

Reform Status Report
May 2010 – December 2012
(32 Months)




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Superintendent of Police

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INTRODUCTION

By the end of December 2012, a total of thirty-two months have passed since the City's newly elected Mayor Mitchell J. Landrieu took on the challenge of rebuilding a City government that was in desperate need of reform. One of the first orders of business was to reconstruct a crumbling police department.

In May 2010, Mayor Landrieu appointed Ronal W. Serpas as Superintendent of the New Orleans Police Department and tasked him with the responsibility of restoring accountability and confidence in public safety. After thorough assessment, a 65 point plan was presented in August 2010 entitled "*Rebuilding the New Orleans Police Department – The First Steps.*" This 15 page document contained an outline of specific points that, in a very direct way, mandated accountability for each and every employee of the department and embraced the philosophy of Community Policing as this agency's operational standard in delivering services to citizens of New Orleans. The initiatives presented in this proposed plan were designed to address crime fighting; community outreach & transparency; integrity & accountability; and hiring, training & labor relations.

Now, as we fast forward to today, the following information is being provided as an overview of major initiatives to update the progress of efforts made by the Superintendent in his commitment to dramatically alter the course of NOPD's policing philosophy and ensure continuous improvement in performance, structure and the use of technology.

CRIME FIGHTING

- ***Sexual Assault Investigations:*** In the summer of 2010, new leadership was assigned to the Rape Investigation Section. Rather quickly, it became evident that the section was in extreme disarray. Rape investigations were not being fully investigated; sexual assault kits were not being processed and tested; and victims were not receiving the appropriate service, or resources. While a complete overhaul of the section was undertaken, the following initiatives were critical to the turnaround:
 - a. LCLE Audit – By invitation of the newly appointed Rape Investigations Commander, the Louisiana Commission on Law Enforcement conducted an audit of sexual assault classifications. The audit confirmed the suspicions of the new Rape Investigations Commander and revealed that sexual assaults were being downgraded and under reported. In response, sweeping reforms of the unit were implemented. Additionally, dozens of downgraded cases were re-investigated.
 - b. Marshall Project - Through a collaborative effort between the New Orleans Police Department, the National Institute of Justice, the Louisiana State Police and the Marshall University Forensic Science Center, a backlog of **833** sexual assault kits were tested in a 1-year period between January 2011 and January 2012. The project yielded **78** hits in the Combined DNA Index System (“CODIS”). By the end of 2012, all **78** cases were investigated by the Special Victims Section. Of the total cases investigated thus far, **nine** have been cleared by arrests and **one** has been referred to the District Attorney’s Office for a grand jury indictment.
 - c. CODIS Section – Prior to May 2010, nothing was being done with CODIS (or Combined DNA Index System), information / hits resulting from Sexual Assault Kit examinations. In the summer of 2010 a CODIS Section was created in the Rape Investigation Section. A detective was assigned to manage and investigate CODIS hits, which remained untouched for years. The renewed investigative follow-up effort targeting CODIS hits has brought numerous cases of sexual assault to a valuable conclusion for victims of these crimes.
- ***Domestic Violence Investigations:*** While the Domestic Violence Unit existed prior to May 2010, they did little more than direct victims to applicable resources. A change in the unit commander was made in the summer of 2010. Additionally, Domestic Violence detectives were provided with a new mission and operational direction. Detectives were charged with conducting follow-up investigations on all felony domestic violence cases, to include strangulation cases. New protocols were developed in collaboration with the District Attorney and the New Orleans Family Justice Center. Moreover, the following initiatives were instituted:

- a. Consistent staffing levels were developed to provide follow-up investigation on all felony domestic violence cases.
- b. In collaboration with the Orleans Parish District Attorney's Office and the New Orleans Family Justice Center, a comprehensive New Orleans Integrated Domestic Violence Protocol was completed and implemented in May 2011.
- c. In addition to the Integrated Protocol, the Domestic Violence Unit collaborated with the city's Blueprint for Public Safety Coordinator and developed new policies and procedures in the New Orleans Police Department's response to Domestic Violence. A subsequent new DV policy and procedural guideline were established for the DV response by all New Orleans Police Officers.
- d. The Domestic Violence Unit collaborated with the New Orleans Child Advocacy Center in developing a protocol for children of domestic violence. For the first time, all children present within the residence of felony domestic violence case are part of the forensic interview process during follow up investigations.
- e. In the fall of 2011, the NOPD Police Academy provided mandatory on-line Victim/Witness Assistance and Domestic Violence training to all police department members. In addition, outside training was conducted by the U.S. Attorney's Office and the La. Attorney General's Office who co-sponsored a series of domestic violence training seminars for over 300 officers. The NOPD personnel were also provided training through the Louisiana Commission on Law Enforcement, relative to the Louisiana Protective Order Registry. Finally, Sex Crimes, Child Abuse and Domestic Violence detectives received victim focused training provided by Tulane University.
- f. In the fall of 2011, the Investigations and Support Bureau ("ISB") provided over **60** roll call training sessions to district personnel on the new domestic violence policy and the new Orleans Integrated Domestic Violence Protocol.
- g. ISB personnel were instrumental in developing curriculum on revised domestic violence procedures and the Integrated Domestic Violence Protocol. This curriculum was used throughout the 2012 In-Service Training. Every police officer and supervisor on the police department received this training in 2012.
- h. The Domestic Violence Unit participated in numerous specialized training courses, which were incorporated into police officer in-service training. More specifically an Elder Abuse Seminar was sponsored in 2011 and the National Family Justice Conference was sponsored in 2012. Both of these training opportunities were sponsored by the Taylor Foundation. Additionally, the Domestic Violence Unit regularly sponsors training on teen dating violence

and domestic violence prevention to students at the local high schools and universities.

- **Project Safe Neighborhood:** In July 2010, Superintendent Serpas directed that each of the eight districts and the Special Operations Division staff and assign a Project Safe Neighborhood (“PSN”) detective. This brought from one to nine the total number of PSN detectives in the NOPD. The PSN detectives are charged with follow-up investigation of any arrest involving a firearm. Then each week, since July 2010, a PSN meeting is held at NOPD Headquarters where the PSN Detective, specialized Orleans Parish District Attorneys, U.S. Attorneys and members of the ATF meet to review each case to determine the best prosecutorial course and if there is any additional investigation required or desired to enhance the case. Since its formation, more than 790 cases have been processed under this initiative.
- **Homicide Investigations:** Like many other sections of the ISB, the Homicide Section was totally re-engineered in 2011. The transformation began with the collaboration between the Bureau of Justice Assistance and the police department. In June 2010, Superintendent Serpas met with senior leaders of the BJA to seek technical assistance in assessing how the NOPD conducts homicide investigations. In March 2011, the BJA delivered a report outlining eighty-two recommendations. The recommendations covered many areas of needed reform to include staffing, training, revised protocols and collaboration. Currently, of the eighty-two recommendations all but four have been implemented. Remaining items (e.g. – eliminating compensatory time and take home vehicle use fee) will be further reviewed. Highlights of the re-engineered Homicide Section include:
 - a. Increased Staffing – The staffing of Homicide was increased from **20** detectives to **32** detectives. Most of these detectives received specially developed Crime Scene Preservation and Homicide Investigation training, which was delivered through BJA.
 - b. Training – A focus on training enabled Homicide detectives to receive instruction in Homicide Investigations, Crime Scene Preservation & Evidence Collection, Interview & Interrogation, DNA & Forensics, Computerized Voice Stress Analysis, and more.
 - c. Docu-Share Scanning – Protocols have been established to scan all homicide case files, so that they can be maintained in a digital format. To date, 4 years of homicide case files have been scanned (2009 – 2012).
 - d. Community Policing - Acting specifically with the effort to implement the BJA’s recommendation to “make a proactive effort and establish trusted and two-way communication sharing with the families of homicide victims”, the Homicide Section implemented several community policing initiatives. Beginning in 2012, Homicide detectives participated in monthly City Crime

Walks and attended monthly NONPACC meetings (i.e., monthly meetings held in each patrol district between police and community members). The Homicide Section also implemented the “Next of Kin” program, holding three community meetings in 2011, and quarterly meetings in 2012 and thereafter. The “Next of Kin” meeting give the families of homicide victims the opportunity to meet with detectives one-on-one and discuss the case investigation. Additionally, the Homicide Section began a program known as *RESET*, or Rapid Engagement of Support in the Event of Trauma. *RESET* provides support to the community by immediately connecting the families to available resources. In 2012, the *RESET* team was activated a total of **34** times. Members met and spoke with **551** persons, who were offered a variety of social services. The *RESET* program also generated 7 investigative leads, which were forwarded to the Homicide Section.

