



Community Engagement Manual

New Orleans Police Department
Moving from recommendations to action.

"Restoring trust and relationship-building, one interaction at a time."

Superintendent Michael S. Harrison

Document for Internal Use Only

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November 2016



Initiative: Implementation of NOPD Community Engagement Plan

Description:	Community engagement and community policing are core elements of the Consent Decree; the implementation of a Community Engagement Plan will be utilized in the training, documenting and evaluating of the NOPD's community engagement practices and policies.		
Impact:	The impact is far-reaching; as the ultimate goal is to enhance the public's trust in the NOPD through transparency, legitimacy, procedural justice, problem-solving and partnerships.		
Initiative Owner:	Lieutenant Jonette Williams	Initiative Sponsor:	Deputy Superintendent Paul Noel
Core Agencies:	-NOPD -Department of Justice -The Honorable Susie Morgan, U.S. District Court, Eastern District of Louisiana -Office of the Consent Decree Monitor	Other Support Required:	Review of best practices in cities with good community policing ideals (Charlotte, Seattle, Columbia, etc.)
Outputs:	-Better understanding of community policing by officers -Better relationships between community and NOPD	Budget Required:	None
Implementation and Key Activities:	<ul style="list-style-type: none"> -Assess NOPD's current community engagement efforts -Organizational transformation towards community oriented policing strategies -Ensuring community engagement plan fundamentals are included in Academy training -Operationalizing community engagement and community policing activities -Standardized way of tracking community policing and community engagement -Development of the plan's long term strategies and milestones for achievement -Documentation of community policing, community engagement and problem-oriented policing -Accountability measurements 		
Interdependencies:	-Development of the plan is dependent on the document reflecting best practices that achieve Consent Decree compliance and are within the scope of the NOPD, with its current staffing and constraints, yet still maximizing the NOPD's potential to significantly impact the public's perception of the NOPD and enhance the public's trust in the NOPD.		

New Orleans Police Chief Michael Harrison:

People Will View the Police Differently When They See Us Do Things Differently



New Orleans Police Superintendent Michael S. Harrison



WBOC New Orleans Radio Host Oliver Thomas

Superintendent Michael Harrison gave a speech at the Police Executive Research Forum's *Advice from Police Chiefs and Community Leaders on Building Trust* in which he stated:

I am approaching my one-year anniversary as chief, and am finding that changing the culture of a police department is the hardest challenge.

I think that one of the first things in building trust is to demonstrate that you really want to embrace change. So I try not to be defensive. If the community tells me that something is wrong, I don't argue and tell them what I think is right with the department. I accept what the community tells us, and work to fix the things they tell us about. And I try to get that message all the way down to every line officer.

Second, people will *view* us differently when they see us *do* things differently. So it has been my philosophy that we want officers to put in what we call "sweat equity." Whatever people are doing in the community, that's what we do. If you pastors are giving away food, we put the apron on and help give away food. If you are planting trees, we plant trees. We are asking officers to do all these things, and do them in uniform, so people realize that it's the police out there helping to paint a school.

This takes a lot of effort, because we still have to do all the traditional things that police do while we also do these community projects. But it's worth it, because people start to see the police as a partner. And once they begin to see us differently, then you can start talking about all these issues. As long as we are only the "protector and law enforcer," that's all they will see.

Body cameras have helped us, but they are not the "save all." We have had two police shootings in a six-month period in which the citizens died. The first one, I only got one question from the media; and the second one, I had three questions from the media. We didn't get more questions because we were so transparent about the incidents.

I have an interfaith advisory council, with one person from each denomination, and I share information with them when there's a critical incident. So I don't have to ask the citizens to trust me; they can trust their faith leaders.

All of these things help. This is how we change the police culture.¹

¹ Police Executive Research Forum's Critical Issues in Policing Series: *Advice from Police Chiefs and Community Leaders on Building Trust: "Ask for Help, Work Together, and Show Respect"* held in March 2016, which brought together PERF's member chiefs and their invited community leader to discuss strategies for improving police and community relationships.

NEW ORLEANS POLICE DEPARTMENT'S

Community Engagement Manual

POLICY STATEMENT

The Community Engagement Manual is designed to be a long term, aspirational document that will enhance the NOPD's community engagement, community policing and problem-oriented policing procedures. It is the policy of the New Orleans Police Department for personnel to effectively engage the community in every interaction and collaborate with the community in efforts to problem-solve and build partnerships, as well as utilize opportunities to actively engage with the community, in non-traditional roles. The objectives of this manual are meant to guide officers on how to foster positive community engagement interactions between citizens and NOPD, utilize community policing ideals, create opportunities for substantive engagement with the community, substantive collaboration with the community as well as civic engagement.

MISSION STATEMENT

The mission of the New Orleans Police Department is to provide professional police services to the public in order to maintain order and protect life and property. In order to accomplish our mission, we are committed to the philosophy of Community Oriented Policing and Problem Oriented Policing as a means of informing our organizational decisions and prioritizing our crime fighting and quality of life initiatives by engaging each neighborhood and community organization in collaborative problem-solving partnerships.

BACKGROUND

On July 24, 2012, the City of New Orleans, the NOPD and the Department of Justice entered into a Consent Decree which, at that time, was the nation's most expansive. The Consent Decree is a broad, extensive blueprint for positive change and it encompasses sweeping, Department-wide reforms. The Consent Decree contains a broad array of separate tasks and goals detailed in more than 490 paragraphs

and 110 pages; it reflects a shared commitment to effective, constitutional, and professional law enforcement. The Honorable Susie Morgan, United States District Court for the Eastern District of Louisiana, approved the Consent Decree on January 11, 2013.



Community engagement is one of the most important elements of the Consent Decree, because it is the cornerstone of enhancing the public's trust in the NOPD. Every person, from recruit to Superintendent of Police, must understand the importance of community engagement and how to utilize community policing ideals, on a daily basis. It is everyone's job to advance the NOPD's community engagement ideals because each officer represents the NOPD, as a whole, during each and every interaction with the public. Those efforts are reflected in the positive balance of the NOPD's "community bank account", whereas the public makes "deposits" into that account, as well as officers, a sentiment noted in the City of Columbia's Implementation Plan for the President's Task Force on 21st Century Policing.²

"The police are the public and the public are police." Sir Robert Peel³

Community policing is a core philosophy and approach to everyday policing that must be recognized and understood by every member of the NOPD. It is more than simply attending community meetings. While attending and participating in community meetings is important, essentially, many of the same people attend most community meetings and officers begin to "sing to the choir". Additionally, meeting attendance is outcome-based, as opposed to actively engaging with the community or utilizing problem-solving strategies in a proactive manner. Employing problem-solving methods with the community and engaging with the community in non-traditional roles are ways the public can see officers outside of the normal, enforcement capacity; to see that officers are people, just like them, who happen to wear a different uniform. Finally, enhancing officers' everyday interactions with the public is essential to the overall goal of enhancing the public's trust in the NOPD.

This concept can be likened to NOPD's crime-fighting concepts. If officers observe a traffic violation, they know the proper procedure is to conduct a traffic stop and all the protocols that coincide with that traffic stop, such as entering a field interview card (FIC), into the database, issuing a citation or warning, etc. Proper education on the strategies around community policing and problem-solving allows officers to utilize those skills, strategies and terms with the same ease as they do on that traffic stop.

² City of Columbia's Implementation Plan, p.4

³ Community Policing: The Past, Present and Future, p. 4



In *The Collaboration Toolkit: For Community Organizations*, authors note that officers solve problems every day, but best practices show that there is a need for a strong, well-articulated role for community members in solving neighborhood problems to make their communities safer. The police alone cannot substantially affect crime. Community involvement is an integral part of any long-term problem-solving strategy. At the most basic level, the community provides the police with invaluable information on problems that concern them. Community involvement also guides officers in concentrating on appropriate issues that will create support. This collaborative work also gives the community insight into the police perspective on crime, etc. Traditionally, law enforcement has called upon the community to act as their “eyes and ears”, but collaboration allows for the community to participate in various roles of the problem solving process.

Why Collaborate?

- Provide a more systematic, comprehensive approach to addressing crime and disorder problems
- Accomplish what individuals cannot alone
- Prevent duplication of individual or organizational efforts
- Enhance the power of advocacy and resource development for the initiative
- Create more public recognition and visibility for the power of community-police cooperation⁴

If someone were to poll a group of NOPD officers and supervisors, and ask them what is a body worn camera or Taser, how they use the tool(s) everyday, how they document that they have used the tool(s) and do they understand the importance of the tool(s), the overwhelming majority would be able to accurately answer all of the above. The reason that they can is because those things have been constantly reinforced through training and have become ingrained in officers’ daily routines. While community engagement is not a physical item, like a BWC or Taser, the same message holds true. In order for officers to become familiar with terms like problem-solving, SARA⁵, partnerships, community policing, etc., and use those ideals in their daily interactions with the public as well as in police reports, field interview cards and other documents, those ideals must be reinforced on a regular basis through training as well as close and effective supervision.

⁴ *The Collaboration Toolkit for Community Organizations: Effective Strategies to Partner with Law Enforcement*, pp. 11-13

⁵ SARA is a commonly used problem-solving method, (Scanning, Analysis, Response and Assessment).



A New Professionalism in Policing

New Professionalism is a conceptual framework that can assist chiefs, front-line officers and members of the public alike in understanding and molding the work of police departments today and in the future. On the front lines, the New Professionalism can help police officers work together effectively, connect their daily work to the larger goal of building a better society as well as share their successes and frustrations with the community they serve. The New Professionalism can help the public understand individual police actions as part of broader strategies.

Each of the four elements of the New Professionalism, accountability, legitimacy, innovation and national coherence, has something to offer police and the community. The New Professionalism also embraces and extends the best of community policing. The NOPD is embracing accountability through the body worn camera program and other initiatives. The Department is becoming a leader in transparency and accountability. Legitimacy is conferred by law and earned by adhering to professional standards and winning the trust and confidence of the community. Innovation is essential at every level of police agencies.⁶



THE PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING

In light of recent events that have exposed rifts in the relationships between local police and the communities they protect and serve, on December 18, 2014, President Barack Obama signed an

⁶ *New Perspectives in Policing: Toward a New Professionalism in Policing*, pp.2-3; 14

executive order establishing the Task Force on 21st Century Policing. The President charged the task force with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust.

Two of the document's pillars are essential to the NOPD's Community Engagement Plan, Pillar One: Building Trust and Legitimacy and Pillar Four: Community Policing and Crime Reduction. Excerpts of exact verbiage from the final report of The President's Task Force on 21st Century Policing are provided below.⁷



Pillar One: Building Trust and Legitimacy

Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to impose control on the community. Pillar One seeks to provide focused recommendations on building this relationship.

Law enforcement culture should embrace a guardian—rather than a warrior—mindset to build trust and legitimacy both within agencies and with the public. Toward that end, law enforcement agencies should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with rank and file officers and with the citizens they serve. Law enforcement agencies should also establish a culture of transparency and accountability to build public trust and legitimacy. This is critical to ensuring decision making is understood and in accord with stated policy.

Procedural Justice

The Task Force also states in Pillar One that the public confers legitimacy only on those they believe are acting in procedurally just ways. Procedurally just behavior is based on four central principles:

- Treating people with dignity and respect
- Giving individuals “voice” during encounters
- Being neutral and transparent in decision making

⁷ The Final Report of the President's Task Force on 21st Century Policing, pp. 1; 10; 41-42

- Conveying trustworthy motives

The Task Force goes on to say research demonstrates that these principles lead to relationships in which the community trusts that officers are honest, unbiased, benevolent, and lawful. The community therefore feels obligated to follow the law and the dictates of legal authorities and is more willing to cooperate with and engage those authorities because it believes that it shares a common set of interests and values with the police. Officers should take these principles with them in every interaction with the community. The collaboration between the community and police during Mardi Gras is an excellent example of this concept.



Pillar Four: Community Policing and Crime Reduction

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Yet mutual trust and cooperation, two key elements of community policing, are vital to protecting residents of these communities from the crime that plagues them. Community policing combines a focus on intervention and prevention through problem solving with building collaborative partnerships between law enforcement agencies and schools, social services, and other stakeholders. In this way, community policing not only improves public safety but also enhances social connectivity and economic strength, which increases community resilience to crime. And, as noted by one speaker, it improves job satisfaction for line officers, too. In fact, it is important that not all interactions be based on emergency calls or crime investigations.

