or becomes aware of any act of misconduct by another employee of the government shall immediately report the incident to their immediate supervisor or the most appropriate New Orleans Police Department supervisor (Violation of this provision may be charged up to and including the category of the underlying offense not reported). **IN PLACE**
47. The NOPD on September 1, 2010 will implement a new Failure to Cooperate/Withhold Information policy. In accordance with established rights under law, employees shall not withhold any information, acts, or omissions known to the employee that purposefully interfere or disrupt an authorized investigation, whether internally or externally, investigated by any official entity. Additionally, any employee who withholds information or fails to cooperate with any internal investigation may be disciplined in addition to any other disciplinary action based upon conduct disclosed by the primary investigation. **IN PLACE**
48. The NOPD in the Third and Fourth Quarter 2010 will undertake a complete and exhaustive analysis of the "Early Warning System" and the "Professional Performance Enhancement Program" (PPEP). Once thought to be national models, the NOPD Early Warning System and PPEP have not maintained the necessary level of excellence and will be fundamentally restructured. **IN PROGRESS**
49. The NOPD will continue and expand the use of "integrity" checks of officers and employees to ensure the community can expect and receive the highest quality of service and professionalism from NOPD employees. **COMPLETED**



50. The NOPD-PIB will dedicate full cooperation and collaboration with the Independent Police Monitor. The mutually respectful relationship between the NOPD-PIB and the IPM will serve the community and the NOPD well. **COMPLETED**
51. The NOPD, effective September 1, 2010, will prohibit the practice of accepting "cash" payments for off-duty paid details. **IN PLACE**
52. The NOPD by October 1, 2010, will implement procedures that will track and document every off –duty paid detail hour worked by every officer, ensuring compliance with existing and future regulations. **IN PLACE**
53. The NOPD is currently expanding the use of its existing in-car video system to include installation in District Task Force Units. These Mobile Video Units (MVU's) are currently installed in marked patrol cars and document officer/citizen interaction, especially during traffic incidents and pedestrian stops. The video/audio records created ensure accountability and provide supervisors with an important training and/or disciplinary tool. Grant applications have been submitted to purchase additional units. **IN PROGRESS**
54. The NOPD in June 2010 activated a previously unused feature of its Automatic Vehicle Location (AVL) system in patrol vehicles. This new activation, combined with recently developed software, captures the previous locations of patrol vehicles equipped with the system, providing supervisors with an important tool in ensuring the most effective and efficient use of their patrol resource. **COMPLETED**
55. The NOPD in August 2010 created a Use of Force Investigations team, comprised of all Integrity Control Officers (Lieutenants) and PIB Supervisors who are tasked with creating a modern and best practice Use of Force Investigations Manual. This first of its kind manual in the NOPD will create a guideline and expectations of all Use of Force Investigations conducted by NOPD supervisors. This project will be completed no later than December 1, 2010. **IN PROGRESS**

HIRING – TRAINING – LABOR RELATIONS

56. The NOPD will in the Third Quarter of 2010 work collaboratively with the Civil Service Department to revitalize the hiring standards of NOPD Recruit candidates. The hiring of new officers is one of the most critical actions of a police department. The NOPD will not be the employer of last resort; instead, the NOPD will seek to identify the very best applicants, and only offer employment



to those candidates that meet the highest standards of education, experience and potential success as a Police Officer. **IN PROGRESS**

57. The NOPD, before the next Recruit Class is in place, will completely and exhaustively analyze and reorganize the entire Recruit Training Program and curricula. By partnering with the Louisiana State Police, local and state prosecutorial offices, as well as other police training professional associations, the NOPD will put in place a Training Academy that espouses and utilizes the best practices in modern police training. **IN PROGRESS**
58. The NOPD will dramatically expand and alter the existing annual in-service training program. The existing annual in-service training fails at providing any meaningful or useful information to further the professionalism of NOPD Officers. In 2011, the in-service training program will be expanded to a mandatory 40 hours per employee, up from the existing 26 hours (all of which have not been mandatory), and will ensure that the annual in-service meets industry best practices. **IN PROGRESS**
59. The NOPD and the Louisiana Army National Guard have agreed to provide Leadership Training to all Police Sergeants and Police Lieutenants. This valuable on-site training will cover core areas of supervision, leadership, accountability, mentoring, counseling, etc. **IN PLACE**
60. The NOPD beginning in November 2010 will partner with the Police Executive Research Forum to provide advanced training for senior NOPD leadership in the, Leadership in Action: Developing the Next Generation of Leaders project funded by the US Department Justice – Bureau of Justice Assistance. Over 18 months, three departments, two from the United States and one from Great Britain, will be the recipients of this valuable and insightful leadership development training. **IN PLACE**
61. The NOPD during the months of June, July and August 2010 received advanced training in Mediation (40 hour block of instruction) for all senior leadership. In addition, all sergeants and lieutenants received the Responding to Allegations of Racial Profiling course. This training was provided by the U.S. Department of Justice – Community Relations Service. **COMPLETED**
62. The NOPD in August 2010 will implement a new Job Performance Improvement Plan (JPIP) policy. The JPIP is a written plan designed to address unsatisfactory, and/or below standard employee performance, and/or behavior, with clearly defined performance objectives and established timelines for improvement to assist the employee in obtaining acceptable performance. Failure of an employee