- ***Scientific Criminal Investigations Division – Firearms Unit:*** In September of 2010, the Firearms Unit consisted of one Bureau of Alcohol, Tobacco and Firearms (“ATF”) trained Firearms Examiner (who was to retire), two ATF trained technicians working on the National Integrated Ballistic Identification Network (NIBIN), two officers conducting weapon test fires and one officer doing serial number restorations. It was soon discovered that there was a **backlog** of potential NIBIN “hits” (where casings from two or more shooting cases may be related) numbering almost **500**. Additionally, weapons (handgun, rifles and shotguns) requiring test firing (to generate casings to be entered into NIBIN) numbered over **1000**. Firearms examination cases were being done at the rate of five per month and only immediately prior to prosecution, not for investigative leads. A complete overhaul of the unit was undertaken. Highlights of that overhaul include:
 - a. Equipment Upgrades – The NIBIN equipment provided by the ATF in 2010 was the oldest in the nationwide system. With the assistance of the local Special Agent in Charge for ATF, this equipment was replaced with the latest version of Brass Trax 3-D and MatchPoint Plus. We are also in the final stages of purchasing a “data compressor” that will significantly speed up the transmission of the image files used by NIBIN and allow a near instantaneous return on possible matches rather than the 4 plus hours (or overnight) we currently experience.
 - b. Staffing - The Firearms Unit staffing was increased from one (10 to three (3) ATF trained Firearms Examiners. Two examiners have graduated from the National Firearms Academy hosted by the ATF with one additional member currently attending this training which is scheduled for completion in May 2013. In order to graduate from the national ATF Firearms Academy, candidates must complete four (4) months of preliminary preparation work; four (4) months of classroom training in Maryland; and four (4) months of research project and presentation. In addition, there are now six (6) fully trained NIBIN technicians in the Firearms Unit and tow (2) alternates who are

fully trained NIBIN technicians. The training for these individuals was also accomplished through the assistance of ATF, which virtually required a commitment from them in providing a one-on-one / instructor-to-student ratio. ATF has additionally provided technical training to three NOPD members in use of new 'Brass Trax 3D' equipment and has dedicated two ATF agents to work alongside our personnel.

- c. Backlogs Cleared – Over the past 2.5 years, the test fire backlog for handguns has been cleared. Moreover, the enormous list of “potential NIBIN HITS” has also been eliminated, as well as, the backlog of firearms needing serial number restoration (over 100). The multi-year backlog of Firearms Examination cases on shootings and murders is nearly eliminated. Projections are that ALL back logs of test fires and shooting cases will be completed by the end of 2013. The national average for the number of firearms examinations one Examiner will do in a month is five (5). Our Firearms Unit has done **812** examinations in 2012 alone. Since the change in command in 2010 and the restructure of the unit, **1,795** Firearms Examinations have been conducted (an average of more than 64 a month). ***This is 13 times the national average.*** Over **12,000** entries have been made into NIBIN and over **3800** weapons test fired. The Unit is near the **1,000** mark for confirmed NIBIN “HITS”. (A “HIT” is a link between two or more cases involving the same weapon.) Investigative units like Homicide, the Gang Unit, Intelligence and District Investigative Units routinely receive Firearms Examination Reports and HIT Reports now to aid in furthering investigations.
- **Evidence Processing:** The handling and processing of evidence is critical to an effective prosecution. In May 2010, the Central Evidence & Property Section was still reeling from the aftermath of Hurricane Katrina. The facility was crammed with an ever increasing amount of property; DNA evidence was scattered throughout the warehouse; and large amounts of money remained on the premises. While numerous initiatives were taken to improve the efficiency of the section, the following are the most notable:
 - a. Cash Audit – For the first time since Hurricane Katrina, a complete audit of the money stored in the facility was conducted. When completed, over **\$1.6 million dollars** was audited, scanned and deposited into an authorized bank account established by the City. Now, all money received is scanned and deposited on a weekly basis.
 - b. DNA Section – A secure DNA storage area was built within the Central Evidence & Property Section. All DNA evidence was audited, cataloged and entered into the BEAST Inventory Control System.
 - c. Z-Annex Audit – Years ago, Central Evidence & Property established a secondary location to store evidence. The location, known as the Z-Annex, was not compromised by Hurricane Katrina’s flood waters. However, none of

the evidence was listed in BEAST Inventory Control System. With the assistance of Project Innocence, a total of **7,031** cases involving **26,018** exhibits were audited, cataloged and entered into the BEAST Inventory Control System.

- **Project Bloodwork:** In January 2012, the ISB began working DNA cases on burglaries and other property crimes. Keep in mind that in May 2010, the police department had a backlog of over 800 sexual assault kits that had not been tested. In as little as 18 months, the backlog was cleared and the department was now moving into using DNA evidence for property crimes cases. Clear and compelling research evidence authored by the National Institute of Justice and other authorities demonstrate the power of using DNA collected on property crimes (burglary, auto theft, auto burglary, etc.) to tie career criminals into crime and often times more serious crimes against persons. By adopting this strategy, the NOPD is at the forefront of innovative police departments using this type of evidence to build stronger crime fighting and prosecutorial success.

An inventory of all burglary cases where blood evidence was present identified **285** cases. To date, 101 cases have been delivered to the Louisiana State Police Crime Lab. Project Bloodwork detectives received **93** responses, which produced **88 profiles** and **68 CODIS** matches (*Note: "Profile" is the distinctive pattern of DNA restriction fragments or PCR products that can be used to identify, with great certainty, any person, biological sample from a person, or organism from the environment; "CODIS" is an acronym for the Combined DNA Index System*). To date, **29** burglary cases linked through DNA profiling have been cleared by detectives. Unquestionably these cases, and those in the future, will hold accountable criminals who never would have expected to be arrested.

The NOPD and the LSP Crime Lab have an agreement in place to allow the NOPD to forward 10 (ten) Project Bloodwork cases each month which continues today after starting the program in December 2011. It should be noted that the advances made with DNA evidence could not have taken place without the full support of the Louisiana State Police Crime Lab. Through a Cooperative Endeavor Agreement with the Louisiana State Police, two DNA Lab Technician hires were approved for NOPD. These technicians' cost will be paid by the New Orleans Police Department and these employees will receive specialized training provided by the LSP Crime Lab. Once these employees complete their training and certification, they will be assigned to handle NOPD specific cases and eventually transfer over to the new NOPD DNA Lab once completed.

- **Digital Forensics:** For the first time in the NOPD a Digital Forensics Unit was formed in August, 2011. Equipment and training for the unit was provided by the Taylor Foundation. The Taylor Foundation Grant provides \$364,000 over a 3 year period.

Presently, the unit is staffed by two detectives. The detectives are cross-trained in four disciplines including; video forensics, audio forensics, cell phone forensics and computer forensics. DFU detectives download and enhance video from surveillance equipment, cell phones and various recording devices. DFU detectives also download data from cell phones, data may include, videos, contacts, photos, phone records and internet history.

To date, **108** cell phones have been delivered to DFU for forensic examination. Of those, **60** have been completed with tangible evidence returned to the case detective. Moreover, **15** computers have been delivered to DFU for forensic analysis. Of those, **6** have been completed with evidence returned to the case detectives.

- ***Omega Crime View:*** Upon assuming command in May 2010, the Superintendent immediately recognized a need to improve and expand upon the *COMSTAT* model that this agency began using in October 1996. Tremendous advancements in crime mapping have occurred over the previous decade which now provides the means to meld resource deployment, crime fighting, and community policing efforts into one comprehensive analytical approach. Critical funding was identified and the *Omega Crime View* software package was acquired. After completing the extensive development and design that went into this project, NOPD began using *Omega* mapping in late 2011 in support of its new *COMSTAT* model and has expanded use of the *Omega* application to direct enforcement activities with pin-point accuracy on crime hotspots (see '**Data Driven Policing**'). This has resulted in the crime analyst function required to develop skills, knowledge and abilities to enhance mapping techniques, such as "*Hot Spot*" mapping, and to support *COMSTAT*, community policing and DDACTS/DDVCTS efforts.

