"Restoring trust and relationship-building, one interaction at a time."
Superintendent Shaun D. Ferguson

Community Policing Manual

New Orleans Police Department

July 2021

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Message from Superintendent Shaun D. Ferguson

To the NOPD: *"We are going to keep our commitment and our dedication to our citizens as we press forward to make this the best police department in the United States."*

To Our Citizens: *"We are in this together. We could not be here without you, and I thank you for everything that you have done thus far to support us, and we will continue this journey together to make this the best city in the United States of America."*

Charter Initiative: Implementation of NOPD Community Engagement Plan

Description:	Community engagement and community policing are core, foundational principles for the NOPD; 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.
Outputs:	- Better understanding of community policing by officers - Better relationships between community and NOPD
Implementation and Key Activities:	- Assess NOPD's current community engagement efforts - Organizational transformation towards community oriented policing strategies - Ensuring community engagement and community policing activities - Documentation of community policing, community engagement and problem-oriented policing - Standardized tracking of community policing and community engagement - Accountability measurements
Interdependencies:	Development of the plan is dependent on the document reflecting best practices that 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 DEPARTMENT'S

Community Engagement Manual

POLICY STATEMENT

The New Orleans Police Department (NOPD) shall promote and strengthen community partnerships, work constructively with the community, ensure collaborative problem solving, ensure ethical and bias-free policing, and work to increase community confidence in the Department. The NOPD will effectively engage the community in collaborative problem solving. NOPD will partner with residents and stakeholders to identify and solve problems that contribute to crime, fear of crime and quality of life problems in communities. The Department is committed to proactively solving problems as well as reacting to their harmful consequences.[1]

MISSION STATEMENT

The mission of the NOPD 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 ("CPOP") 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. Community problem-oriented policing, and community policing & engagement are critical methods toward achieving NOPD's mission.

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 129 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.

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[1] Chapter 10.0 Community Policing and Engagement

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 Peel[3]

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". 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.

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[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*[4], 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 cooperation

If someone were to poll a group of NOPD officers and supervisors and ask them "what is a body worn camera(BWC) [5] or Conducted Energy Weapon (CEW)?", commonly known as Taser,[6] the overwhelming majority would be able to accurately answer all of the above.

NOPD officers and supervisors understand documentation requirements and the importance of the tools. The reason that they can answer these questions is because NOPD policies 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, SARA (Scanning, Analysis, Response and Assessment), partnerships, community policing, etc., and use those ideals in their daily

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[4] *The Collaboration Toolkit for Community Organizations: Effective Strategies to Partner with Law Enforcement,* pp. 11-13, available at: https://www.ojp.gov/ncjrs/virtual-library/abstracts/collaboration-toolkit-community-organizations.

[5] Body-Worn Camera ("BWC")—Equipment worn by a Department member that captures audio/video signals and includes, at a minimum, a camera, microphone, and recorder. Chapter 41.3.2 Body Worn Camera (BWC) Inadvertent Misuse and Non-use

[6] Conducted Energy Weapon (CEW)—A weapon designed primarily to discharge electrical impulses to a subject causing involuntary muscle contractions and overriding the subject's voluntary motor responses. Chapter 1.7.1 Conducted Energy Weapon (CEW)

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. We describe below the various tools the Department uses to ensure Community Engagement principles are integrated and reinforced at every level.

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 a police agency.[7]

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[7] New Perspectives in Policing: Toward a New Professionalism in Policing, pp.2-3; 14

Building Trust and Legitimacy[8]

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.

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 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
- 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.

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[8] The Pillars of 21st Century Youth-Focused Policing - https://cops.usdoj.gov/html/dispatch/04-2016/plliars_of_21st_century.asp

Community Policing and Crime Reduction[9]

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.