Community policing requires the active building of positive relationships with members of the community—on an agency as well as on a personal basis. To be most effective, community policing also requires collaborative partnerships with agencies beyond law enforcement.

Problem solving, another key element of community policing, is critical to prevention. And problems must be solved in partnership with the community in order to effectively address chronic crime and disorder problems.

It must also be stressed that the absence of crime is not the final goal of law enforcement. Rather, it is the promotion and protection of public safety while respecting the dignity and rights of all. And public safety and well-being cannot be attained without the community's belief that their well-being is at the heart of all law enforcement activities. It is critical to help community members see police as allies

rather than as an occupying force and to work in concert with other community stakeholders to create more economically and socially stable neighborhoods.



UNDERSTANDING COMMUNITY ENGAGEMENT AND COMMUNITY POLICING

Building relationships before an incident or crime occurs.

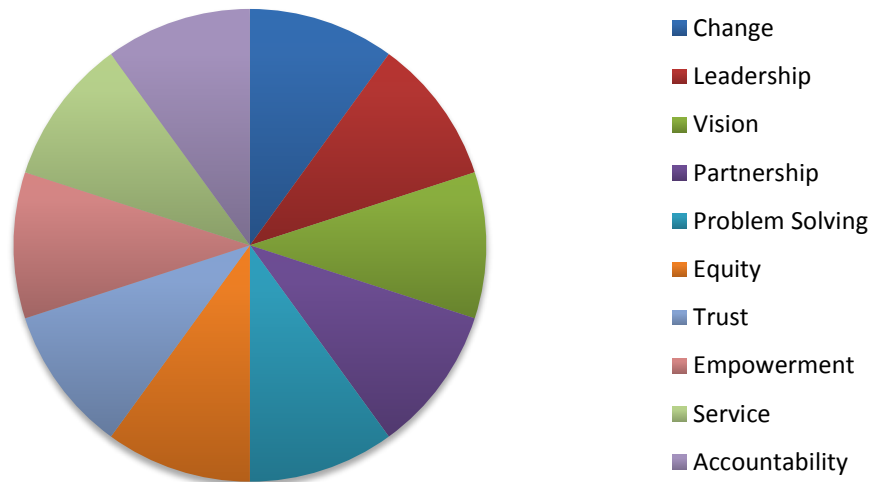
Community engagement and community policing sound like the same thing and appear to be the same thing, but actually, the ideals are different. Community engagement is an all-encompassing term for how police interact with the public. For example, it includes the way officers explain police actions to a citizen, how they personalize their interactions with the public and humanize themselves, while still maintaining the highest level of professionalism and safety.

Do officers sometimes ride with the windows down to “hear” what’s going on in the community they serve? Do they get out of the car and stop to talk with the church group that’s cleaning up the neutral ground or the kids selling lemonade? De-escalation tactics include community policing strategies as well.

Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public-safety issues such as crime, social disorder and fear of crime.



Ten Principles of Community Policing



COMMUNITY POLICING IS NOT.....	
A tactic, technique or program.	Community policing is not a limited effort to be tried and then withdrawn, but instead a new philosophy of delivering public service to the community.
<i>"Soft" on Crime</i>	<i>Community policing addresses the entire matrix of problems that result in crime, fear of crime and disorder.</i>
Paternalistic	Community policing shifts the role of police from "expert" to "partner".
<i>Cosmetic</i>	<i>Community policing addresses the entire range of dynamics that allow problems to fester and grow.</i>
Just Another Name for Business as Usual	If there is no substantive change, then it is not community policing.

Both graphs are from *Community Policing, How to Get Started* by Robert Trojanowicz and Bonnie Bucqueroux⁸

⁸ *Community Policing: How to Get Started, 2nd Edition*, pp. 8-9, 10-12



According to Gary Gordner's work, community policing has a tactical dimension, which ultimately translates ideas, philosophies and strategies into concrete programs, tactics and behaviors. Three of the most important tactical elements of community policing are positive interaction, partnerships and problem-solving. Community policing also stresses the importance of active partnerships between police, other agencies and citizens, who work together to solve problems. Gordner states that positive interactions remind officers that most citizens do respect and support law enforcement. Methods for engaging in positive interaction include:

- Routine Call Handling: officers taking the time to engage in more positive interaction in the course of handling calls for service, instead of rushing to clear calls
- Attending meetings: yields positive non-enforcement interactions with the community
- School-based policing: school resource officers, GREAT/DARE/McGruff with Officer Friendly, youth and police dialogues all of which allow police to positively interact with youth and serve as mentors
- Interactive patrol: instead of watching what goes on in public spaces, officers should stop and talk to people more

Problem-solving orientation towards policing, rather than the incident-oriented approach is recommended. Whenever possible, officers should search for underlying conditions that give rise to single and multiple incidents. Once identified, officers should try to affect them as a means of controlling and preventing future incidents.⁹

If an officer conducts a vehicle stop at a location that is known to have a high volume of traffic accidents, did the officer: introduce himself/herself and advise the citizen why he or she was stopped; explain to the citizen that this intersection is known to have a high volume of traffic accidents and the dangers of the traffic violation that the officer observed? While this is not an all-encompassing list, it does give reference points as it relates to positive community engagement. Citizens want and have the right to know that information; and in most cases, they will respect the officer for taking that extra few moments to explain to them why he or she was stopped. Many officers do these things now, on a regular basis and don't even realize it, such as taking a few extra moments to explain to a citizen the importance of securing his/her vehicle, reviewing the lighting on the exterior of their home which serves as a deterrent and placing important items in the trunk, during a vehicle burglary investigation.

⁹ Community Policing: Principles and Elements, pp.6-8



If an officer responds to a call for service regarding a lady complaining that the neighbor's construction company rolled over her grass and uprooted some of the lawn, instead of not taking the concern seriously and the officer advising her that he/she has more important things to do, why not take a few moments to listen to the citizen, have the officer acknowledge that he/she understands her lawn is very important to her and speak with the construction company about refraining from driving on her lawn, if possible; and if circumstances dictate that they drive on her lawn, knock on her door and let her know. They may even have some dirt to place in the damaged section of the lawn. This is community policing. This is problem-solving. In taking a few extra minutes to talk to the involved parties, all leave with a positive and productive interaction with the NOPD.

Most police officers will say that they became a police officer to help people. Even though the average day of a police officer is quite busy, he or she can still find the time, even if only briefly, to utilize community policing and problem-solving strategies. Officers can efficiently move through their day, respond to calls for service effectively and still have time to include these ideals in their daily interactions with the public.

Officers are not expected to act as safety experts and offer tips that make the Department liable for their suggestions, nor should they blame the victim for the issue that they have reported. Delivery is everything; it can make or break the positive community engagement opportunity. An example of negative commentary would be telling a robbery victim they should walk on a well-lit street next time, to avoid being robbed.



Police Perspective: Rules for Community Engagement

Building Trust in a Diverse Nation, How To Increase Cultural Understanding, COPS/Vera¹⁰

1. Police officers must understand that they are public servants charged with helping the community solve its problems.

¹⁰ *Building Trust in a Diverse Nation: How to Increase Cultural Understanding*, p. 21

2. Officers must recognize that crime prevention is part of their job and in order to do this, they must connect with community service providers and help those who need services, get access to them. This will prevent an unnecessary reliance on the justice system for their wellbeing.
3. Police must stop assuming that they know what the community wants and needs. Instead, they should go to the community often and ask what it wants and needs from them. This is a building block of community trust and departmental transparency.
4. Officers must engage with the community and discuss their planned approach to enforcing the law and ensuring community safety. If the majority of the neighborhood does not support this approach, police must adjust their plan. Targeted enforcement must always be coupled with a focused community relationship-building campaign.
5. Officers must behave and communicate with decency. A positive attitude is everything. Behaving this way attracts people and enables them to begin trusting you.
6. Officers must admit when they get it wrong. Community members understand that police are human and make mistakes. If an officer treats someone badly or makes a mistake, he or she must admit the errors and ask for help from fellow officers.
7. Police officers must meet with community members in the community.



Supervisor Buy-In

In the DOJ/COPS manual, *Reaching Out to the Private Sector: Building Partnerships and Managing Your Workforce*, authors note first-line supervisors play an integral role in fostering and identifying effective community engagement skills in their officers. The leadership, or lack thereof, exhibited by a sergeant can have an extreme effect on how an agency is perceived by the public. Officers want leadership and empowerment; first-line supervisors must find the balance.¹¹

A recent COPS article by Chris Cognac noted that support and encouragement from command staff and supervisors make a huge difference in an individual officer's ability and willingness to go above and beyond, to truly become community police officers. But to get proactively involved in the community they serve, officers must also have the capacity to identify a need and find a solution by being given the time and opportunity to do so.¹²

¹¹ *Reaching Out to the Private Sector: Building Partnerships and Managing Your Workforce*, p.33

¹² *Ready, Set, Engage! Ideas and Options for Community Engagement and Partnership Building*, p. 2



Supervisor buy-in on community engagement is essential. Supervisors must recognize that community engagement is important, they must understand what community policing looks like and they must ensure that officers are positively engaging with the community on a daily basis. It is as simple as a supervisor recognizing an officer in roll call who received a letter of recognition from a member of the public for positive community engagement or submitting a commendation for an officer who has gone over and above in the area of community engagement. Mechanisms that ensure supervisors track community engagement in a qualitative manner, in addition to a quantitative manner are important also.

Guiding Principles for Supervisors

- Does NOPD recognize positive community engagement in the districts' and headquarters' MAX¹³ meeting?
- If a supervisor had to do an officer's evaluation based strictly on community policing and community engagement efforts, could he or she do it?
- Are supervisors monitoring and instilling community policing ideals within the officers they supervise?

EFFECTIVE TRAINING IS ESSENTIAL



In the Vera Institute's¹⁴ *How to Support Trust Building in Your Agency* document, authors suggest that while police agencies may be increasingly turning to community policing to improve every manner of operation within their jurisdictions, they require more concerted and innovative training strategies to

¹³ The Management Analytics for Excellence meeting was formerly known as the Comstat meeting.

¹⁴ Vera Institute of Justice works in partnership with local, state and national government officials to create change from within.

ensure that agencies have a rank and file that can support such undertakings. Police training should be comprehensive and continuous: from training recruits on cultural awareness to training patrol officers on effective communication practices to training supervisors on identifying and responding to bias. Investing in continuous training at all levels allows for the fostering and development of a more skilled, community-centered police agency.¹⁵

Field Training Officers

NOPD recruits undergo a rigorous training curriculum—a mix of classroom, scenario-based and physical training for 26 weeks at the Training Academy. Once they graduate, they're paired with a veteran officer known as a FTO, or Field Training Officer, who serves as a mentor through the recruit's 16 weeks of field training. FTO's serve as a liaison between classroom learning and street smarts. For recruits fresh out of the Training Academy, FTO's are a lifeline with years of experience and have the institutional knowledge that only comes with being on the job. FTO's participate in a separate in-service training every year, in addition to their core in-service training¹⁶, as well.



Community Policing Foundation: 2017 Annual Master Training Plan

The NOPD has a commitment to the principles and practice of community policing as a foundation for serving the citizens of New Orleans. This focus begins with promoting and strengthening partnerships within the community, fostering collaborative problem-solving and increasing community confidence in the NOPD. Consent Decree Paragraph 226 requires structured training in community policing and problem-oriented policing for all officers, supervisors, managers and executives. Listed with each of the below requirements are the initial training courses provided to recruits.

Community policing training shall include: (Respective course titles follow each requirement)

- *“methods and strategies to improve public safety and crime prevention through community engagement”* (Community Policing – Embracing the Philosophy; Procedural Justice; Crime Prevention)
- *“scenario-based training that promotes the development of new partnerships between the police and the community, targeting problem solving and prevention”* (Community Policing – Embracing the Philosophy; Procedural Justice; Crime Prevention)

¹⁵ *Building Trust in a Diverse Nation: How to Support Trust Building in Your Agency.* p. 44

¹⁶ Core in-service training is a yearly, 40 hour class that officers, sergeants and lieutenants attend together.