The new *COMSTAT* model utilizing the *Omega Crime View* technology has also provided greater accountability in performance measurements for command staff and supervisors, including platoon commanders and Community Coordinating Sergeants (Co-Co's) making them accountable for implementing crime fighting initiatives, community-policing strategies and other community outreach programs.

Additionally, the need for community access to timely crime information being reported in neighborhoods was recognized. The *Omega Crime View* mapping technology, which has been available on the 'NOPD.gov' website since May 20, 2011, allows this agency to offer a broad range of current crime analysis data to the public and provides a sophisticated search capability that allows the user the option to narrow the focus of their inquiry to a specific address or neighborhood. It was a critical step forward in the NOPD's advancement of transparency to utilize the Crime View software so that citizens of New Orleans could have timely and reliable data. This was a third step in enhanced transparency, the first two

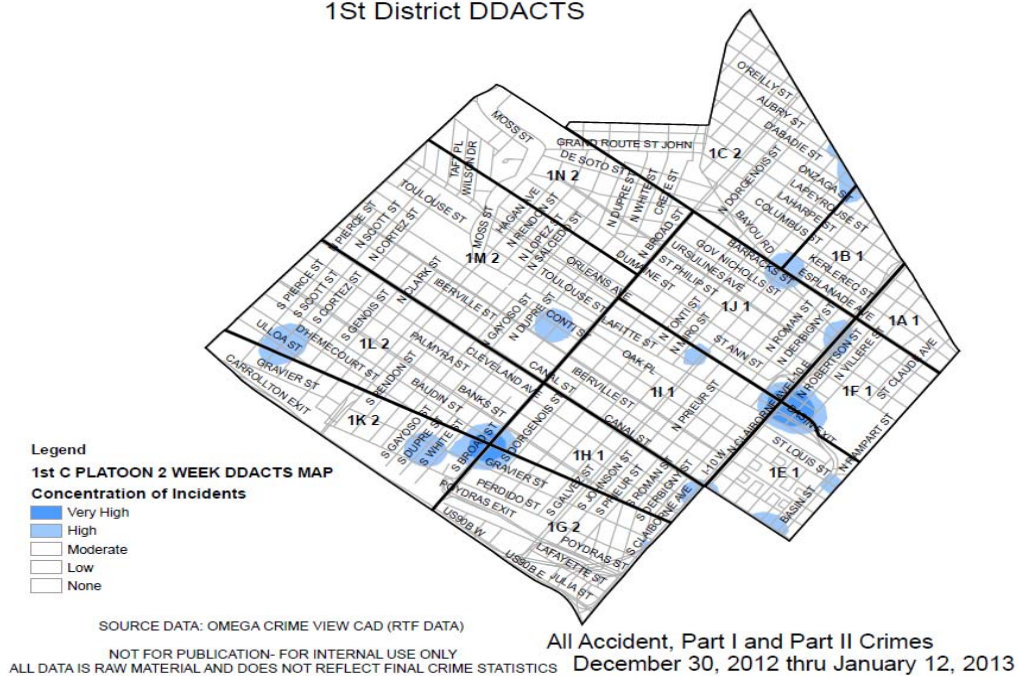
being the opening of Departmental Comstat and District Based Comstat meetings to the public in June of 2010.

- **Data-Driven Policing (“DDACTS & DDVCTS Models”):** With the advanced mapping and crime analytic capabilities offered by *Omega Crime View*, NOPD now has the unparalleled ability to use laser-like focus to fight both major and minor crimes within our community. Instead of using manpower over broad areas of random coverage, we now have the computer intelligence and knowledge to narrowly spotlight street level targets, often no larger than four to five square blocks.

At the heart of this approach are two somewhat related, yet, distinctively different methodologies. First, *Data-Driven Approaches to Crime and Traffic Safety (DDACTS)* is a law enforcement operational model supported by a partnership among the Department of Transportation’s National Highway Traffic Safety Administration and two agencies of the Department of Justice: the Bureau of Justice Assistance and the National Institute of Justice.

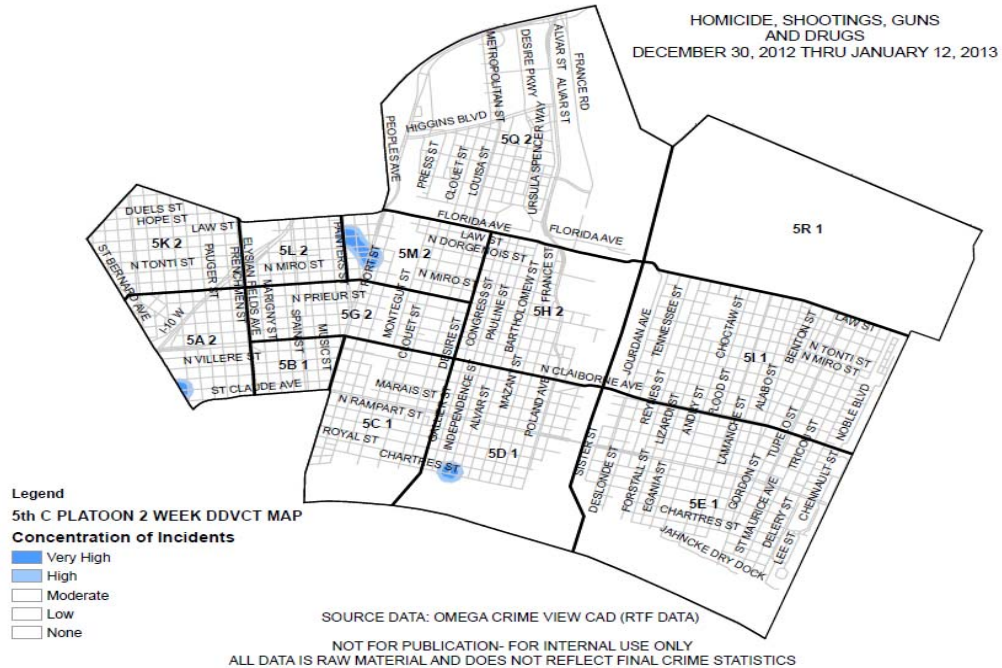
DDACTS integrates location-based crime and traffic crash data to assist in determining the most effective methods for deploying law enforcement and other resources, as well as holding District Commands accountable for their actions. Unlike previous iterations of the NOPD *COMSTAT* model that only used the Uniform Crime Report Part I Index crimes (murder, rape, aggravated assault, burglary, theft and auto theft), the new *DDACTS* strategy incorporates numerous UCR Part II crimes (drugs, trespassing, disorder crimes, etc.) so that the NOPD is now focusing on ALL crime, disorder and traffic related issues in a neighborhood. This more broad understanding of crime and disorder is a key component of the NOPD’s commitment to community policing as stated in the 65 point plan preamble, “The New Orleans Police Department will no longer tell neighborhoods what their problems are; instead, the NOPD will listen, collaborate and respond proactively.” *DDACTS* embodies this philosophic belief by adding to our crime analysis and response strategies all the crimes that occur in a neighborhood, and NOT only those crimes thought critical by the NOPD’s old way of analyzing crime focusing on UCR Part I crimes exclusively. Drawing on the deterrent value of highly visible traffic enforcement and the knowledge that crimes often involve motor vehicles, the goal of *DDACTS* is to reduce crime, crashes, and traffic violations across the city. There is a growing body of evidence that “place based” policing is the most likely success strategy for many reasons, not the least of which is decreasing capacity of cities and towns to employ the number of officers desired.

1st District DDACTS



The second method of advanced geo-based crime plotting and analysis involves *Data-Driven Violent Crime Trend Strategy*, or **DDVCTS** mapping. In this approach, developed internally by the NOPD crime analysis team, offenses involving homicides, shootings, drugs and gun arrests are carefully charted and linked through analysis allowing for proactive policing efforts to be laser focused in addressing violent crime. **DDVCTS** mapping defines specific geographic areas that are linked in time and place by the events themselves and, as with the traffic safety model, **DDVCTS** maps are updated and published every two weeks to provide managers with reliable information to optimize use of police resources.

5th District D.D.V.C.T.