to successfully complete the terms and conditions of a JPIP will be grounds for corrective and/or disciplinary action. **IN PLACE**

63. The NOPD in September 2010 will implement a new Transfer Selection Process policy. The purpose of the selection process is to promote the fair, equitable and transparent selection of applicants for positions within the Department. The policy will provide applicants with a defined set of standards so that an applicant can prepare himself/herself with the qualifications for a preferred position as well as provide for feedback to candidates not selected so that they may improve their Knowledge, Skills and Abilities for future position announcements. **IN PLACE**
64. The NOPD in June 2010 initiated monthly meetings with formal labor organizations of the Department. Working together with labor allows for the on-going assessment and requisite realignment of resources and directives, which will enhance policy and procedure. **COMPLETED**
65. The NOPD in June 2010 established an “In Touch” anonymous communication system that allows employees to communicate directly with the Superintendent. This modern day “suggestion” box provides an outstanding opportunity to communicate messages, ideas, etc. **COMPLETED**

UPDATED INFORMATION – RELATIONSHIP NOPD AND DA’S OFFICE³

A coordinated effort to expedite the receipt of police reports by the DA and the expedited dispositions of cases has been a success. There has been a mutual realignment of infrastructure to better coordinate the timely completion of reports and the smooth transmission of these reports between the NOPD and the DA. Soon there will be a substantially automated report filing and receiving system that will represent a philosophical and technological breakthrough of considerable value.

DA Office efforts to develop training and management feedback on the conduct of investigations for the purpose of improving the quality of investigations and improving the likelihood of case prosecution and favorable court outcomes has resulted in increased acceptance rate in all range of cases while the successful disposition of cases has increased.

NOPD and DA’s Office have established a joint case review process for Homicides, Sex Crimes and other Major Offenses that improves the quality of investigations, raises the rate of institution of prosecutions, improves the pre-trial preparation of the cases and has begun to show results in the timely conviction of serious offenders.

³ This information is jointly provided by the NOPD and the DA’s Office



NOPD and the DA in cooperation with the Municipal Court Judges, the Municipal Court Clerk and the Sheriff's office have designed a program to transfer certain non-violent misdemeanors from Criminal Court or to institute prosecutions in Municipal Court of non-violent state law misdemeanor violations. Preliminary findings suggest a significant reduction in the amount of Police Officers out of service for court appearances, reduced the time from arrest to disposition from approximately 5 months to 10 days, has improved the rate of favorable court dispositions and has resulted in a substantial reduction in pretrial detention jail population.

CLOSING

In building on these First Steps, the New Orleans Police Department will routinely assess its performance, structure and use of technology, and will immediately alter course to ensure continuous improvement toward the highest level of efficient, effective and respectful service.

The New Orleans Police Department is but one agency in the City of New Orleans governmental structure and recognizes its duty and responsibility to collaborate and cooperate with all agencies within the government. More specifically, the NOPD is aligned closely with the City of New Orleans Public Safety agencies: New Orleans Fire Department, the New Orleans Emergency Medical Services and Homeland Security agencies.

The New Orleans Police Department fully embraces its duty and responsibility to manage effectively and efficiently its resources, both human and capital, and also the criticality of operating within budget allocations received.

The New Orleans Police Department will continue to work collaboratively with the U.S. Department of Justice Civil Rights Division to advance the agency and utilize best practices, technical assistance and other relevant assistance.

The men and women of the New Orleans Police Department appreciate the support of Mayor Mitch Landrieu, the City Council and the community we serve, and we dedicate our service daily to expanding and increasing the public safety and quality of life of this great city.

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