- *“leadership, ethics and interpersonal skills”* (Standards of Conduct; Police Role in the Community; EPIC; Attaining Respect)
- *“community engagement, including how to establish formal partnerships and actively engage community organizations, including youth, immigrant, and LGBT communities”* (Community Policing – Embracing the Philosophy; Procedural Justice; Crime Prevention; LGBT Awareness; Survival Spanish; Diversity in the Community; Domestic Violence)
- *“problem-oriented policing tactics, including a review of the principles behind the problem solving framework developed under the “SARA Model” (scanning, analysis, response, assessment), which promotes a collaborative, systematic process to address issues of the community, including safety and quality of life”* (Community Policing – Embracing the Philosophy; Procedural Justice)
- *“conflict resolution and verbal de-escalation of conflict”* (Verbal Judo; De-escalation; Human Performance; Crisis Intervention; Conflict Resolution; Domestic Violence)
- *“cultural awareness and sensitivity training”* (Fair and Impartial Policing; Handling the Elderly; Victim Assistance; Standards of Conduct; Police Role in the Community; EPIC)
- **Community Policing: Embracing the Philosophy:** This course will familiarize participants with the development of community policing both as an overall philosophy and as a problem-solving method. The training will enable participants to distinguish differences between traditional law enforcement and community policing.
- **Procedural Justice:** This course will identify the core concepts and principles of procedural justice and how each relates to the Department and the community. The training will present the four pillars of procedural justice, define how to increase legitimacy with the community, and discuss how procedural justice relates to the use of force.
- **Crime Prevention:** This course will identify crime prevention concepts and examine a set of theories regarding the police-citizen cooperative roles in the prevention of crime. The training will also discuss the operational aspects of crime prevention programs and the basic steps necessary in assessing a crime problem.
- **Standards of Conduct:** This course will define the standards of conduct expected of a professional police officer. The training will explain ethics, areas of service and the elements of integrity. Discussions on off-duty professionalism, social media, lifestyle choices and common neglect of duty violations will also be emphasized.
- **Police Role in the Community:** This course will assist each recruit in understanding their obligation to society, their role in the community, and their place in the criminal justice system.

The training will also identify ways in which officers can influence and affect the community's attitude toward the police, and emotional temptations that lead to unethical behavior.

- **EPIC:** This course will introduce the Department's EPIC Peer Intervention program which provides officers with the tools to intervene successfully when confronted with the mistakes of their peers. The training will identify the components of the program – addressing inhibitors, critical loyalty and active bystanders.
- **Attaining Respect:** This course will share each recruit's collective role in gaining respect for the peace officer, and ensure they are aware that their actions often influence the public's attitude toward the law enforcement community. The training will also identify the standards by which citizens evaluate a police department and what the community expects from their officers.
- **LGBT Awareness:** This course will discuss terms used in the LGBT community and identify positive police interactions. The training will propose methods of cooperation and community impact and how the Department and the LGBT community can make the City a safer, more accepting place to live.
- **Survival Spanish:** This course employs a variety of self-instructional techniques that provide a law enforcement officer with immediate access to practical Spanish that can be deployed in policing activities. An officer typically uses only a small number of phrases, questions and commands in order to do his job. These very limited survival language items form the basis of this program.
- **Diversity in the Community:** This course will aid the recruit in understanding and identifying unique factors when communicating with minority citizens.
- **Domestic Violence:** This course will be presented by the Family Justice Center and reinforce the previous NOPD training in recognizing the predominant aggressor. The domestic violence checklist will be utilized to demonstrate its purpose as an investigative guide to interpret behaviors. Officers will also be made aware of how to identify and recognize injuries and the symptoms of strangulation.
- **Verbal Judo:** This course shall develop tactical communication strategies for officer safety and enhanced professionalism. The training will deploy the principles of verbal judo which incorporates words as a force option and a valuable tool in de-escalation strategies. The overall goal of tactical communication and verbal judo is to generate voluntary compliance from a compliant or non-compliant violator(s).
- **De-Escalation:** This course will review the principles of de-escalation in the handling of crisis events and critical incidents involving use of force. The training will include a review of Departmental guidance and feature role play scenarios that evaluate an officer's decision making towards force options.

- **Human Performance:** This course will analyze the human performance elements and causal factors that influence decisions to use force.
- **Crisis Intervention:** This course will incorporate role play in the recognition of crisis intervention symptoms and the practice of verbal de-escalation. The training will also consider the decision to transition to the appropriate level of physical force and how to deploy successful tactics for handling a non-compliant consumer.
- **Conflict Resolution:** This class provides sensitivity, conflict resolution, and multicultural awareness training for recruits by teaching them how to develop communication skills which may allow them to avoid physical violence when handling intense emotional situations. This course is designed to make the recruit aware that his/her actions may often reflect the public's attitude toward the police, develop understanding and empathy for the citizens that he/she serves and understand the concept of developing good interpersonal relations and communication with the citizens that he/she serves.
- **Fair and Impartial Policing:** This course introduces the concept of implicit bias and demonstrates how implicit biases can impact the perception and behavior of officers. The training will feature a series of interactive exercises that allows officers to experience how implicit bias works and how it can impact their own actions.
- **Handling the Elderly:** This course will provide a description of the crimes associated with elder abuse. The training will review the Louisiana Law that governs abuse of elderly/disabled adult victims and propose investigative and notification requirements.
- **Victim Assistance:** This class provides an overview of law enforcement's response to victim assistance, Louisiana law that governs basic rights for crime victims and witnesses, the five steps for officers to utilize when encountering a victim or witness of a crime and the purpose of Louisiana Victim Notice and Registration forms.
- **Relationship Based Policing:** This course is a program that refocuses building trust and public confidence while sustaining crime-fighting partnerships with the community. In this version of community policing revisited, officers will participate in scenario-based training to apply methods to develop partnerships and engage in community problem-solving and collaboration. Components will include the outreach to limited English proficient citizens and an introduction to violence reduction strategies.
- **Encountering the Hearing Impaired:** This course will describe the actions that can be undertaken for an officer to communicate with a person who is hearing impaired. The training will identify the support resources that are available to assist and what materials may be utilized until the arrival of an interpreter.
- **The Cultural Gumbo of New Orleans:** This course will identify the distinct cultural differences in New Orleans neighborhoods and community make-up of the City. The training will also expose recruits to some of the most common street language.

- **Preventing Unconstitutional Policing:** This course will explain the recruit's responsibilities in preventing violations of constitutional policing, including a working knowledge of key policies and procedures. The training will identify the consequences of a failure to act in ethical decisions, or when there is a violation of tactics and training.

2017 In-Service Program (Officers and Supervisors)

- **Relationship Based Policing:** This course is a program that refocuses building trust and public confidence while sustaining crime-fighting partnerships with the community. In this version of community policing revisited, officers will participate in scenario-based training to apply methods to develop partnerships and engage in community problem-solving and collaboration. Components will include the outreach to limited English proficient citizens and an introduction to violence reduction strategies.
- **Crisis Intervention:** This course will incorporate role play in the recognition of crisis intervention symptoms and the practice of verbal de-escalation. The training will also consider the decision to transition to the appropriate level of physical force and how to deploy successful tactics for handling a non-compliant consumer.
- **Bias-Free Policing:** This course will expand upon the previous year's training in Fair and Impartial Policing by identifying the impact of bias in decision to use force. The training will emphasize de-escalation and the importance of interpersonal communication skills, including employing techniques of words as a force option. The course will also introduce how to prevent unconstitutional policing, and recognizing the legal aspects of using race, ethnicity, gender, national origin, religion, sexual orientation or gender identity.
- **Stop, Search and Arrest:** This course will review NOPD policy and provide legal updates towards 4th Amendment guidance. Training will emphasize and utilize role play for an officer to effectively articulate the elements that establish a valid Terry stop. A goal is to ensure valid decision making in the application of reasonable suspicion and probable cause, including the detailed documentation of these factors in police reports and field interview cards. The course will also review elements of an arrest and the deployment of handcuffs and applicable levels of force.
- **Preventing Unconstitutional Policing:** This course will explain the supervisor's responsibilities in preventing violations of constitutional policing, including a working knowledge of key policies and procedures. The training will identify leadership inexperience and a failure to act in ethical decisions, or when there is a violation of tactics and training. The legal aspects of negligent supervision and executive liability will also be discussed.

Aspirational Training Ideals

Training should include coursework that ensures supervisors are able to accurately identify community policing and community engagement, as well as train officers in seizing community policing opportunities and understanding community policing and community engagement ideals. *Community Policing in Action; A Practitioner's Eye View of Organizational Change* noted the San Jose Police Department's Advancing Community Policing grant included the following suggestions: training for

lieutenants on how to create and sustain community policing and a professional development course for supervisors that had community policing skills including leadership, qualities of successful community policing programs, problem-solving, team building, public speaking and mobilizing community resources.¹⁷

Implementation of ideal that recruits conduct a POP project, by identifying one localized community issue during the FTO phase and complete a one page document (could be added to the FTO book) summarizing the problem, explaining how the recruit became aware of the problem, what is known about the problem (factors that accompany or precede), what knowledge is needed to solve the problem and how the Department will attempt to solve the problem.



Problem-Oriented Policing

Problem-Oriented Policing is a proactive problem solving approach that uses the SARA model to focus on proactive solutions, specific crime problems and achieving crime reduction results. The problems must be those that the community recognizes as important. The NOPD is already doing this work with the domestic violence/Blueprint for Safety policy and the Crisis Intervention Team.

Implementing POP noted the following example. Lord Stevens, a previous commissioner of the London Metropolitan Police Service, once described the fundamental challenge of policing with an analogy. He asked his audience to visualize a fast-flowing river, sweeping hundreds of people away in its current. He contended that the traditional police response is to jump into the river and try to help as many people as possible, rather than to move upstream to figure out why and how people are falling into the river in the first place. He went on to say, “And so begins a reactive cycle of uncontrolled demand and equally uncoordinated response. The police become like lifeguards frantically swimming against the tide from one incident to another, employing different tactics in a disjointed and unfocused manner with little or nothing to show for it at the end of the day.” The use of POP offers an option for police to have something sustainable to show for their efforts, at the end of the day.¹⁸

¹⁷ *Community Policing in Action; A Practitioner's Eye View of Organizational Change*, pp. 63-64

¹⁸ *Implementing POP: Leading, Structuring and Managing a Problem-Oriented Police Agency*, p.3



The SARA Model

A commonly used problem-solving method is the SARA model (Scanning, Analysis, Response and Assessment). The SARA model, as defined by the Center for Problem Oriented Policing¹⁹, contains the following elements:

SCANNING	ANALYSIS	RESPONSE	ASSESSMENT
Identifying recurring problems of concern to the public and police.	Identifying and understanding the events and conditions that precede and accompany the problem.	Brainstorming for new interventions.	Determining whether the plan was implemented (a process evaluation).
Identifying the consequences of the problem for the community and the police.	Identifying relevant data to be collected.	Searching for what other communities with similar problems have done.	Collecting pre and post response qualitative and quantitative data.
Prioritizing those problems.	Researching what is known about the problem type.	Choosing among the alternative interventions.	Determining whether broad goals and specific objectives were attained.
Developing broad goals.	Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.	Outlining a response plan and identifying responsible parties.	Identifying any new strategies needed to augment the original plan.
Confirming that the problem exists.	Narrowing the scope of the problem as specifically as possible.	Stating the specific objectives for the response plan.	Conducting ongoing assessment to ensure continued effectiveness.
Determining how frequently the problem occurs and how long it has been taking place.	Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.	Carrying out the planned activities.	
Selecting problems for close examination.	Developing a working hypothesis about why the problem is occurring.		

¹⁹ <http://www.popcenter.org/about/?p=sara>

	Problem Oriented Policing	Community Policing
Primary emphasis	Improving response to public safety problems falling within police mandate	Engaging the community in the policing process
When police and community collaborate	Determined on a problem-by-problem basis	Always or nearly always
Emphasis on problem analysis	Highest priority given to thorough analysis	Encouraged, but less important than community collaboration
Preference for responses	Strong preference that alternatives to criminal law enforcement be explored and that preventative responses be preferred over merely reactive ones	Preference for collaborative responses with community
Role for police in organizing and mobilizing the community	Advocated only if warranted within the context of the specific problem being addressed	Emphasizes strong role for the police
Degree to which police share decision-making authority with community	Strongly encourages input from community while preserving police's ultimate decision-making authority	Emphasizes sharing decision-making authority with the community

Implementing POP: Leading, Structuring and Managing a POP Agency by Michael Scott and Stuart Kirby²⁰



Using SARA and Problem-Oriented Policing

Charlotte-Mecklenburg noted in its Advancing Community Policing Grant that most officers did a quick scan of a problem and then moved immediately to the response phase, whereby officers missed the opportunity to use the power of available data to understand the true nature of the problem, who was affected, what the consequences were and how to shape a response based on the results of data analysis.²¹

The DOJ/COPS *Guide to Reducing Crime and Disorder Through Problem Solving Partnerships* suggests that comprehensively analyzing a problem is critical to the success of the problem-solving effort. Effective tailor-made responses cannot be created unless the officer knows what is causing the problem. Skipping analysis also runs the risk of addressing a problem that doesn't exist and/or implementing solutions that are ineffective in the long run. The reasons for skipping the analysis process include the nature of the problem sometimes falsely appears obvious at first glance and investigating or researching the problem doesn't appear as "real" police work.²²

²⁰ *Implementing POP: Leading, Structuring and Managing a Problem-Oriented Police Agency*, p.9

²¹ *Community Policing in Action; A Practitioner's Eye View of Organizational Change*, pp. 23-24

²² *Guide to Reducing Crime and Disorder Through Problem Solving Partnerships*, p.11



If a group of citizens report illegal dumping of tires at a particular location, which response utilizes problem-solving strategies and garners positive community engagement, and which doesn't?