Cities that have added these new concepts into their arsenal of crime fighting tactics have seen a reduction in the number of crimes committed. The Metropolitan Nashville Police Department was one of the first major police agencies to embrace this innovative data-driven policing approach. After employing *DDACTS* strategies, the communities served by this agency saw not only a decrease in the number of total crashes occurring, but also witnessed a decline in the number of burglaries, robberies, and auto thefts being reported. The *DDACTS* strategy employed by the Nashville police has been credited in assisting in reducing crime over many years in that community.

Here in New Orleans, 2012 was the first full year of deploying *DDACTS* and *DDVCTS* as part of the weekly *COMSTAT* accountability meeting. After the first full year, 2012, the NOPD recorded a 3% reduction in murders, a 16% reduction in rapes, an 8% reduction in armed robbery, an 11% reduction in burglaries and a nearly 13% reduction in auto thefts compared to 2011. As is expected in using *DDACTS* and *DDVCTS*, it is specifically the more efficient use of advanced technologies with the relentless follow up of *COMSTAT* that allows for declining crime while simultaneously sustaining a net loss of 86 police officers in 2012.

In November 2012, a Multi-Agency Gang Unit (“*MAGU*”) was formed between NOPD and its local, State and Federal criminal justice partners. *DDVCTS* maps are a key instrument being used by this task force to focus in on violent crime, which we believe was partially responsible for the decrease in the number of serious offenses recorded during the latter part of 2012.

Use of the *DDACTS* and *DDVCTS* models have not only provided the ability to better align our deployment strategies, but have also offered a means to monitor, measure and verify the results of our enforcement efforts. This narrowly focused ‘hot spot’ approach affords this agency the opportunity to better manage our limited resources and provide a police presence in those areas of the City needing it most.

- ***Computerized Case Management System:*** The New Orleans Police Department’s Computerized Case Management System was implemented in 2010. It is designed to deploy a core criminal investigation case management tool allowing detectives to generate cases, manage case assignments, and track cases within a comprehensive and consolidated solution. It allows for data sharing with appropriate permissions. For arrest cases, it also provides for a more concise and organized reporting venue to the District Attorney’s Office, i.e. “*Zip & Ship*” resulting in an increase in successful prosecutions and conviction rates.

COMMUNITY OUTREACH & TRANSPARENCY

- **Community Coordinating Sergeants (“CoCo’s”):** One of the most notable projects included under the Superintendent’s ‘65 Point Plan’ was the establishment of Community Coordinating Sergeants (CoCo) in August of 2010. These supervisors are responsible for developing and maintaining extended relationships between citizens, businesses, neighborhood associations and the spiritual community. As these CoCo’s educate, communicate and interact with the community, they become an integral part of reducing crime and elevating the overall quality of life. Thanks to a partnership created with Loyola University Professor Dr. Michael Cowan, CoCo Sergeants have received in monthly meetings best practice training in Problem Oriented Policing, Crime Analysis and Crime Prevention through Environmental Design and Neighborhood Watch development helping them to advance their ability to effectively serve.

Since their inception, CoCo Sergeants have now led over **2,500** meetings throughout the City with over **45,000** persons in attendance. In addition, CoCo Sergeants have played an integral role in successful summer crime initiatives addressing over **14,000** New Orleanians on safety and crime prevention.

The *CrimeStoppers* program has continued to experience an increase in tips received, with 2012 up more than **25%** over 2011, and 2011 totals up **11%** over 2010. It is likely that one of the reasons behind these significant increases is related to the efforts being made by CoCo Sergeants in fostering community relationships which have resulted in a renewed sense of confidence between citizens and police.

- **Police-Community Advisory Board (“PCAB”):** In February 2011, a proposal was submitted to the Mayor’s Office for consideration to create a Police-Community Advisory Board composed of a cross section of community members, advocacy groups and religious leaders to liaison with NOPD. The Police-Community Advisory Board concept and protocol was developed in cooperation with the Department of Justice’s Community Relation Service. The purpose of PCAB is to provide input and assist the department with identifying and resolving community issues or concerns. The goal of the NOPD proposal was to create and bring together a diverse group of community and neighborhood representatives that could educate and inform the department about the challenging issues and concerns within specific areas of the City. Police-Community Advisory Boards have now been formed across all of this agency’s eight police districts.

- ***El Protector Program:*** In recognition of the City's growing and vibrant Latino and Vietnamese communities, the El Protector Program was introduced to the New Orleans Police Department on January 5, 2011. The program is specifically geared towards improving and enhancing the relationship between the New Orleans Police Department and these limited English proficient ("*LEP*") communities. Of particular concern was establishing a basis of trust so that these community members felt comfortable reporting crime and utilizing the services of the NOPD. This task is accomplished in a number of ways, including having an official on-call police interpreter, developing Neighborhood Watch Programs with direct participation of both Spanish and Vietnamese speaking officers, and various other outreach programs to targeting these communities. An additional benefit to this program has been the opportunity it has provided towards educating NOPD members about the Latino and Vietnamese cultures.
- ***Office of the Independent Police Monitor:*** In 2010, a cooperative effort between the New Orleans Police Department and the Office of the Independent Police Monitor culminated with the historic signing of the first ever '*Memorandum of Understanding*' between these two agencies. This unprecedented agreement provided independent open access and oversight to the inner workings behind NOPD's internal disciplinary process.
- ***Corona Deploy:*** Also in 2010, a need to restructure the deployment of police resources in concert with community needs and crime trends was recognized. The decades old approach of manpower deployment to the eight patrol districts City-wide was not an efficient or effective utilization of agency resources. Funding was secured to purchase Corona Deploy, a *state-of-the-art* software program which provides for scientific and data based deployment of police officers.

This software allows users to accurately mine millions of pieces of data and then analyze current use and performance of patrol resources in order to achieve the most efficient and effective match of patrol resources to a known and predictable demand. Resource deployment based on this analysis provides patrol officers across all districts a balanced workload and ensures that citizens City-wide receive an equal distribution of available resources based on demonstrated need.

After complete analysis of three years of data, and combined with limited changes in patrol district boundaries, in January 2012, patrol resources were redeployed to achieve the balanced and equal workload as identified by the new software. Within each district, officers were assigned to particular shifts based on a time of need analysis provided by the software and within each shift the number of officers allowed off each day was also based a day of week analysis of identified workload. This also allows for better supervision and evaluation of officers because it eliminates disparity in expected workload.

This software was also used to estimate what the desired NOPD personnel strength level ideally would be. After analyzing over 30 million pieces of data, considering the demands of our tourist center(s), detectives, and required support personnel, for the first time the NOPD was able to document and support a minimal ideal staffing level of 1,575 commissioned (police officer through superintendent) officer positions.

- ***Bicycle Patrols:*** In late 2011 and into 2012, forty-five (45) police bicycles were purchased to enhance the New Orleans Police Departments community policing strategy. Bicycle patrols remove the officer from vehicles and place them in direct contact with the community. They have proven to be very successful as a fundamental practice of building community relations and fostering positive partnerships with residents and businesses.
- ***Mounted Patrols:*** Effective July 2010, Special Operations Division Mounted Patrol Officers were assigned under the 8th District Commander to streamline and make accountable this resource to the area of the City where it has historically performed the majority of its duties. In addition, the remaining Commanders were afforded the flexibility of cross training officers under their command for mounted patrols which could be deployed at their discretion during 'Mission II' assignments in Police Districts across the City. Like bicycle patrols, these Mounted Officers provide our Commanders with a valuable resource that provides high visibility and close contact with the community.
- ***Alternative Police Response Unit ("APRU"):*** The Alternative Police Response Unit was created in December of 2012. The units function is to enhance the level of emergency police services available in the community by handling low priority calls, not requiring the physical presence of an officer, by telephone. By processing these calls in such a manner, the department will be able to increase officer and citizen safety by utilizing field resources to handle higher priority "emergency" and "immediate action" calls.

Additionally, the APR Unit is tasked with calling complainants on calls holding for more than thirty minutes (when possible). This provides the most up-to-date information about the call, along with letting the citizen know their call is being monitored while waiting for a police response.