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[9] The Pillars of 21st Century Youth-focused Policing - https://cops.usdoj.gov/html/dispatch/04-2016/plliars_of_21st_century.asp

UNDERSTANDING COMMUNITY ENGAGEMENT AND COMMUNITY POLICING

Building relationships before an incident or crime occurs

Community engagement and community policing sound like 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 engagement 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
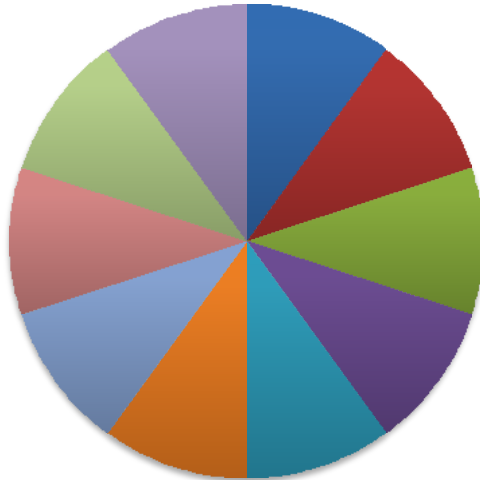
Change

Leadership

Vision

Partnership

Problem Solving

Equity

Trust

Empowerment

Service

Accountability

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.
"Soft" on Crime	Community policing addresses the entire matrix of problems that result in crime, fear of crime and disorder.
Paternalistic	Community policing shifts the role of police from "expert" to "partner."
Cosmetic	Community policing addresses the entire range of dynamics that allow problems to fester and grow.
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 Bucquerou[10]

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

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

single and multiple incidents. Once identified, officers should try to affect them as a means of controlling and preventing future incidents.[11]

For example: After Hurricane Katrina many homes were left abandoned and vulnerable for criminal activity. In the 5th District, specifically the 1300 block of France St., NOPD received many calls regarding drug related criminal activity, visual nuisance, murders, and health concerns at the location. Officers were assigned tasks that potentially resolved the larger issue of narcotics sells and usage and other criminal activities in the neighborhood to increase the quality of life in the community until a permanent solution could be obtained. Tasks included:

1. contacting Code Enforcement to assess the overgrown lot on the property, and
2. boarding up entry points of the home and contacting the homeowner to establish plans on how to revitalize the property for redevelopment.

As a result of these and other tasks, criminal activity decreased on the property until the home was demolished on November 12, 2020, and the lot was cleared. Currently this location is no longer being used as a hub for criminal activity and the quality of life for the residents in that area has increased. Report from WWLTV

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 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.

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[11] Community Policing: Principles and Elements, pp.6-8

Police Perspective: Rules for Community Engagement
Building Trust in a Diverse Nation, How to Increase Cultural Understanding, COPS/Vera[12]

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

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 that 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.[13]

A 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

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[12] Building Trust in a Diverse Nation: How to Increase Cultural Understanding, p. 21

[13] Reaching Out to the Private Sector: Building Partnerships and Managing Your Workforce, p.33

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.[14]

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. It may also involve providing more guidance or training to an officer who is struggling with integrating problem-oriented policing in their daily activities. Mechanisms that ensure supervisors track community engagement in a qualitative manner, in addition to a quantitative manner are important also.

Guiding Principles for Supervisors

- Supervisors will recognize positive community engagement strategies and activities by officers in the Districts' and departmental MAX[15] meetings.
- While completing performance evaluations, supervisors will critique and assess officers' community policing and community engagement efforts.
- Supervisors will monitor and instill community policing ideals within the officers they supervise.
- Supervisors will regularly communicate with the Community Engagement Section and Community Engagement Section Manager about the activities in their district and collaborate on new, innovative strategies to promote community engagement and community policing in their districts.

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[14] Ready, Set, Engage! Ideas and Options for Community Engagement and Partnership Building, p. 2

[15] The Management Analytics for Excellence meeting was formerly known as the Comstat meeting.

EFFECTIVE TRAINING IS ESSENTIAL

In the Vera Institute's[16] 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 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.

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 an 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 training18, as well.