Response 1

Tell the group that we don't know who dumped the tires, therefore we can't take enforcement action and that the Sanitation Department is responsible for picking up the debris.

Response 2

Scanning: Ask the group do they regularly see tires being dumped at this location or is it the first time they have seen tires dumped there? Does anyone in the group know who owns the property, as it may be a neighbor that currently resides within or outside of New Orleans. How big of an issue is this for their neighborhood?

Analysis: Visually inspecting the location to determine, is this an abandoned property, occupied home or vacant lot adjacent to a neighboring property. Does the group have a time frame that the tires were most likely dumped? Have they seen any large trucks with tires in the neighborhood recently, if so, was it a commercial vehicle? Are there any visible surveillance cameras in the area?

Response: Initiate a Signal 21Q, quality of life complaint, (if the officer hasn't already done so). Advise the group of the process to report illegal dumping to the City's 311 system and that they will receive a work order number to find out the status of progress. Let the group know that you will share this information with your supervisor; that supervisor will then share that information to the particular platoon supervisor that is designated as the time frame that the dumping has occurred, to include random patrols as a deterrent. Provide the group with the number to the Sanitation Department. Relay to the group that they should call 911 if they observe any suspicious activity in the neighborhood, like someone actively engaged in illegally dumping tires at the location.

Assessment: Providing the group with the district's email address and next NONPACC²³ meeting, if they have additional information to share as it relates to law enforcement's role in the matter. The notified supervisor will then share that information to the particular platoon supervisor that is designated as the time frame that the dumping has occurred, to incorporate random patrols as a deterrent.

²³ New Orleans Neighborhood Police Anti-Crime Council meeting, held monthly, in each police district, which is attended by district leadership, to address community concerns and share crime-fighting strategies with the public.

Both responses are informative, but response two is obviously the desired response. It only entails asking a few more questions and indicates the officer is knowledgeable about quality of life complaint routing. Response two takes the same amount of time that it takes to fully investigate any other similar non-emergency call, such as a theft or noise complaint.



Every Officer Is a Quality of Life Officer.

“Empowering residents to take responsibility for their neighborhoods”

“Fostering the development of NOPD neighborhood ambassadors”

“Challenging officers to proactively engage with the community”



The Department is continually building mechanisms whereby every member of the NOPD seizes the opportunity to actively engage the community and proactively engage in problem-solving strategies. Each officer should take ownership for more than what occurs on his/her platoon; everyone should own the community's problems. A simple example is notifying the next watch, at shift change, of a particular community problem or concern that needs to be addressed during that time frame.

Every officer, whether on the platoon or assigned to any other unit outside of the eight police districts, needs a working knowledge of how to positively engage with the community, because the primary focus is enhancing every officer's daily interactions with the public, not just how officers engage with those that they meet through calls for service.

As stated by Gary Cornder in *Reducing Fear of Crime: Strategies for Police*, to increase the degree of familiarity between residents and the police, which he called personalized policing, officers must know the people who live in their beats and have a degree of responsibility for protecting them; residents should be able to identify the officers and supervisors that work in their neighborhood. Ideally, these

interactions become personal and less bureaucratic, which heightens the public's sense that the police care and can be counted on to protect their community.²⁴



Providing More Time to Engage in Problem-Solving Strategies

The new deployment strategy builds more free time into officers' schedules for community policing activities. The NOPD has enacted several initiatives to remove duties from platoon officers. This, paired with the continual hiring of new officers, will assist in allowing officers more time to engage in problem-solving strategies. Recent initiatives include:

- A major restructuring effort that increases police presence and reduces violent crime in neighborhoods (January 2016)
- Shifting non-essential duties (administrative and mechanical tasks) away from commissioned officers (January 2016)
- Updating the City's False Alarm Ordinance to cut time wasted responding to false alarms (in-progress)
- Building an on-line reporting system to report non-violent property crimes to police (in-progress)
- Continuing an aggressive recruiting and hiring campaign (on-going)
- Removal of Desk Officers on Third Watch (June 2016)
- Burden Reduction Working Groups (on-going)
- Implementing an Alternative Police Response (APR) Unit, to handle non-violent property crime reports via telephone (January 2016)
- Implementing Electronic Warrants to expedite the warrant process (June 2016)



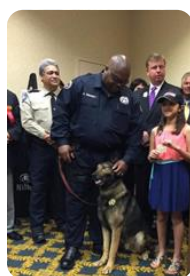
²⁴ *Reducing Fear of Crime: Strategies for Police*, p. 45

LIMITED ENGLISH PROFICIENCY SPEAKING COMMUNITIES

New Orleans has long been an international locale, rich with a diverse population of residents hailing from around the globe. The NOPD is continually building mechanisms and training opportunities to enhance engagement with all segments of the community, including limited English communities, which were deemed a Vera Institute best practice. The Vera Institute notes cultural competency training exposes officers to cultural differences and language barriers they may encounter when interacting with limited English communities. Developing this knowledge is essential for officers seeking to foster trust and effectively respond to the community's public safety needs. Policing in the 21st century means preparing police departments to serve increasingly diverse multicultural populations and furnishing police officers with the tools and resources necessary to serve all members of their communities.²⁵

As part of an on-going effort to build trust between the community and the police, the NOPD is:

- Building a team of bilingual officers to improve communication with limited English speaking communities
- Equipping officers with translation devices in the field
- Translating public information in other languages at NOPD facilities
- Training new recruits on interacting with the Spanish-speaking community
- Aggressively recruiting bilingual police officers



For the first time in the history of the Department, the NOPD is building a team of certified bilingual officers. Their mission is simple but incredibly important to the overall community policing strategy: improve the way NOPD communicates with limited English speaking members of the community to build trust and strengthen relationships. While the NOPD always had officers who had bilingual abilities, this is the first time the NOPD has put together a comprehensive plan, that includes a pay incentive, that brings a team of officers together to use their skills on patrol. In 2016, the Civil Service Department

²⁵ *Building Trust in a Diverse Nation: How to Serve Diverse Communities*, pp. 6, 32

partnered with a local registered interpreter to hold the first certification exam for Spanish-speaking officers. To date, eight officers and one civilian employee have been certified as bilingual and are being called upon every day to communicate in the field with limited English speaking residents and visitors who interact with police. The Vera Institute noted when officers are working to build trust and collaboration with Latino victims of crime, a best practice is to use Spanish-speaking officers or telephonic interpreters, when Spanish-speaking officers are unavailable.²⁶



The same initiative will soon be launched for Vietnamese-speaking officers. Additionally, participation in cultural celebrations and events, such as the Lunar New Year, are also important ways to overcome cultural differences and build relationships.

The Vera Institute's *Engaging Police in Immigrant Communities: Promising Practices from the Field* noted that the Storm Lake Police Department analyzed calls for service data that revealed the largest number of calls came from the four neighborhoods in which the majority of the city's Laotian and Latino immigrants live. The SLPD decided to expand the use of the mobile command unit by dispatching it to Laotian and Latino neighborhoods, where it could serve as a temporary substation. They piloted the program over the course of a summer, alternately parking the mobile command unit in each of the four communities for 2 to 3 hours during the evening when the department typically received the largest amount of calls for service.

Each evening, the temporary substation attracted about 50 to 150 citizens. Police department personnel were present at the temporary substation, as well as government agencies, such as the fire department and social service agencies that provide additional services or community outreach. By working out of this neighborhood-based substation, officers are able to respond quickly to emerging issues and make face-to-face contact with many more citizens. As a result of this increased contact, some residents came forward to report crimes and public safety concerns that they would never have reported by calling 911 or traveling to police headquarters. By utilizing data to prioritize the allocation of finite resources, the SLPD has been able to respond to a larger number of the city's crimes and public safety threats in an efficient and responsive manner.²⁷ This initiative could not only be used in the Hispanic and Vietnamese communities, but across the City, in various neighborhoods, as a proactive outreach strategy to build relationships with the community.

²⁶ *Building Trust in a Diverse Nation: How to Serve Diverse Communities*, p. 8

²⁷ *Engaging Police in Immigrant Communities: Promising Practices from the Field*, pp.38-39

OPERATIONALIZING COMMUNITY ENGAGEMENT AND COMMUNITY POLICING

Visible actions resulting in invisible reactions (enhancing trust in the NOPD)

The NOPD invests in continuous training at all levels of the NOPD; which includes Recruit Training, Core In-Service Training, Supervisor In-Service Training, Daily Training Bulletins and resources on Sharepoint²⁸.

Key ideals that are at the core of the NOPD's community engagement plan include:

1. *Substantive Engagement with the Community* (whereby officers give citizens a voice during interactions at meetings and events, by allowing them to first share their experiences, thoughts and values, which results in buy-in, even if officers can't solve their problem.)
2. *Substantive Collaboration with the Community* (whereby officers partner with the community in problem-solving, as done through PCAB and NONPACC)
3. *Civic Engagement* (police-initiated actions that give back to the community, such as district toy giveaways at Christmas, mentoring, coaching, etc.)²⁹



Recognizing Procedural Justice Tenants

The NOPD has various policies³⁰ that instruct officers on how to act in a procedurally just manner and address the four areas listed below, as noted in The Final Report of the President's Task Force for 21st Century Policing. Policies are included in roll call trainings, Academy training and daily training bulletins.

- Treating people with dignity and respect (professionalism, courtesy, etc.)
- Giving individuals "voice" during encounters (letting citizens be heard and allowing them to speak/ask questions)

²⁸ Intranet site for NOPD personnel

²⁹ These three ideals were presented during the 2016 COPS Building Trust Cohort quarterly conference call, by presenter Matthew Barge, Vice President and Deputy Director of the Police Assessment Resource Center.

³⁰ NOPD policies are available for public viewing on www.nola.gov/nopd.

- Being neutral and transparent in decision-making (officer explaining all actions taken and explaining why the actions were taken, as well as using tools such as the BWC, which further adds to neutrality and transparency)
- Conveying trustworthy motives (officers introducing themselves and explaining the reason for the stop as soon as practical, unless providing the information could compromise the investigation, safety of officers or other persons)

When supervisors are made aware of situations where citizens are not treated in a procedurally just manner, they are required to take corrective action via the following mechanisms.

- Training
- Redirection (via the standard form in use)
- Documented Counseling
- Formal Investigation



Organizational Transformation towards Community Policing

- **Performance Evaluations:** The NOPD currently promotes community policing by requiring supervisors to evaluate subordinates in the area of community policing and employing problem-solving strategies, including procedural justice requirements for citizen engagement.
- **Commendations:** Recognizing officers who employ outstanding community engagement/community policing tactics. Additionally, the Insight program will include the ability for supervisors to document commendations that citizens relay to them.
- **QOL Training:** All officers received training on how to address the most common QOL complaints; resource documents are on Sharepoint, as well.
- **Strategies for Interaction with Limited English Proficiency Speaking Communities** includes: building a team of bilingual officers to improve communication with limited English speaking communities, equipping officers with translation devices in the field, translating public information in other languages at NOPD facilities, training new recruits on interacting with the Spanish-speaking community and aggressively recruiting bilingual police officers.
- **Mission Statement** reflects community policing ideals.
- **Public Release of Critical Incident Video:** In an effort to continue to increase police transparency and accountability, the NOPD implemented a new process that outlines when and

how the Department will release its own audio and video recordings of critical incidents involving NOPD officers to the public. The new process, which has been approved by the Office of the Consent Decree Monitor and the Department of Justice, allows for the public release of recordings that capture critical incidents, such as officer-involved shootings, based on a clear set of guidelines that include collaboration with local and federal criminal justice agencies.