INTEGRITY & ACCOUNTABILITY

- ***New Leadership:*** In 2010, Deputy Superintendent Arlinda P. Westbrook Esq. was selected by Superintendent Serpas to serve as the first civilian director of the Public Integrity Bureau (i.e., Internal Affairs). Since that time, the Public Integrity Bureau has been reengineered and refocused with emphasis on increasing the efficiency and effectiveness of the Bureau's ability to receive, classify, investigate, and track incoming complaints. In addition, the Bureau has increased its ability to effectively supervise and manage the behaviors of officers, including applying new thresholds for identifying and responding to problematic behaviors as early as possible.
- ***Disciplinary Reform:*** In September 2010, the Superintendent imposed the strict penalty of presumptive termination, without progressive discipline, for sustained complaints against any officer found lying to investigators; or for knowingly filing a false or inaccurate report. To date, nine (**9**) members of the department have been terminated for untruthfulness. Additionally, a new 'Failure to Report Misconduct' policy was implemented requiring department employees who observe or become aware of any act of misconduct by another employee to report the incident to an immediate supervisor. Disciplinary controls were also tightened for interfering with any administrative or criminal investigation.

PIB was subsequently charged with the renewed focus and aggressiveness for conducting timely investigations into allegations of administrative and criminal wrongdoing made against NOPD members. At the urging of the Superintendent, two Special Agents from the New Orleans FBI Field Office were assigned to PIB for the purpose of assisting our investigators in their targeted effort to root out corruption as well as identify and investigate any civil rights violations by members of the NOPD. Over the past thirty-two months, targeted investigations into administrative and criminal misconduct have yielded the following:

- **29** arrests – May to December 2010
- **11** arrests – January to December 2011
- **12** arrests – January to December 2012

52 Total Arrests

Additionally, PIB investigations have yielded a total of **458** disciplinary actions from May 2010 through December 2012 ranging from officers receiving a letter of reprimand to termination.

➤ **Year 2010 – 132 Total Disciplinary Actions**

- 94** – Suspensions
- 34** – Letters of Reprimand
- 4** – Dismissals

➤ **Year 2011 – 205 Total Disciplinary Actions**

- 149** – Suspensions
- 44** – Letters of Reprimand
- 12** – Dismissals

➤ **Year 2012 – 121 Total Disciplinary Actions**

- 90** – Suspensions
- 21** – Letters of Reprimand
- 10** – Dismissals

Since May 2010, the Public Integrity Bureau has reported a steady decrease in the number of citizen and rank initiated complaints against NOPD officers. This downward trend seems encouraging given that the Independent Police Monitor is also structured to accept and forward to PIB complaints of misconduct involving NOPD officers, as well as other governmental agencies (DA's Office, US Attorney, FBI, etc.). In comparing full year 2011 to 2010, overall complaints of employee misconduct were down **13.8%**. In comparing full year 2012 to 2011, overall complaints of employee misconduct were down **16.1%**. This steady decrease, we feel, is directly attributable to a combination of integrity checks and an increase in training related to professionalism (e.g., annual In-Service Training, PPEP training, Leadership in Police Organization training, etc.). The reduction in complaints and disciplinary actions allows additional resources to focus on more serious allegations of misconduct.

- ***Complaint Intake:*** PIB's in-house directives regarding complaint intake and classification have been revised in a direct effort to provide more efficient and effective service to the community. Complaint classification protocols have been implemented that are allegation driven rather than anticipated outcome based in determining how a complaint is to be investigated. As a result, PIB has been able to more efficiently triage and route complaints from the intake phase to an investigatory phase.

- **Force Investigation Team:** In February 2012, the New Orleans Police Department formally created and staffed the Force Investigation Team within the Public Integrity Bureau. This team is staffed by (1) lieutenant, (5) sergeants, and (1) officer, all experienced veterans from within the department with extensive investigative experience. In 2012, Captain Chris Pitcher, a FIT specialist with the Los Angeles Police Department, provided a 40-hour specialized training course to NOPD FIT investigators with specific emphasis placed on the handling of officer involved shootings. FIT's investigative responsibilities currently include:
 - a. Firearm discharges by law enforcement officer(s) in Orleans Parish resulting in injury or death to a suspect, civilian, or the injury or death of a law enforcement officer(s) while acting under "Color Of Law" while on duty or off duty;
 - b. "Custodial Deaths" - any death while in the immediate custody of any member of the NOPD, to include death resulting from a Taser deployment;
 - c. Use of physical force exhibited by an officer that results in the suspect receiving great bodily harm and is hospitalized, and;
 - d. Firearm discharges whether injury or death does not result.

In addition to the above, FIT is also responsible for ensuring use of force incidents involving police personnel are consistent with departmental policy and procedures, as well as in compliance with State and Federal laws.

- **Early Warning System:** PIB has developed an increased use of technology, such as the IAPro Internal Affairs database and other back up technology, to track and maintain data to identify and manage potential problematic officer behaviors which require intervention. The IAPro database allows the department to streamline data collection and provide timely statistical reports regarding assigned cases and officer behavior patterns. Officers who exhibit certain behavior patterns are flagged and selected for active intervention including training and job performance improvement planning. PIB had dedicated a full time sergeant and police officer to serve as program coordinator and information technology specialist, respectively, to facilitate any statistical reports necessary in these areas.

The IAPro¹ system is now used to electronically manage and track all complaints received. The system calculates the amount of complaints by an officer using a pre-determined formula. Once a threshold is reached, warning flags are raised indicating an officer may be exhibiting problematic performance.

To address behavioral issues involving its members, the department conducted a comprehensive analysis of the NOPD's existing but infrequently used Professional Performance Enhancement Program ("PPEP"). In May 2011, a panel under the direction of Deputy Superintendent Westbrook, consisting of a psychiatrist, physiologist, university professors, academy staff members, attorneys, and subject matter experts met to develop new training curriculum and lesson plans for PPEP. Originally, officers with professionalism complaints were required to attend one 8-hour Professionalism and Courtesy Training Session. However, based on this panel's recommendation, professionalism and courtesy training was expanded to a more comprehensive 40 hour training program designed to focus on the specific deficiencies of individual officers selected for the PPEP program. The revised program includes training on the following topics: complaint avoidance; cultural diversity; ethics; citizen complaint procedures; Federal & State laws; police policies & procedures; racial profiling/bias-free policing; and stress management. Following a summary of PPEP classes conducted since program redevelopment:

- **2011:** Two 40-hour sessions / **23** officers required to participate
- **2012:** Seven 40-hour sessions / **96** officers required to participate
- ***Integrity Assurance Controls – Sting Audits:*** Prior to 2010, the PIB's Special Investigation Section focused on routine quality assurance checks to monitor an officer's performance in accordance with policy. However, after May of 2010, the Superintendent directed that the efforts of the Special Investigation Section be redirected to root out high level corruption within the department.

The Special Investigation Section began conducting directed sting audits (integrity checks), utilizing confidential informants, and special surveillance equipment, with emphasis on checks that were complaint and intelligence based, as well as, sting operations targeting officers and districts where complaints and misconduct trends, such as theft, excessive force, sick abuse, and Workman's Compensation fraud had been alleged or identified. Many of directed sting audits spawned administrative and criminal investigations which resulted disciplinary action.

¹ The IAPro software package was purchased by the New Orleans Inspector General and donated to the NOPD as well as coordinated with the Independent Police Monitor. The IAPro software assist in managing case loads and fundamental assessment of early warning items to assist in identifying officers who may need additional supervision, training or discipline. As part of the Consent Decree a more robust early warning system will be created to accommodate other employee behavior identifiers not envisioned in the IAPro software package.

Furthering their efforts, the Special Investigation Section was enhanced with additional staff and outside investigative support increasing resources and investigative capabilities. Investigative resources, which include confidential informants and specialized surveillance equipment, are now routinely being used by investigators. Since May of 2010, the Special Investigation Section has performed nearly **500** integrity checks. This focus on integrity has also allowed the unit to promptly address anonymous allegations of misconduct where immediate surveillance is required. Following is a breakdown of sting audits conducted over the past 32 months:

- **2010 - 13** Audits Conducted
 - **2011 - 243** Audits Conducted
 - **2012 - 240** Audits Conducted
- ***Technology & Accountability:*** Since May of 2010, the NOPD began expanding its use of Mobile Video Units (“MVU’s”) to document officer/citizen interaction, especially during traffic incidents and pedestrian contacts. All previously installed MVU’s have been upgraded to 2nd generation software & hardware to advance latest equipment capabilities. Over 200 marked patrol units and task force vehicles have now been outfitted with MVU’s with plans to expand use of this equipment to include marked and unmarked vehicles assigned to the Special Operations Division, all Canine Units and prisoners transport wagons. By repurposing old grants, and requesting new grants, much if not all of the cost for these upgrades have been supported by grant funds.