- **Consistent and Comprehensive Roll Out of Data to the Public:** The NOPD is one of 21 police departments participating in the White House Police Data Initiative that aims to better use data and technology in ways that will build community trust. It's all part of the Department's goal to improve the quality of the police data available and to do a better job of using it to analyze crime trends and management practices. Combining the Department's work with the White House Police Data Initiative and the Federal Consent Decree, more areas of new police data are now available on the NOPD website.
 1. **Calls for Service Data** - All calls for service made to the NOPD from 2011 to present are available for review. This summer, the Department added more fields to help individuals conduct deeper analysis of the data, including the initial call type and priority.
 2. **Stop and Search Data** (Field Interview Cards) - Raw data collected anytime an individual is stopped and interviewed by a NOPD officer from 2010 to present is available for review. Annual reports and high-level interactive analysis is included.
 3. **Metadata for Body Worn Cameras** - Raw data on when and where footage was recorded, how long it was recorded and what item number it corresponds with from 2010 to present.
 4. **Public Reports** - Comprehensive reports on major aspects of the Consent Decree on Bias-Free Policing, Sexual Assault, Domestic Violence, Community Engagement, Training, Crisis Intervention Team and the Public Integrity Bureau.
 5. **Use of Force Data** - The NOPD published officer use of force data on the Department's website for the first time ever. This dataset, which is updated daily, includes use of force incidents reported in 2016 by the NOPD in accordance with Departmental policy. This release, which makes the NOPD one of the only departments in the nation to publish this type of data, allows the community to monitor and hold the Department accountable for how it handles uses of force investigations.
 6. **Police Report Data** - Raw data from all police reports filed by NOPD officers from 2010 to present is now available on the City's open data web portal. The data includes the item number, location, disposition, signal, charges, offender race, offender gender, offender age, victim age, victim gender, and victim race. The information is updated in real-time when subsequent information is determined as a result of an investigation.
 7. **Misconduct Complaint Data** - The NOPD published misconduct complaint data on the Department's website for the first time ever as well. This dataset, which is updated daily, includes all misconduct complaints reported in 2016 to the NOPD in accordance with Departmental policy. This release, which makes the NOPD one of the only departments in the nation to publish this type of data, allows the community to monitor and hold the Department accountable for how it handles misconduct complaint investigations.
- **Leadership in Police Organizations:** Delivering on a commitment to provide quality training and career development to all officers, the NOPD offers LPO training, which is designed to provide

officers at every level of the Department with the skills necessary to become a successful leader. The intensive, three-week program was developed by the International Association of Chiefs of Police (IACP) and centers on the systematic development of leaders at all levels of an organization—the concept of “every officer a leader.”

- **Officer Assistance Program:** The NOPD has developed and implemented a comprehensive, confidential counseling program for officers, civilian members and their families. The program has been designed to promote mental health wellness for all employees and their families with direct intervention and immediate availability. The program offers individual, couple and family counseling services, along with outside referrals, if the need arises.
- **Crisis Intervention Training:** Crisis intervention trained officers receive 40 hours of specialized training from mental health experts focused on techniques and best practices for minimizing the use of force against individuals in crisis due to mental illness or a behavioral disorder. CIT officers are assigned to each police district and are trained to respond to and de-escalate mental health crises. The NOPD has trained 20% of its patrol officers in this specialized Crisis Intervention Training.
- **Department Wide Officer of the Month Program:** Beginning in Fall 2016, one officer will be selected for the entire Department each month; the selection criteria will be broad and include community policing.
- **Blueprint for Safety:** The New Orleans *Blueprint for Safety* provides complete agency guidelines that prioritize victim engagement and holds offenders accountable at each point in the criminal justice response: 911 Communications, NOPD patrol and investigation, Orleans Parish Sheriff’s Office, the Orleans Parish District Attorney’s Office, Domestic Violence Monitoring Court, Municipal Court and the Louisiana Department of Corrections.
- **Body Worn Camera Program:** NOPD launched one of the nation’s largest body worn camera programs in the country in 2014 and now has more than 800 cameras for a force of fewer than 1200 officers. Program statistics indicate that officers are consistently using the cameras in 98% of all incidents and these videos are being used to assist with criminal investigations as well as internal investigations.
- **Safe Cams Nola/Adopt-A-Block:** This initiative to increase the number of private security cameras in New Orleans neighborhoods has led to the registering of private security cameras by the community and the installation of nearly 200 high-definition security cameras across the City in its first year. The NOPD and the New Orleans Police and Justice Foundation (NOPJF) first launched the program, known as Adopt-A-Block, in 2015 with a goal of purchasing and installing security cameras in crime hotspots. Residents, businesses, schools and churches have all been participants and recipients of the public safety program.
- **Insight:** In Fall 2016, NOPD will launch a sophisticated new personnel management tool aimed at helping supervisors intervene and support officers before they exhibit problematic behavior. This new system named Insight, is one of the only data systems of its kind in the country and with a price tag of more than \$4 million, is the largest single technology investment that NOPD has made in its 200 year history.

- **Ethical Policing Is Courageous:** NOPD recently launched one of the first peer intervention programs in the nation. This program, called EPIC, empowers officers on the streets to intervene when they see a colleague doing something wrong or unethical.
- **Promotions:** Community policing ideals will be embedded in the promotional exam process.
- **Civic Engagement:** The NOPD continues to seek opportunities for personnel to civically engage with the community; a recent example includes officers serving as assistant basketball coaches with the New Orleans Recreation Development Commission (NORDC).
- **VOCAL (Volunteers Can Lead):** The VOCAL program offers volunteer residents training and the opportunity to assist NOPD by providing clerical duties in district stations and participating in community engagement strategies.
- **Email Blasts:** Citizens can sign up on the City of New Orleans' website to receive email blasts from NOPD regarding crime, community events and other notices.
- **District Email Addresses:** In an effort to encourage strong community engagement between residents and the officers who serve in their neighborhoods, the NOPD has created email addresses for each of the eight police districts that citizens can use to notify the district leadership team of community concerns, community meetings and community events.
- **Coffee with Cops:** The NOPD and local McDonald's restaurant owners teamed up to connect police officers with members of the community through a new and innovative event called "Coffee with Cops". Residents and visitors are invited to come out to participating McDonald's restaurant locations to meet with neighborhood patrol officers and enjoy a free cup of coffee.
- **Social Media:** Social media provides opportunities for law enforcement to proactively reach out to and connect with citizens, as well as promote crime prevention in the community. Aside from posting crime news and promoting crime prevention, podcasts are suggested,³¹ similar to the community engagement videos currently put on the NOPD Facebook page. Photos and videos of officers interacting with the public are extremely important. Those photos can be used on the Department's Facebook page, Twitter page, LinkedIn page and YouTube channel, so that the NOPD can share its message, unfiltered, to the community. Social media allows the NOPD to reach another group of citizens, who can then access that information at a time and place that is convenient to them. It is also useful for individuals who may be homebound. It's cost effective and reaches large numbers of people.³²
- **Community Events:** The NOPD must continue to seek opportunities to positively interact with the community in circumstances that are not related to an investigation or enforcement; community events provide a great opportunity to do so. The community all too often sees officers in the enforcement/security capacity at community events. It is for this reason that Superintendent Harrison has called on officers to step out of those traditional roles and into more non-traditional roles. If an officer observes some kids playing basketball while on routine patrol, officers could step out the car, greet them and maybe join in the game for a few minutes; this simple action humanizes law enforcement to the public.

³¹ IACP Social Media and Crime Prevention Fact Sheet

³² Community Planning Toolkit: Community Engagement, p. 15

- **NOPD News Website:** The NOPD launched a new website that will serve as a 24/7 online source for news and information from and about the police department. NOPDNews.com was developed by the City's Office of Information Technology & Innovation in collaboration with the NOPD Public Affairs Division. The new site provides a more prominent platform for the NOPD to post important public safety information and surveillance videos as well as blogs covering positive news from inside the department and policing data. It is also the host for the NOPD's new, interactive open data portal called MAX, links to open policing data and analysis, and Uniform Crime Reports.
- **Innocence Project Class:** Some NOPD officers have taken part in a first-of-its-kind class at the NOPD Training Academy, presented by Innocence Project New Orleans, highlighting the role of police in guaranteeing accurate convictions and how wrongful convictions not only affect those who are convicted for a crime they did not commit, but the effects of such a decision on larger scale. The class serves as a pilot for possible future classes that can help the NOPD better understand the perspectives of groups of citizens they may encounter.
- **Resource Tools:** An informational brochure template (located in the Appendix section), with community engagement information such as PCAB, NONPACC, Safe Cams NOLA, social media, email blasts, 311, etc., was created for each district, as a resource, to educate officers on the NOPD's current community engagement strategies. Additionally, a standardized, two-sided hot sheet (located in the Appendix section), was created, which can be used at the District Commander's discretion, to document issues that have to be addressed by police and resource information on the back.

Problem-Oriented Policing Strategies

- **Youth and Police Dialogues:** One new initiative, the youth-police dialogue, launched in 2016, serves as part of an effort to engage with youth on violence prevention and help young people understand the role of NOPD in their communities. Youth-police dialogues provide participating students with an opportunity to break down stereotypes; remove communication barriers and build mutual respect and understanding. The first youth-police dialogue brought together over 60 students and 10 NOPD officers aimed at breaking down stereotypes while building mutual respect and understanding. Youth-Police Dialogue sessions will be scheduled regularly, in particular schools, for participation by School Resource Officers (SRO) and district platoon officers, which will consist of multiple facilitated sessions, and SRO follow up with youth (which will show consistency and that NOPD cares). "We are doing everything we can do to prevent youth violence. This dialogue creates a conversation between our young people and our officers to develop a mutual respect and breakdown stereotypes to deter youth violence. We hope it allows the young people to understand NOPD's role in their community and to feel safe around police. I thank our officers for their service to the City of New Orleans and for participating in this dialogue with our youth," said Superintendent Michael Harrison.
- **Police Community Advisory Boards:** The PCAB is a district-based participation structure, comprised of seven community volunteers who reside in the respective districts; the PCAB mission is to develop and maintain a partnership with each of the eight police districts for the

purpose of engaging in a collaborative, problem-solving process that supports both the community and NOPD's desire to enhance public safety. Continued work is being conducted to rework the PCAB manual to allow for an open enrollment process to begin in the Fall 2016 or first quarter of 2017. Once selected, new members would attend the Intro to NOPD orientation classes, a condensed version of the Citizens Police Academy, and begin serving.

- **New Orleans Neighborhood Police Anti-Crime Council Meetings:** NONPACC meetings occur monthly and are attended by the District Commander and other district personnel. These meetings provide community members with an opportunity to voice their concerns directly to the District Commander. Meaningful dialogue and education on procedural justice and community oriented policing will be provided.
- **Citizens Academy:** The eight-week program is an interactive learning experience for New Orleans residents that, gives participants a closer look at the NOPD and the New Orleans criminal justice system in an informal setting. During their time in the program, participants receive a comprehensive overview of the Department's work, including patrol duties and specialized training programs.
- **Safety Presentations:** The NOPD provides safety presentations to community groups and citizens, regarding various ways to prevent crime and promote safety.
- **Police and Community Mediation:** The NOPD's goal in participating in a mediation process is to increase the level of trust between the Department and the community at large. Mediation provides NOPD employees with a mechanism to resolve complaints outside the investigation process.
- **School Resource Officer Program:** It is extremely important for officers to build positive relationships with youth. Young people are the future and law enforcement must nurture and cultivate constructive interactions with them. The NOPD is consistently moving towards becoming a community policing focused department that encourages youth engagement beyond the traditional roles of law enforcement. The goal is for youth to see NOPD officers beyond the uniform, to humanize them and make them more relatable, and essentially, help them understand that officers are here to assist them. The Vera Institute's *How to Serve Diverse Communities*, notes weak relations between police and youth threaten the capability of police to ensure public safety for an entire community. A person's interaction with the police, whether positive or negative, has a lasting effect that can influence the way he or she views police in the future. In order to build stronger and safer communities, police must work to increase the amount of positive contacts with young people.³³
- **Community Meetings:** The purpose of participating in community meetings is for the officer to introduce himself/herself and meet some of the citizens that he/she serves. It allows officers to put a name and face with their community and the community to put a face and name with the officers that serve their area. Officers should be listening for what the community deems to be a problem or an issue that is police-related and be prepared to relay that information back to their supervisors and perhaps, assist in addressing those problems and issues. They should also be prepared to educate the participants on the City's 311 quality of life complaint process.