Also in the summer of 2010, NOPD began using Automatic Vehicle Locator (“AVL’s”) technology in its patrol fleet. This feature captures the locations of patrol vehicles and provides supervisors with an important tool needed for ensuring accountability related to most effective and efficient use of our patrol resource. For the first time the NOPD utilized the “historical” data collection feature of the AVL software so that when necessary investigators can review past records of vehicle usage and locations of patrol.

- **Compliance Measures:** Faced with concerns about accuracy of crime reports, particularly '*UCR Part 1*' major crimes, the Superintendent implemented controls designed to measure the effectiveness and accuracy of police services being provided to the community. In June 2010, the **Superintendent's Office of Compliance** began conducting random telephone (recorded) surveys to gauge the citizen satisfaction with police service. The procedure was expanded later this same year to include involvement of NOPD's **Integrity Control Officers** using a similar approach. The survey procedure is based on random selection² of '*UCR Part 1 & Part II*' crimes and consists of seven questions, beginning with the accuracy of the report narrative, if there is any additional information the complainant would like added to the case, followed by questions regarding the reporting officer's courtesy, professionalism, knowledge, and ends with a question regarding a rating of the service provided by the NOPD. In each of these audit checks, supervisors check that the report was classified appropriately after confirming the accuracy of the complainant's statement to the report filed by the officer(s). If there is error, these supervisors immediately take steps to correct the reports as required.

In September of 2010, an additional component to measure compliance accuracy was incorporated into this plan requiring **District Platoon Lieutenants** to conduct on-site visits to measure officer performance and accountability in services being provided by our members.

Between June 13, 2010 through December 29, 2012, **1,712** random Citizen Satisfaction Surveys have completed by the Superintendent's Office of Compliance, with victims reporting a **99.8 %** accuracy of the report narrative. Additionally, **91.4 %** of the surveyed victims have responded positively regarding the officer's behavior, appearance knowledge, courtesy and overall satisfaction with service provided. Similar results have been recorded in surveys performed by our Integrity Control Officers. Results of the surveys are regularly reported back to the officers, and their supervisors, whose reports were the subject of the survey to provide necessary feedback.

In addition to these steps, the Office of Compliance has also randomly reviewed, between June 2010 and December 2012, a total of **6,971** reports of all types to ensure accuracy and compliance with NOPD Policy. Taken together, the NOPD has audited **8,683** police actions since the summer of 2010. The following pages provide a snapshot of survey and on-site visits results of over **6,500** follow ups conducted by the Superintendent's Office of Compliance, Integrity Control Officers and Platoon Lieutenants that began in 2010:

² The NOPD sought advice on creating this random sample method from the Office of Inspector General

OFFICE OF COMPLIANCE Citizen Call Back Survey Results - (06.13.2010 -12.29.2012)

	Q1	Q1a	Q2	Q3	Q4	Q5	Q6	Q7	Response Comparison
Yes	1,709	365		Question 1 -Yes		99%	Question 1a -Yes		23%
No	3	1,230		Question 1 -No		1%	Question 1a -No		77%
Strongly Agree			785	785	759	697	551		42%
Agree			790	798	816	848	719		46%
Neutral			120	115	119	155	233		9%
Disagree			13	11	10	12	183		3%
Strongly Disagree			4	1	2	2	35		1%
Very Satisfactory								704	41%
Satisfactory								760	44%
Neutral								181	11%
Unsatisfactory								45	3%
Very Unsatisfactory								23	1%
Totals	1,712	1,595	1,712	1,712	1,712	1,712	1,712	1,712	

Below is the procedure and questions for conducting an ICO Citizen Telephone Survey.

Q1. The interviewer will review the statement verbatim in the narrative of the report and solicit a response from the Victim as to whether or not the statement describes what occurred. **Yes / No**

Q1a. "Thank you for your answer. After hearing what your statement was recorded as, is there any further information you want to add at this time?" **Yes /No**

Q2. The responding officer(s) was courteous.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q3. The responding officer(s) appeared professional.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q4. The responding officer(s) conducted his / her duties in a professional manner.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q5. The officer(s) appeared knowledgeable about law enforcement.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q6. I am satisfied with the follow-up assistance provided to me by the NOPD regarding this incident.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q7. I would rate the quality of service provided to me by NOPD as:

Very Satisfactory / Satisfactory / Neutral / Unsatisfactory / Very Unsatisfactory

OFFICE OF COMPLIANCE CITIZEN TELEPHONE SURVEY PERCENTAGE COMPARISON

	Q1	Q1a	Q2	Q3	Q4	Q5	Q6	Q7	
Yes	99.82%	22.88%							
No	0.18%	77.12%							
Strongly Agree			45.85%	45.85%	44.33%	40.17%	32.18%		
Agree			46.14%	46.61%	47.66%	49.53%	42.00%		
Neutral			7.01%	6.72%	6.95%	9.05%	13.61%		
Disagree			0.76%	0.64%	0.93%	0.70%	10.69%		
Strongly Disagree			0.23%	0.06%	0.12%	0.12%	2.04%		
Very Satisfactory								41.12%	
Satisfactory								44.39%	
Neutral								10.57%	
Unsatisfactory								2.63%	
Very Unsatisfactory								1.34%	
TOTAL FEEDBACK RESPONSE (Q-2,3,4,5,7)	POSITIVE 90.44%			NEUTRAL 8.06%		NEGATIVE 1.51%			

ICO Citizen Call Back Survey Results - (09.01.2010 -12.31.2012)

	Q1	Q1a	Q2	Q3	Q4	Q5	Q6	Q7	Response Comparison
Yes	390	135		Question 1 -Yes		96%	Question 1a -Yes		33%
No	18	270		Question 1 -No		4%	Question 1a -No		67%
Strongly Agree			294	292	293	266	190		65%
Agree			100	100	119	119	103		26%
Neutral			4	4	13	13	91		6%
Disagree			7	7	3	3	14		2%
Strongly Disagree			1	1	2	2	4		0%
Very Satisfactory								263	65%
Satisfactory								116	29%
Neutral								13	3%
Unsatisfactory								8	2%
Very Unsatisfactory								3	1%
Totals	408	405	406	404	430	403	402	403	

Below is the procedure and questions for conducting an ICO Citizen Telephone Survey.

Q1. The interviewer will review the statement verbatim in the narrative of the report and solicit a response from the Victim as to whether or not the statement describes what occurred. **Yes / No**

Q1a. "Thank you for your answer. After hearing what your statement was recorded as, is there any further information you want to add at this time?" **Yes /No**

Q2. The responding officer(s) was courteous.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q3. The responding officer(s) appeared professional.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q4. The responding officer(s) conducted his / her duties in a professional manner.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q5. The officer(s) appeared knowledgeable about law enforcement.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q6. I am satisfied with the follow-up assistance provided to me by the NOPD regarding this incident.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q7. I would rate the quality of service provided to me by NOPD as:

Very Satisfactory / Satisfactory / Neutral / Unsatisfactory / Very Unsatisfactory

ICO CITIZEN TELEPHONE SURVEY PERCENTAGE COMPARISON

	Q1	Q1a	Q2	Q3	Q4	Q5	Q6	Q7	
Yes	95.59%	33.33%							
No	4.41%	66.67%							
Strongly Agree			72.41%	72.28%	68.14%	66.00%	47.26%		
Agree			24.63%	24.75%	27.67%	29.53%	25.62%		
Neutral			0.99%	0.99%	3.02%	3.23%	22.64%		
Disagree			1.72%	1.73%	0.70%	0.74%	3.48%		
Strongly Disagree			0.25%	0.25%	0.47%	0.50%	1.00%		
Very Satisfactory								65.26%	
Satisfactory								28.78%	
Neutral								3.23%	
Unsatisfactory								1.99%	
Very Unsatisfactory								0.74%	
TOTAL FEEDBACK RESPONSE (Q-2,3,4,5,7)	POSITIVE 95.89%			NEUTRAL 2.30%		NEGATIVE 1.81%			

Platoon Lieutenant Scene Visits - (09.01.2010 -12.31.2012)

	Q1	Q2	Q3	Q4	Q5	Incident Assessment	Response Comparison
Strongly Agree	1,852	1,851	2,811	2,604			57%
Agree	2,092	2,111	1,144	1,220			41%
Neutral	39	37	45	137			2%
Disagree	39	22	30	25			1%
Strongly Disagree	5	7	10	5			0%
Very Satisfactory					2,744		68%
Satisfactory					1,096		27%
Neutral					82		2%
Unsatisfactory					51		1%
Very Unsatisfactory					68		2%
Totals	4,028	4,028	4,040	3,991	4,041		
INCIDENT ASSESSMENT: <i>Was the incident marked up correctly?</i>							
Yes						4,372	99%
No						36	1%
Totals						4,408	

Below are the questions for conducting a Platoon Lieutenant Scene Visit:

Q1. The responding officer(s) was courteous.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q2. The responding officer(s) appeared professional.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q3. The responding officer(s) conducted his / her duties in a professional manner.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q4. The officer(s) appeared knowledgeable about law enforcement.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Q5. I would rate the quality of service provided to me by NOPD as:

Very Satisfactory / Satisfactory / Neutral / Unsatisfactory / Very Unsatisfactory

INCIDENT ASSESSMENT: Was the incident marked up correctly?

Yes / No

PLATOON LIEUTENANT SCENE VISITS PERCENTAGE COMPARISON

	Q1	Q2	Q3	Q4	Q5	
Strongly Agree	46.00%	45.95%	69.58%	65.25%		
Agree	51.94%	52.41%	28.32%	30.57%		
Neutral	0.97%	0.92%	1.11%	3.43%		
Disagree	0.97%	0.55%	0.74%	0.63%		
Strongly Disagree	0.12%	0.17%	0.25%	0.13%		
Very Satisfactory					67.90%	
Satisfactory					27.12%	
Neutral					2.03%	
Unsatisfactory					1.26%	
Very Unsatisfactory					1.68%	
POSITIVE			NEUTRAL		NEGATIVE	
96.25%			2.19%		1.57%	

HIRING, TRAINING & LABOR RELATIONS

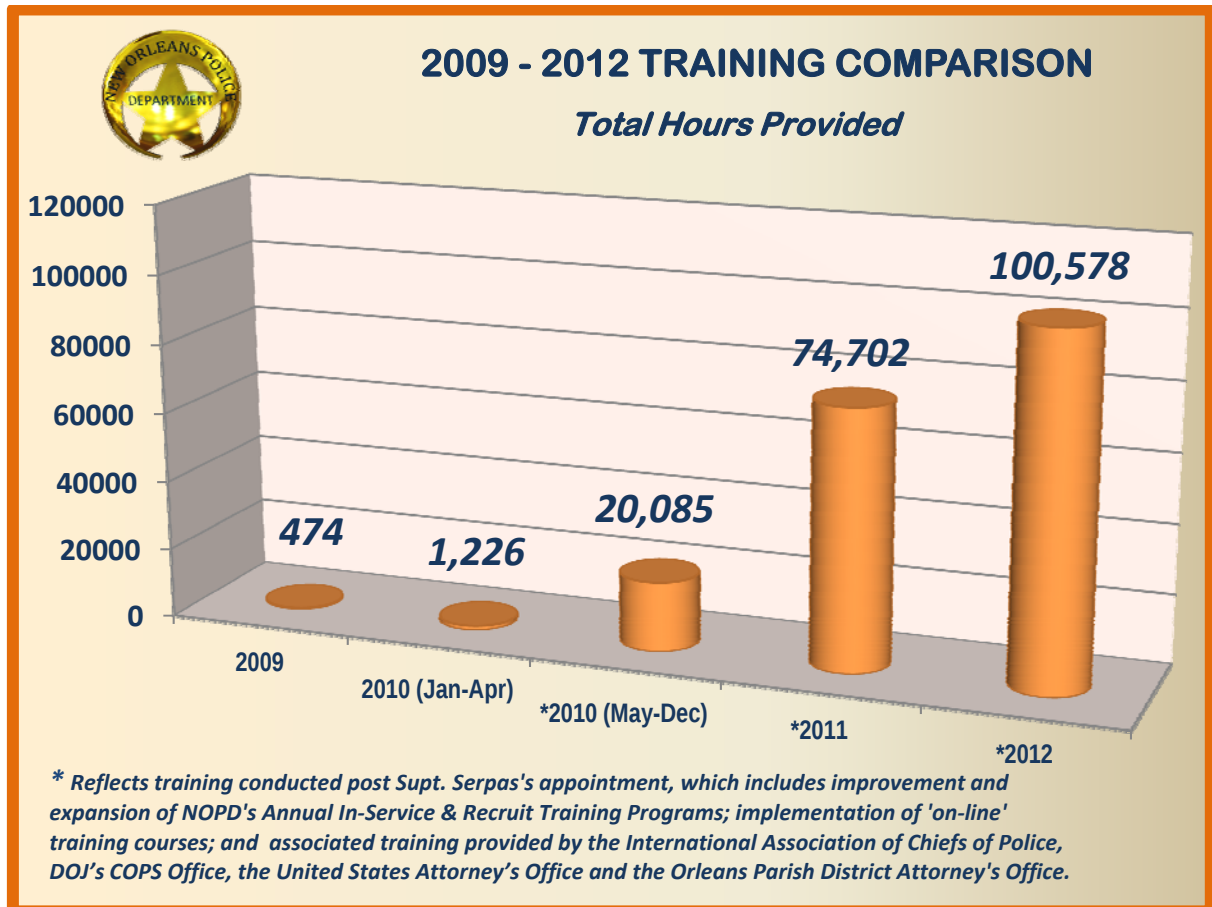
- **Hiring Standards:** Working collaboratively with Civil Service, hiring standards for Recruit candidates was raised in the fall of 2010 requiring a minimum 60 college credit hours and/or consideration based on prior military service. The hiring of new officers is one of the most critical actions of a police department. This raising of hiring standards was a significant step forward in NOPD efforts to aggressively seek out only 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.

Training Reforms: In May 2010, the need to increase training was immediately recognized and addressed. One of the Superintendent's first initiatives was to reinstate a minimum 40-hour annual requirement of in-service training for all officers beginning in 2011.

Additionally, the Academy Staff was tasked with the challenge of increasing professional training to NOPD members through outside resources, such as the type of support which has now been provided by the International Association of Chiefs of Police ("IACP"). In 2012, the IACP's *'Leadership in Police Organizations'* training, which is a 120-hour course of instruction that is designed to provide supervisors and managers the advanced skills necessary to become a successful leader was delivered. This training, which utilizes many of the ideas used by the U.S. Military's West Point Academy, has now been provided to **100** NOPD supervisors from the rank of Sergeant and above. The NOPD will identify 14 "train the trainer" candidates from this pool of 100 leaders so that the NOPD can deliver the LPO training to the remaining 200 NOPD leaders, and eventually to all police officers within the department. In 2010, additional supervisory training was presented through support received from the Louisiana Army National Guard ("LANG"). LANG provided **258** NOPD supervisors with a 40-hour course of instruction in both *'Basic Leadership'* and *'Advanced Leadership'* techniques. Another focus of supervisory instruction completed in 2010 involved two separate law enforcement training courses (*Recognizing Racial Profiling and Mediation Skills*) presented by the DOJ Community Relations Service. In total, over **180** NOPD mid to upper level managers participated in almost 1,700 hours of this targeted profiling and mediation training.

Other sources of outside training assistance have been expanded to include the involvement of the DOJ COPS Office, the U.S. Attorney's Office, the Orleans Parish District Attorney's Office and the Louisiana Commission on Law Enforcement.

As evidenced by the following diagram, the increase to the total hours of training provided to NOPD personnel since May 2010 has been dramatic:



- **Recruit Training Program:** In May 2011, the Department of Justice's Office of Community Oriented Policing Services ("COPS") accepted an invitation by the Superintendent to conduct an on-site review of the NOPD Recruit Training Program. The COPS Technical Assistance Team's review was designed to provide a comprehensive assessment of 'best practices' training standards in support of Academy services. Several of recommendations made by COPS related to the number of hours of training being provided under specific course topic areas have been incorporated into the NOPD Recruit Training Program.
- **In-Service Training Program:** Prior to 2011, NOPD annual In Service Training was 20-25 hours annual, with some of those hours being voluntary. Beginning in January 2011, In-Service Training became a mandatory 40 hour program, and the curriculum is set annually by a group of NOPD training experts. In January 2012, the NOPD's annual In-Service Training Program was, for the first time, divided into two separate tracks of training, one targeting police officers and second addressing supervisors. Curricula and lesson plans were revised to match the unique differences between those performing routine police functions and those responsible for managing outcome and performance.