³³ *Building Trust in a Diverse Nation: How to Serve Diverse Communities*, p. 26

- **Community Outreach and Public Information Plans:** NOPD will partner with community stakeholders to create and implement Community Outreach and Public Information Plans. The Community Outreach and Public Information Plans will be specific to each District and address the unique needs of the community serviced in each District.³⁴ The community stakeholders will participate in a Community Engagement Night Out with the purpose of gathering community input before the Community Outreach and Public Information Plan is formally drafted. During the meeting, the community will be asked to prioritize citizen concerns that they would like NOPD to address. Districts will be tasked with implementing the Community Outreach and Public Information Plans, by utilizing the SARA model. Each plan will be a working document and updated monthly. Progress on each plan will be presented at every NONPACC meeting for the next year.

Before the Community Meeting:

- Extensive outreach to a broad cross-section of the community to ensure that NOPD gives the entire community a voice.
- Advertise the Community Engagement Night Out at least two weeks in advance.

During the Community Meeting:

- Participation in dialogue regarding public safety.
- Community prioritizes public safety goals.

After the Community Meeting:

- Each District creates a Community Outreach and Public Information Plan in response to the community's prioritized concerns.
- Districts will be evaluated on the process through which the plan was made, using the concerns and priorities the community expressed.
- NOPD will give updates regarding the Community Outreach and Public Information Plans at the monthly NONPACC meetings in each District.

Role of Officer, Sergeant, Lieutenant and Commander

District Commander's Role

- Ensure that community policing ideals are upheld by district personnel.
- Recognize compliance with procedural justice requirements as a component of evaluation at the District level, via training, redirection, documented counseling and formal investigations.
- Ensure district emails have a proper triage system.
- Assign someone to ensure logbook entries are properly/completely entered, in a timely manner.
- Ensure the limited English communities within their respective district (if applicable), are included in proactive, community policing initiatives.

³⁴ Seattle's Micro Policing Plans

- Participate in annual Consent Decree meetings.
- Participate in the development of the district Community Outreach and Public Information Plan.
- Report on community engagement in Headquarters MAX meeting and ensure meaningful dialogue on the topic is done at weekly, district MAX meetings.
- Work with PCAB's.
- Recognize officers who employ outstanding community policing tactics.

Lieutenant's Role

- Lieutenants must recognize that community engagement is important, they must understand what community policing looks like and they must ensure that officers are positively engaging with the community on a daily basis.
- Lieutenants should know how to create and sustain community policing ideals in their respective unit, as well as be able to articulate such in MAX settings, if asked.
- Lieutenants should take ownership for their sergeants' and officers' participation in community meetings and events by obtaining event schedules from schools, churches, playgrounds, etc., assess the listing and strategically plan who will attend and participate, as staffing permits.
- Expressly instruct officers/sergeants what they are to do/not do at community meetings/events and what's expected of them.
- Assigning targeted neighborhood walks, as time and staffing permits, whereby officers will knock on doors or visit businesses, proactively, and ask the community if they have any issues or concerns, which are to then be triaged as needed (such as educating the citizen on 311 or sharing the concern with their supervisor who will then properly triage the request) and have officers provide follow-up to citizens in a timely fashion. The area can be as small as two blocks, so as to not take up too much time, but allow for proactive community engagement during the officers' tours of duty.
- Identify compliance or non-compliance with procedural justice requirements in random reviews of BWC footage as a component of evaluating supervisors' responsiveness to procedural justice requirements.
- Recognize officers who employ outstanding community policing tactics.
- Ensure follow-up on community issues brought to his or her attention.

Sergeant's Role

- Require compliance with procedural justice dictates for interactions with citizens.

- Sergeants must recognize that community engagement is important, they must understand what community policing looks like and they must ensure that officers are positively engaging with the community on a daily basis.
- Expressly instruct officers what they are to do/not do at community meetings/events and what's expected of them.
- Identify compliance or non-compliance with procedural justice requirements in random reviews of BWC footage as a component of evaluating supervisors' responsiveness to procedural justice requirements.
- Recognize officers who employ outstanding community policing tactics.
- Ensure follow-up on community issues brought to his or her attention.

Officer's Role

- Utilize procedural justice principles in all applicable interactions with citizens.
- Actively participate in community meetings and community events: At community meetings, the officer should introduce himself/herself to the meeting attendees, which allows officers to put a name and face with the community they serve and the community to put a face and name with the officers that serve their area. Officers should be listening for what the community deems to be a problem or an issue that is police-related and be prepared to relay that information back to their supervisors and perhaps, assist in addressing those problems and issues. They should also be prepared to educate the participants on the 311 process, when necessary.
- Recognize opportunities to positively engage with the community in daily interactions.
- Knowledgeable of routing of common, QOL issues.
- Utilize community policing resources on Sharepoint.

School Resource Officers' Role

SRO's are certified via a nationally recognized training, which enables them to hold the title of School Resource Officer. It is through this program that the SRO learns best practices in the field. SRO's should ensure non-enforcement activity, such as community policing, community engagement and proactive, positive youth engagement, is properly documented in the logbook; immediate supervisor(s) shall ensure this is done. District Commanders shall designate the immediate supervisor(s) for the SRO, who will be responsible for random, direct observation of SRO's interaction with students and school administrators (via calls for service, community engagement activities, etc.). Upon completion of EPIC (Ethical Policing Is Courageous) training, SRO's should incorporate de-escalation skills learned, while conducting youth engagement in schools, which will

ultimately enhance the students' ability to help one another in making better decisions and supporting one another.

DOCUMENTATION STRATEGIES

Involving the community in policy decisions to garner buy-in

Actively engaging in problem solving with the community

Community Policing Defined notes that community policing encourages agencies to designate safeguards to ensure that information from various sources is collected in a systematic manner and entered into central systems that are interconnected to one another and checked for accuracy so that it can be effectively used for strategic planning, problem-solving and performance measurement.³⁵



1. SRO Logbook (Completed)

The SRO logbook was restructured so that non-enforcement activity can be fully documented. New documentation areas include:

- EPIC training
- Parent meetings
- Parent-Student meetings
- Teacher/Administrator/Counselor meetings
- Wellness check
- Conflict resolution
- School visit
- School activities to build relationships
- Social worker/counselor requests
- Intervention
- Symposium/Youth-Police dialogue
- Extra-curricular activity participation

2. Signal 21Q, Quality of Life Complaint (Completed)

³⁵ *Community Policing Defined*, p. 9

The signal 21Q, Quality of Life complaint, is integral to the qualitative measurement of some problem-solving strategies that have been done by officers. The Sharepoint site has a page that officers can use as a resource, which explains how the most common QOL complaints should be handled.



3. BWC Supervisory Reviews (Completed)

NOPD Operations Manual, Chapter 41.3.10, Body Worn Camera, last revised November 6, 2016, outlines the following in Appendix B.

Clarifying the discretionary review process for Body Worn Camera and In Car Camera will help the Department accomplish the following goals:

- Ensuring supervisors conduct timely, accurate and complete performance evaluations of their subordinates;
- Making sure officers “are working actively to engage the community and increase public trust and safety”; and
- Ensuring supervisors “review recordings regularly... to incorporate the knowledge gained from this review into their ongoing evaluation and supervision of officers”.

Suggested Topics of Discretionary BWC/ICC Reviews

- Quality of officer interaction with persons during non-enforcement related contacts;
- Constitutionality of and tactics used during Terry Stops/Investigatory Stops;
- Victim centered approach and asking risk questions during Domestic Violence call;
- Recognizing signs of person in crisis and treating them with dignity during Crisis Intervention incidents;
- Constitutionality of and tactics used during Searches, and Arrests; and
- Showing respect toward and acting professionally in dealing with the public (General Officer Performance).

This data should be aggregated at the shift and district level for the purpose of evaluating sergeants’ and lieutenants’ commitment to community oriented policing.

4. Document the [District Community Outreach and Public Information Plans](#) on the micro-level to demonstrate how officers are utilizing problem-solving ideals
5. Utilize [NOPD News website and/or social media](#) to document pre-planned community engagement activities.

ACCOUNTABILITY MEASUREMENTS

MAX: Management Analytics for Excellence

On October 5, 2016, the Department launched their new, holistic, data-driven approach to police management known as MAX, or Management Analysis for Excellence.

MAX replaces the department COMSTAT meetings which were mainly focused on information sharing regarding crime trends. The new program, which is available to the public online, takes that approach even further by focusing not only on crime, but on all other topics for which a police commander has responsibility. In addition, MAX has a greater focus on supervisor accountability through a stronger data-driven management. The new MAX data is available online, broken down by police district. The public posting of this management information further demonstrates the Department's commitment to transparency.

As NOPD expands the use of MAX, the Department will integrate measurements of community engagement. Potential community engagement indicators include **(March 2017)**:

- The Number of repeat 21Q's at the same location over a set time period.

Further research will be done regarding what is an appropriate amount of time for this measurement. The objective of this data point is to look at how many 21Q (quality of life calls for service) are not handled to the point of completion to enable a discussion with the District staff to understand why.

- Measurements of procedural justice

Possibilities include both a text-based survey and body-worn camera reviews. The text-based survey is intended to enable civilians to give specific feedback on their experience from a police interaction.

- Problem-Oriented Policing projects identified through the Community Outreach and Public Information Plans will be integrated into MAX.

For each plan, the Department will determine a baseline measurement of the problem, where the problem is currently, and the goal for complete implementation. In addition, each plan will include an estimated time to complete the project to convey the expected completion date to the public. This could include having district platoons assigned to particular duties/tasks for each problem.



Milestones for Achievement

1. Conduct Community Engagement Night Out in every police district, to develop the Community Outreach and Public Information Plans (Field Operations Bureau and Compliance)³⁶. **October 2016**
2. Create draft Community Outreach and Public Information Plans (District Commanders). **December 2016**
3. Begin to incorporate community priorities and progress into MAX (FOB). **December 2016**
4. Conduct next set of Consent Decree district meetings (Compliance and FOB). **December 2016**
5. Coordinate with Academy to ensure current training includes all elements of the Community Engagement Manual (FOB and Academy). **On-going**
6. All district officers participate in two public meetings (FOB). **December 2016-January 2017**
7. Resource documents on Sharepoint for SARA, POP, community policing, procedural justice, etc. (FOB). **January 2017**
8. Develop training for PCAB's, to be included in their orientation classes, regarding community policing, problem oriented policing and procedural justice (FOB). **January 2017**
9. Superintendent's video message, to be prepared by the NOPD Public Information Office, to all personnel on community policing directives. Message should pair all current programs in a comprehensive manner, so that personnel understand how this fits into their duties, aside from calls for service. **January 2017**
10. Compliance conducts first set of procedural justice reviews. **TBD**



³⁶ Notation of units in parenthesis delineates who will be responsible for each task.

THRESHOLDS

The Community Engagement Plan is designed to be a long-term, aspirational document that will enhance the NOPD's community engagement, community policing and problem-oriented policing procedures. The following foundational thresholds will be utilized to measure community engagement and the implementation of this plan.

- Inclusion of meaningful, community engagement dialogue in Headquarters MAX meeting and weekly, district MAX meetings.
- Conduct performance evaluation audits, to determine the extent to which NOPD personnel at all levels, embrace community oriented policing as both a core value and practical strategy for crime prevention and public safety.
- Conduct audits to determine compliance with procedural justice principles, via FIC review, supervisory, random review of BWC footage and/or direct observation, which is to be done on a regular basis, to determine the effectiveness of supervision, relative to community oriented policing.
- District Community Outreach and Public Information Plans will be revisited and updated.
- Non-enforcement activities by SRO's.
- Annual community policing in-service and recruit training updated and completed.

APPENDIX

Hot Sheet (front and back)

District Community Outreach and Public Information Plan Template (three pages)

Community Engagement Brochure (front and back)

NEW ORLEANS POLICE DEPARTMENT

HOT SHEET

Hot sheets are used to identify areas where illegal activities have occurred or potential problems exist.

For emergencies where police are needed immediately, dial 911.

Location of problem (address): _____

Time of day problem most likely occurs: _____AM/PM

TYPE OF PROBLEM

Check all that apply and please use the remarks section for any additional information, such as a description of persons, houses, cars, etc.