- ***Police Officer II, III & IV Training:*** The NOPD had not promoted any Police Officer II, III or IV candidates since December 2009. This in-rank training and promotional system (with a 5% pay raise for each step) is a critical tool to advance officers knowledge and morale. Each rank of police officer requires successfully completing a 40 hour specific training program and having a positive work record. Working closely with the Fraternal Order of Police, the NOPD for the first time created an on-line delivery format for the Police Officer II curricula in 2012 which allowed for the promotion of over 200 Police Officer II candidates in November. In the 2013 year, this training will be expanded to include Police Officer III and IV opportunities.
- ***Policy Development & Training - Lexipol:*** In order to deliver quality service to the citizens of this community, our police officers must possess a clear understanding of the tasks they are being asked to perform, guidance on how they are to perform those tasks and the training necessary to succeed in completing those tasks. Recognizing this, a decision was made to conduct a comprehensive analysis of the existing policy NOPD manual and update these procedures in accordance with 'best practice' standards. In order to complete this project, funding was secured and the professional policy development firm 'Lexipol' was selected to assist. In January 2012, NOPD began its transition of its entire Operations and Policy manual to the Lexipol policy manual model with the project scheduled for completion in July of 2013. The revision of NOPD's operations manual will ensure that our employees have the most up to date and current policies at their fingertips to advance their professionalism, confidence, morale and service.

An added benefit to the Lexipol model includes a 21st century electronic policy manual delivery system that uses adult learning principles to educate employees versus memorization. A critical element of the process is the Daily Training Bulletin ("DTB") and testing feature, which provides six minute per day DTB's with a corresponding test that all officers must successfully pass. These training bulletins cover critical policies and reinforce understanding of how to apply those policies. Because the DTB process is timely and dynamic, the DTB's can be tailored to address specific issues as needed. Additionally, the Lexipol service provides for monitoring compliance with the DTB schedule and keeps electronic files of employee participation in DTB and copies of every version of the NOPD operations manual.

Effective August 2012, all commissioned officers as well as active reserve officers have been required to participate and successfully complete 20 DTB's each month. This new training and testing process provides an additional 24 hours of training for each officer each year.

- **Labor Initiatives:** In 2010, the Superintendent and Deputy Superintendents began holding regularly meetings with the leaders from the Fraternal Order of Police (FOP), Black Organization of Police (BOP) and Police Association of New Orleans (PANO). Working together with labor allows for the on-going assessment and requisite realignment of resources and directives, which enhances policy and procedure.

In addition to meeting with the leaders of the main labor organizations, the Superintendent has expanded contact with other rank and file members through a program referred to as '*Coffee with the Chief.*' On a regular basis, members of the department are randomly selected to meet with the Superintendent and are encouraged to openly discuss any concerns they have regarding departmental operations. Maintaining this open dialogue approach has provided tremendous insight into day to day issues effecting the men and women of the NOPD.

Another effort designed to seek input from rank and file members of the department was the establishment of an "In Touch" anonymous communication system which began in the summer of 2010. This system allows employees to communicate directly with the Superintendent. To date, more than **900** messages have been received via 'TELLNOPD@getintouch.com' service. This modern day "suggestion" box provides an outstanding opportunity to communicate messages, ideas, etc. This system is designed for use by NOPD employees only. InTouch system messages are routed directly to the Superintendent and are completely anonymous.

- **Evaluation Reform & Performance Initiatives:** Improving performance requires effective analysis. To that end, the Superintendent continues to be a leading proponent of Civil Service and employee evaluation reform and has worked closely with City officials, Civil Service and NOPD's rank and file members in an effort to overhaul the department's outdated employee assessment system. A proposed new system would provide a new focus on customer service (internally and externally to the department), community policing and general employee behaviors. A new feature that will be added is a 360-degree evaluation process in which feedback between the employee and his/her supervisor includes assessments from both the employee's peers and also the employee's subordinates. The purpose of the new Performance Appraisal System, including the 360-degree evaluations, is designed to provide a holistic model for improving individual performance and improving the overall functioning of the New Orleans Police Department.

On September 12, 2010, a written policy describing NOPD's Job Performance Improvement Plan was implemented. This managerial tool is designed to assist an employee with improving their performance and defines clear criteria and expectations of employee behavior. The plan offers clear objectives and establishes a timeline for improvement. Failure of an employee to successfully

complete the terms and conditions of JPIP will be grounds for corrective and/or disciplinary action.

In December 2010, the Superintendent implemented a new written transfer/selection process procedure based on '*knowledge, skills and ability*' criteria. A predetermined set of measures provides a detailed list of objective criteria to be used in the selection process. Available openings are sent out to all employees and a list of openings is also published on the NOPD website with information on how to apply. Applicants are then evaluated and selected through a committee process. The standards are defined so an applicant knows what the assessment panel may consider in their review of the applicant.

CONTINUING THE REFORM MOVEMENT

The 65 point plan released by the Superintendent in August 2010 was appropriately labeled as *'the first steps'* for rebuilding the New Orleans Police Department. The recommendations listed under this plan were the initial reform measures needed to begin our journey in restoring integrity to the department and regaining public confidence.

On March 16th, 2011, the DOJ released an investigative *'Findings Report'* into NOPD operations. That same day, the City's Mayor and its Police Superintendent began plans to target each of the **16** global policy reform recommendations contained in the DOJ study. Within these recommendations were **147** action items which needed to be individually addressed. Since that time, we have not relented in our efforts to tackle the requirements listed at the end of this report and, by June 2012, the City and NOPD had implemented measures addressing over **40%** of these items.

			Completed	In-Progress	Pending	Disagree	\$ Funding
<u>Global Reform Recommendations:</u>			<u>Total # of Action Items:</u>				
1	Use of Force	20	4	16	0	0	0
2	Stops, Searches, and Arrests	6	0	6	0	0	1
3	Discriminatory Policing on the Basis of Race, Ethnicity, and LGBT Status	5	3	2	0	0	0
4	Services for Limited English Proficient Communities	4	1	2	1	0	0
5	Sexual Assault Investigations	9	7	1	0	1	0
6	Domestic Violence Investigations	5	4	1	0	0	1
7	Recruitment	9	6	1	1	1	1
8	Training	19	9	8	2	0	2
9	Supervision	9	4	5	0	0	1
10	Paid Details	6	6	0	0	0	0
11	Performance Evaluations and Promotions	7	1	6	0	0	0
12	Misconduct Complaint Intake, Investigation, and Adjudication	20	3	16	0	1	0
13	Community Policing	10	5	5	0	0	0
14	Officer Assistance and Support	4	1	3	0	0	0
15	Interrogations	10	3	7	0	0	0
16	Community Oversight	4	3	1	0	0	0
TOTALS =		147	60	80	4	3	
							\$ Funding Required = 6

With the submission of the Consent Decree in July 2012, the matrix listed above has been discontinued and expanded to now include the specific 400 plus action items the NOPD will undertake. This matrix served as a guideline pending the submission of the Consent Decree itself. The Consent Decree released in July 2012 offers a broad range of remedies designed to produce sustainable reform within the New Orleans Police Department. These remedies are addressed under seventeen primary categories, which include: 1) Policies & Training; 2) Use of Force; 3) Crisis Intervention; 4) Stops, Searches & Arrests; 5) Custodial Interrogations; 6) Photographic Line-Ups; 7) Bias-Free Policing; 8) Policing Free of Gender Bias; 9) Community Engagement; 10) Recruitment; 11) Academy & In-Service Training; 12) Officer Assistance & Support; 13) Performance Evaluations & Promotions; 14) Supervision; 15) Secondary Employment; 16) Misconduct Complaint Intake, Investigation & Adjudication; and 17) Transparency & Oversight. As evidence throughout this Reform Status Report, many of the reforms initiated in 2010 parallel and predate the same key issues that were addressed in both the DOJ Findings Report and the final Consent Decree.

While issues affecting a proposed Consent Decree between the City of New Orleans and the U.S. Department of Justice remain in question, Mayor Landrieu and Superintendent Serpas are dedicated, and have demonstrated the commitment as noted in this report, to moving forward with all of the reform measures specified under this Agreement. Regularly monthly meetings are now being held between the Mayor and top administration officials to strategically plan for the full implementation of lasting reforms designed to guarantee constitutional policing to all citizens of this community.