☐ Drug Dealing

☐ Abandoned Housing Associated with Criminal Activity

☐ Underage Drinking

☐ Noise Violations

☐ Underage Youth Outdoors at Prohibited Times (curfew violations and truants)

☐ Abandoned Vehicles, Believed to be Associated with Criminal Activity

☐ Other Problem: _____

Your Name (optional): _____ Your Address (optional): _____

Your Phone Number (optional): _____ Your Email Address (optional): _____

Do you want to be contacted by the NOPD, in regards to your concern? YES-----NO

Additional Information: _____

NEW ORLEANS POLICE DEPARTMENT

HOT SHEET

Police Emergency: Dial 911

Police Non-Emergency Line: 821-2222

1st District Station: 501 North Rampart Street-----658-6010-----nopd1stdistrict@nola.gov
 2nd District Station: 4317 Magazine Street-----658-6020-----nopd2nndistrict@nola.gov
 3rd District Station: 4650 Paris Avenue-----658-6030-----nopd3rddistrict@nola.gov
 4th District Station: 2405 Sanctuary Drive-----658-6040-----nopd4thdistrict@nola.gov
 5th District Station: 3900 North Claiborne Ave.-----658-6050-----nopd5thdistrict@nola.gov
 6th District Station: 1930 Martin L. King Jr. Blvd.----658-6060-----nopd6thdistrict@nola.gov
 7th District Station: 10101 Dwyer Road-----658-6070-----nopd7thdistrict@nola.gov
 8th District Station: 334 Royal Street-----658-6080-----nopd8thdistrict@nola.gov

ADDITIONAL RESOURCES

Code Enforcement: 658-5050

City Council District A: 658-1010

Public Works: 658-8000

City Council District B: 658-1020

Safety and Permits: 658-7100

City Council District C: 658-1030

Sanitation: 658-2299

City Council District D: 658-1040

Neighborhood Engagement: 658-4980

City Council District E: 658-1050

NOLA 311

NOLA 311 is New Orleans's primary source of local government information and non-emergency services. NOLA 311 agents are available to take your calls about:

- Roads and Drainage
- Street Lights, Street Signs and Traffic Signals
- Code Enforcement
- Trash and Recycling
- Abandoned Vehicles
- Blighted Property, Grass and More!!

Dial 311 from any phone based in New Orleans, or 658-2299 or (877) 286-6431 toll free.



NEW ORLEANS POLICE DEPARTMENT
DISTRICT
COMMUNITY OUTREACH AND PUBLIC INFORMATION PLAN
DECEMBER 2016

(district community engagement photos inserted for cover page)

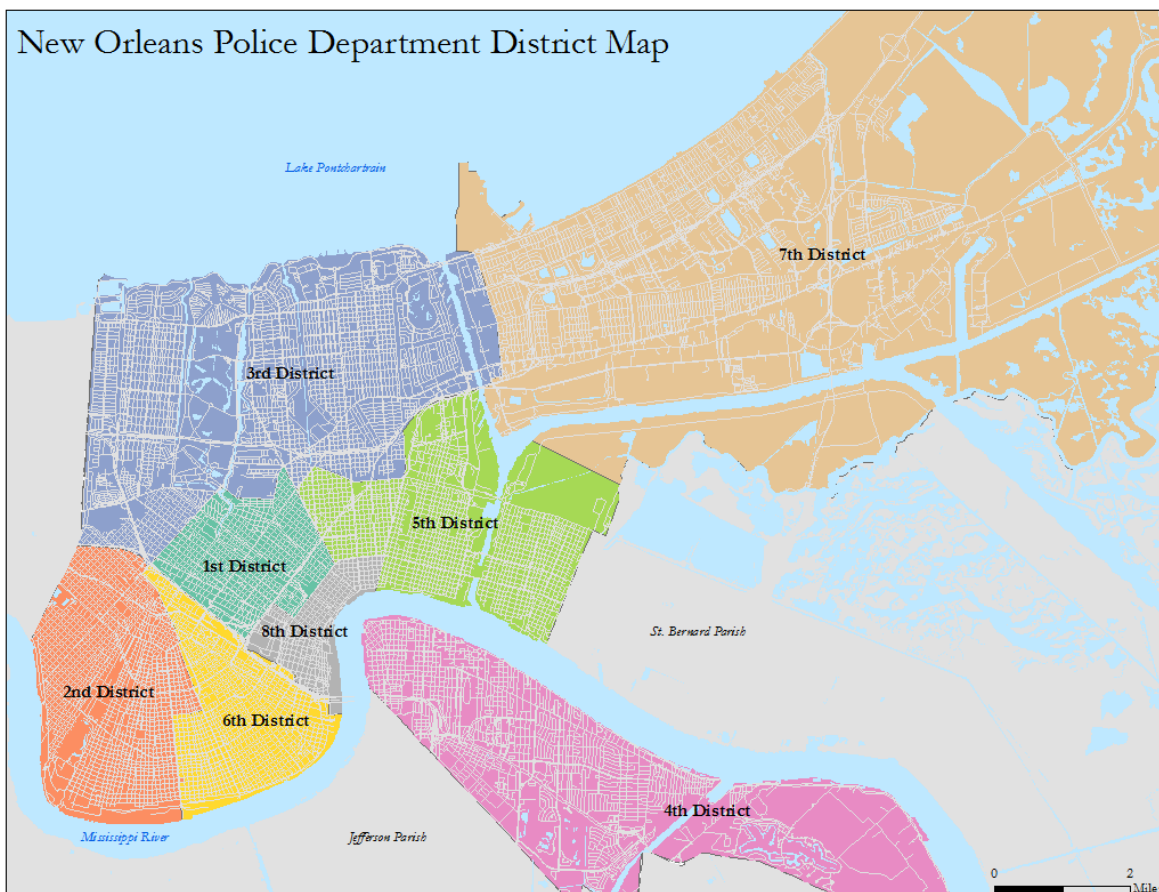


NEW ORLEANS POLICE DEPARTMENT

#TH DISTRICT

OVERVIEW

___ District encompasses approximately ___ square miles, making it the ___ sized police district in the City of New Orleans. Its boundaries are the _____ to _____, and _____ to _____. The District currently serves a population of _____ residents. The police station is located at _____. The District has _____ officers as of December 2016. The District phone number is _____. The ___ District can be contacted by email at nopd_district@nola.gov. For more information about the work of these officers, please follow the Facebook page account: _____ and Twitter account: _____.



LEADERSHIP

_____, a ____ veteran of the NOPD, was appointed as Commander of the ____ District in _____. Commander _____ has worked with NOPD in/on (history with district here). He/ She has (educational background here). His/ Her major achievements with NOPD have been (any commendations, awards, recognition here).

Second in Command is Lieutenant _____, a ____ veteran of the NOPD, was appointed to the District in _____. Lt. _____ has worked with NOPD in/on (NOPD history here). He/ She has (educational background here). His/ Her major accomplishments with NOPD have been (any commendations, awards, recognition here).

COMMUNITY ENGAGEMENT PROGRAM OVERVIEW

On October 13, 2016, the NOPD hosted a "Community Engagement Night Out" in # District at (location). The purpose of this event was to identify and prioritize public safety concerns voiced by the community members present. The first question posed was, "In your opinion, what are the greatest problems in your District and how can police help? Please provide specific examples." In the # District, the primary responses from the community were:

The second question posed was, "How can the community collaborate with the police department to address these issues?" In the # District, the primary responses from the community were:

The third question posed was, "What does the police department do well in terms of community engagement? Please provide specific examples." In the # District, the primary responses from the community were:

The fourth question posed was, "What could the police department do better in terms of community engagement? Please provide specific examples." In the # District, the primary responses from the community were:

The fifth question posed was, "What activities should the Department undertake to improve relationships with youth?" In the # District, the primary responses from the community were:

The sixth question posed was, "How can we reach out to individuals not present to engage them in improving the police department?" In the # District, the primary responses from the community were:

COMMUNITY OUTREACH & INFORMATION PRIORITIES

Given the issues raised by the community, the primary area of focus in the # District Community Outreach and Public Information Plan, drafted for December 2016, will be _____.

SafeCam NOLA

Citizen-provided security camera footage is increasingly becoming an invaluable tool to solve crimes. By voluntarily registering your cameras and contact information with NOPD, detectives will know how to reach you if a crime occurs in the vicinity of your property. For more info, visit <http://www.safecamnola.com/>

NONPACC Meeting

The # District's monthly NON-PACC (New Orleans Neighborhood Police Anti-Crime Council) meeting is held on the ### of each month at #pm at ###. NON-PACC meetings give citizens the opportunity to meet the # District's leadership team, learn about crime fighting strategies and upcoming events.

#th District Email Address

NOPD#DISTRICT@NOLA.GOV

As the NOPD moves toward becoming a strong community policing focused department, every officer is being trained to provide these services to citizens. We are continually building mechanisms whereby every member of the NOPD has the opportunity to actively engage with the community in various community settings. The NOPD has a dedicated email address for each of the eight police districts, that citizens can use to notify the district's leadership team of community events, community meetings, etc., that they would like the NOPD to actively participate in. Citizens may also email specific quality of life concerns that require a response from law enforcement.



NEW ORLEANS POLICE
DISTRICT

Address

New Orleans, LA 70###
504-658-60##

<http://www.nola.gov/nopd/>

NEW ORLEANS POLICE
DISTRICT

Building Partnerships With the Community

To Protect and To Serve



We Need You In Order To
Make A Difference!

Get "NOLA Ready", Report QOL Concerns to 311, Sign Up for Email Alerts and Facebook

The City of New Orleans is always on alert, ready to respond to any situation. Do you have a plan of action? How can you be warned and informed? Sign up for NOLA Ready, the City's emergency alert system, at <http://new.nola.gov/ready>.

The City of New Orleans also has a call line designated for citizens to report concerns and quality of life issues. NOLA 311 agents



are available to take your calls about roads, drainage, street lights/signs/signals, code enforcement violations, trash, recycling, abandoned vehicles, blight, grass and many more City services and issues. You can also call 311 to register

for the City's Assisted Evacuation, request information about a City service, as well as referrals to City services. For more info, visit <http://www.nola.gov/>.

If you utilize social networking sites, follow us on Facebook by visiting our page, NOPD ### District, at <http://www.facebook.com/nopd###>.

Sign up for email alerts from the # District at: <http://www.nola.gov/subscribe/>.

NOPD Citizens Academy

The NOPD Citizens Academy provides citizens with an opportunity to gain a better understanding of the NOPD and other parts of the criminal justice system, in a fun and interactive setting. Participants learn about aspects of the criminal justice system and how they can work with law enforcement to address community problems. This class meets on Wednesday evenings from 6:00 PM to 8:00 PM and lasts for 8 weeks. For more information on the next Citizens Academy, contact the Community Engagement Unit at 504-558-5590.

Police Community Advisory Board

The mission of the # District's PCAB is to develop and maintain a partnership with the NOPD # District for the purpose of engaging in a collaborative problem-solving process that supports both the community and NOPD's desire to enhance public safety. The PCAB is a district-based participation structure, comprised of seven (7) volunteer community members. Established to encourage police and community collaboration, the PCAB's provide a framework for community members to give feedback and recommendations to each of the eight police districts in New Orleans. While the PCAB's provide recommendations to the NOPD, they do not have any decision making authority over NOPD finances, policies, or practices. For more information on the PCAB's, visit the "Get Involved" section on the NOPD website: <http://www.nola.gov/nopd/>.

Volunteers Can Lead Program

The VoCal program offers residents who would like to volunteer their time and skills, the training and opportunity to assist NOPD by providing clerical duties in district stations, providing tourist information for visitors at the 8th District Station, and participating in community engagement strategies. For more information on the VoCal program, visit the "Get Involved" section on the NOPD website: <http://www.nola.gov/nopd/>.

Important Contact Numbers

- NOPD Non-Emergency (504) 821-2222
- # District Station (504) 658-60##
- Sanitation (504) 658-3814
- Code Enforcement (504) 658-5050
- Public Works (504) 658-8000
- Neighborhood Engagement 658-4980
- Safety and Permits (504) 658-7100
- City Council District # (504) 658-####

NOPD Community Engagement Unit

(504) 658-5590

The New Orleans Police Department, under the leadership of Superintendent Michael S. Harrison, is engaged in a complete transformation in its approach to ensuring that New Orleans is a safer place to live, work and visit. The NOPD is committed to transparency, accountability, collaboration and integrity.

COMMANDER ####
DISTRICT



CONSENT DECREE

COMMUNITY ENGAGEMENT

NOPD agrees to promote and strengthen partnerships within the community, and to engage constructively with the community, to ensure collaborative problem-solving and ethical and bias-free policing, and to increase community confidence in the Department. To achieve these outcomes, NOPD agrees to implement the requirements set out below.

A. Community and Problem Oriented Policing

223. Within 180 days of the Effective Date, NOPD agrees to reassess its staffing allocation and personnel deployment, including its use of specialized units and deployment by geographic area, to ensure that core operations support community policing and problem-solving initiatives, and shall agree to modify any deployment strategy found to be incompatible with effective and community-oriented policing.

In January 2016, NOPD Superintendent Michael Harrison unveiled a major restructuring of the department that aimed to increase police presence and reduce violent crime in neighborhoods across the city. Based on a staffing analysis commissioned in 2015, the new deployment strategy creates a surge in neighborhood patrols by adding officers to respond to citizen calls for service.

As the NOPD moves toward becoming a strong community policing focused department, every officer is being trained to provide these services to citizens. In addition to putting more officers on the street, the new deployment strategy builds more free time into officers' schedules for community policing activities.

The NOPD has enacted several initiatives to remove duties from platoon officers. This, paired with the continual hiring of new officers, will assist in allowing officers more time to engage in problem-solving strategies. Recent initiatives include:

- A major restructuring effort that increases police presence and reduce violent crime in neighborhoods
- Shifting non-essential duties (administrative and mechanical tasks) away from commissioned officers
- Updating the City's False Alarm Ordinance to cut time wasted responding to false alarms
- Implementing an Alternative Police Response (APR) Unit, to handle non-violent property crime reports via telephone
- Implementing Electronic Warrants to expedite the warrant process
- Building an on-line reporting system to report non-violent property crimes to police

- Continuing an aggressive recruiting and hiring campaign

224. NOPD agrees to deploy an adequate number and distribution of officers to ensure that all neighborhoods have a regularly assigned officer who is familiar with the geographic area, its issues, problems, and community leaders; engages in problem identification and solving activities with the community members around the community's priorities; works proactively with other city departments to address quality of life issues; and is not assigned to answer calls to service absent exigent circumstances.

Every officer will be a "Quality of Life Officer". Every officer has received training on the handling of common QOL issues. Resource documents, for the handling of common QOL issues and contact information for City agencies are now on the Sharepoint site. Districts already list community meeting information for officers to see in the station and supervisors encourage attendance beyond the two mandatory meetings, to continue to foster community partnerships.

The development of DTB's around SARA, POP, collaboration, community policing, etc., will enhance officers' ability to use those terms correctly.

225. NOPD agrees to ensure its mission statement reflects its commitment to community-oriented policing and agrees to integrate community and problem-oriented policing principles into its management, policies and procedures, recruitment, training, personnel evaluations, resource deployment, tactics, and accountability systems.

The NOPD's mission statement reads as follows: "The mission of the New Orleans Police Department is to provide professional police services to the public in order to maintain order and protect life and property. In order to accomplish our mission, we are committed to the philosophy of Community Oriented Policing as a means to inform our organizational decisions and prioritize our crime fighting and quality of life initiatives by engaging each neighborhood and community organization in collaborative problem-solving partnerships. We are committed to integrating community and problem-oriented policing into our daily management principles, policies, procedures, recruitment efforts, training, personnel selection, performance evaluation process, resource deployment, tactics and accountability systems."

The mission statement is exhibited on the NOPD's website, on training documents, etc.

226. Within 365 days of the Effective Date and annually thereafter, NOPD agrees to provide eight hours of structured annual in-service training on community policing and problem-oriented policing methods and skills for all officers, including supervisors, managers and executives.

This training shall include:

- a) methods and strategies to improve public safety and crime prevention through community engagement;

b) scenario-based training that promotes the development of new partnerships between the police and community, targeting problem solving and prevention;

c) leadership, ethics, and interpersonal skills;

d) community engagement, including how to establish formal partnerships and actively engage community organizations, including youth, immigrant, and LGBT communities;

e) problem-oriented policing tactics, including a review of the principles behind the problem solving framework developed under the “SARA Model” (Scanning, Analysis, Response, Assessment), which promotes a collaborative, systematic process to address issues of the community, including safety and quality of life;

f) conflict resolution and verbal de-escalation of conflict; and

g) cultural awareness and sensitivity training. Cultural awareness training shall be designed and delivered in cooperation with City Human Relations Commission staff and community representatives selected by the Commission.

A review of all current in-service training on Community Policing is listed in the document.

227. NOPD agrees to continue to support community groups in each District (e.g., NONPACC) and to meet regularly with the communities each District serves. In addition, within 240 days of the Effective Date, NOPD agrees to develop and implement mechanisms to measure officer outreach to a broad cross-section of community members, with an emphasis on youth outreach, to establish extensive problem-solving partnerships and develop and implement cooperative strategies that build mutual respect and trusting relationships with this broader cross-section of stakeholders. NOPD agrees to develop and implement partnerships to provide immediate and ongoing support to families of victims of homicides and other serious crimes.

Each district continues to hold monthly NONPACC meetings. A text-based survey may be implemented to measure officer outreach to a broad cross-section of community members. Also, the Community Outreach and Public Information Plans coupled with the updating of them at monthly NONPACC meetings are strategies used to build mutual respect and trusting relationships. Furthermore, the operationalization of community engagement, procedural justice and community policing discussed in this manual will also build mutual respect and trusting relationships with the community.

The Victim-Witness Unit provides “immediate and on-going support to families and victims of homicide and other serious crime.” The unit provides many resources and services to victims and witnesses and their families, including referrals to outside agencies. Among the services provided by the Victim Witness Unit are the Crime Reparations Program and U-Visa/T-Visa Program. The Victim-Witness Unit sends major offense contact letters to victims updating them on the perpetrator’s status, whether the offender has been found and arrested, and/or released. The letters will also let the victim know if a warrant was issued, when the perpetrator was apprehended or turned himself/herself in and when the

perpetrator was convicted. The Victim-Witness Unit participates in community events to bring awareness to the unit and its services.

228. Within 240 days of the Effective Date, NOPD agrees to develop measurements to assess the effectiveness of its community partnerships and problem-solving strategies, including the effectiveness of the Community Coordinating Sergeant program. NOPD agrees to prepare a publicly available report on at least a quarterly basis detailing its community policing efforts in each District, including developing community partnerships and participating in public meetings, and its problem-solving activities, including specific problems addressed and steps taken by NOPD and the community toward their resolution. This report also shall identify obstacles faced and recommendations for future improvement. At least annually, NOPD agrees to issue a publicly available report that summarizes these problem-solving and community policing activities.

The NOPD produces Community Engagement reports on an annual and quarterly basis. NOPD is also considering for implementation a citizen survey to compliment the Biennial Survey. The goal is to get information in real time, in addition to the Biennial Survey. NOPD will assess the effectiveness of its community partnerships and problem-solving strategies through MAX, which will be implemented in Fall 2016. Compliance with the Thresholds section of this document will allow for the assessment of the effectiveness of problem-solving strategies and community partnerships.

229. Within 180 days of the Effective Date, NOPD agrees to remake the COMSTAT meeting. The COMSTAT meeting will use the underlying collection and reporting of accurate and meaningful data regarding crime trends and other public safety measures to drive discussion of community-policing successes and challenges. NOPD agrees to ensure the COMSTAT meeting includes discussion and analysis of trends in misconduct complaints and community priorities to identify areas of concern, and to better develop interventions to address them. NOPD agrees to use techniques such as spatial mapping and scientific deployment analysis to enable COMSTAT to better support and measure community and problem-solving policing efforts.

MAX will bring this paragraph into compliance once it is completely implemented.

B. Biennial Community Survey

230. Within 180 days of the Effective Date, and every two years thereafter, NOPD and the City agree to conduct a reliable, comprehensive, and representative survey of members of the New Orleans community regarding their experiences with and perceptions of NOPD and of public safety.

231. To conduct the biennial community survey, the Monitor shall retain an individual or entity, to be approved by DOJ, that shall:

- a) develop a baseline of measures on public satisfaction with policing, attitudes among police personnel, and the quality of police-citizen encounters;
- b) design, conduct, and analyze baseline and subsequent biennial surveys of a representative sample of City residents, police personnel, and detained arrestees;

c) review and consider prior law enforcement surveys in New Orleans and other cities, as well as current or recent concerns in New Orleans, in designing the survey;

d) engage in informal conversations with New Orleans residents, NOPD officers and command staff, and DOJ representatives, and observe community meetings;

e) ensure that the resident and arrestee surveys are designed to capture a representative sample of New Orleans residents, including members of each demographic category;

f) conduct the survey in English, Spanish, and Vietnamese, as necessary, to ensure representation of the entire New Orleans community; and

g) formally discuss the survey methodology with NOPD supervisors and DOJ and consider these opinions in the development of the initial survey and in making improvements to subsequent surveys.

232. NOPD and the City agree to cooperate with the design and conduct of the survey by, for example, helping to organize focus groups of officers and obtaining and providing previous survey instruments and data.

233. The report of the baseline survey and subsequent biennial surveys shall be publicly distributed and available.

The first Biennial Survey was completed in 2014. The next survey is on schedule to be conducted in Fall 2016.

District Community Outreach Programs and Meetings

432. Within 180 days of the Effective Date, NOPD agrees to develop and implement a Community Outreach and Public Information program in each NOPD District.

The NOPD is in the process of implementing a Community Outreach and Public Information program in each NOPD District.

433. The Community Outreach and Public Information program shall include at least one semi-annual open meeting in each of NOPD's eight Districts for the first year of this Agreement, and one meeting in each District annually thereafter. These open meetings shall be led by the Superintendent or Deputy Superintendent and shall inform the public about the requirements of this Agreement; NOPD's progress toward meeting these requirements; and address areas of community concern related to public trust and constitutional policing. At least one week before such meetings, the City shall widely publicize the meetings using earned media opportunities. In determining the locations of the meetings, NOPD shall consider factors such as easy access to public transportation and child care.

The semi-annual meetings have been completed for the first half of 2016 and adequately addressed every requirement of this paragraph. The next set of meetings will be scheduled for late 2016.

434. The Community Outreach and Public Information meetings shall include summaries of all pertinent audits and reports completed pursuant to this Agreement and inform the public of any policy changes or other significant actions taken as a result of this Agreement.

The semi-annual meetings have been completed for the first half of 2016 and adequately informed the community through summaries, of all pertinent audits and reports, as well as policy changes. The next set of meetings will be scheduled for late 2016.

435. For at least the first two years of this Agreement, every NOPD officer and supervisor assigned to a District shall attend at least two community meetings (e.g., NONPACC and other meetings with residents, and business and religious groups) per year in the geographic area to which the officer is assigned.

In 2015, every officer had attended at least two community meetings. NOPD is on track to meet full compliance by the end of 2016 as well.

D. Police-Community Advisory Board

436. DOJ acknowledges that NOPD and community representatives have acted jointly to create a PCAB to facilitate regular communication and cooperation between the Department, the City, and community leaders, including youth leaders, such as through the development of a community advisory panel and the collaborative development of policing strategies and priorities.

The PCAB's are fully implemented.

437. NOPD agrees to work collaboratively with PCAB to develop and implement public safety strategies that respect and reflect each community's public safety priorities and concerns about particular police tactics. To the extent specified below, NOPD agrees to seek PCAB's assistance, counsel, and input to build community consensus on potential recommendations in areas including the following:

- a) community policing strategies;
- b) accountability for professional/ethical behavior by individual police officers;
- c) special task forces that meet high priority community need;
- d) central policy changes, where applicable, that improve quality of life;
- e) resource allocations to meet high priority, difficult issues;
- f) strategies for a qualified and diverse workforce;
- g) providing information to the community and conveying feedback from the community to NOPD; and
- h) ways to provide data and information, including information about NOPD's compliance with this Agreement, to the public in a transparent and public-friendly format, to the greatest extent allowable by law.

The NOPD is in the process of re-tooling the PCAB manual, in order to move forward with the installation of new PCAB members.

438. NOPD further agrees to participate in quarterly meetings scheduled by PCAB; to allow the meeting agenda to be determined by the PCAB; and to have command/executive level staff representation present at all regularly scheduled meetings.

NOPD regularly participates in PCAB meetings. The updated PCAB manual reflects that command/executive level staff will attend meetings.

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- Center for Problem-Oriented Policing website
- City of Columbia's Implementation Plan for the President's TF on 21st Century Policing
- The Collaboration Toolkit for Community Organizations: Effective Strategies to Partner With Law Enforcement, DOJ/COPS, Michael S. McCampbell, September 2010
- Community Planning Toolkit: Community Engagement, 2014, Community Places through BIG Lottery Fund
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