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

Education and Training: Annual Master Training Plan

The Annual Master Training Plan (AMTP) supports the Department's mission by identifying a comprehensive set of educational goals and objectives that fosters professional development and provides the skills training necessary for officers to perform their duties in an unbiased, safe and proficient manner. The 2021 Annual Master Training Plan will differ from that of the past years both in its content and design. This training continues to reflect the community expectations that officers' police diligently in a professional manner; have an understanding of and commitment to the constitutional rights of the individuals they encounter; and employ strategies to build community partnerships that sustain public trust, peace and safety. However, there has been a complete shift to using the Problem-Based Learning instructional strategy rather than a combination of Problem-Based-Learning and Lecture-based presentations.

Problem-Based-Learning (PBL) is a "learner-centered" teaching model that creates an opportunity for problem-solving according to individual learning styles and the development of critical thinking skills.[17]

> Traditionally, learning has involved a teacher or instructor delivering information as content to the learner. PBL, however, begins with presentation of a *real life* problem that the trainee must attempt to solve. The trainee follows a pattern of discovery whereby officers express ideas about resolving the problem, lists known facts, decides what information to use, and develops an action plan.[18]

Consent Decree Paragraph 226 requires structured training in community policing and problem-oriented policing for all officers, supervisors, managers and executives. Listed below are the training courses provided related to community policing[19]:

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

- **Applied Problem-Oriented Policing**: This course will include a PBL activity that requires the formulation of an action plan targeting the Department's #1 strategic goal for a reduction in violent crime categories. The groups will be challenged to mobilize community involvement, develop data driven strategies, and improve investigative methods. Solutions must also consider any potential negative effects of aggressive patrol, thus maintaining community support through fair and impartial policing while building relationships of trust.

- **Establishing Community**: This course will utilize a series of activities and interactive discussion in how to foster relationship-based policing in this community. The City of New Orleans is a cultural gumbo that incorporates many diverse neighborhoods, all of which are prime candidates for enhanced police and citizen partnerships.

- **Crisis Intervention Decision Making**: This course will utilize body worn camera videos of mental health encounters to stimulate classroom discussion. These will lead into a PBL activity designed to evaluate key crisis intervention decisions. The situation will challenge

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[17] A Problem-Based Learning Manual for Training and Evaluating Police Trainees pp. 15, https://popcenter.asu.edu/sites/default/files/pto_trainee_manual.pdf

[18] A Problem-Based Learning Manual for Training and Evaluating Police Trainees pp. 15, https://popcenter.asu.edu/sites/default/files/pto_trainee_manual.pdf

[19] 2021 Annual Master Training Plan

when to transfer from continued de-escalation negotiation strategies to a hands-on submission.

- **Domestic Violence**: This course will utilize a PBL Exercise to examine an officer's ability to complete an accurate DV Risk Assessment to identify the "predominant aggressor" in a domestic violence incident. The situation will include aspects of a mental health encounter requiring de-escalation. An EPIC moment will also be identified in this incident. A component will include a review of the NOPD Language Assistance Plan and how officers should interact with Limited English Proficiency citizens. This same DV incident scenario will lead into the Day 3 course for CEW scenario deployment.

- **Performance Evaluation Process**: This course will review the setting of applicable performance-oriented goals, including community policing metrics, and the monitoring of employee performance throughout the evaluation year.

- **Procedural Justice Solutions**: This course will begin with a review of the problem-oriented policing methodology offered in 2019, reinforcing the process for solving community concerns and Department priorities. Officers will participate in a PBL activity that will require community participation in an action plan featuring the deployment of proactive patrol strategies. The teams will review the "Procedural Justice" audit scorecard and its application towards planned aggressive enforcement solutions. The scorecard provides guidance for the proper method of interacting with suspects in vehicle and pedestrian stops. A focus on constitutional policing procedures that reinforce the core principles of procedural justice, bias-free policing, police legitimacy, and community policing will be addressed.

- **Command Staff Problem-Oriented Policing**: This course will include a PBL activity that requires the formulation of an action plan targeting the Department's #1 strategic goal for a reduction in violent crime categories. The groups will be challenged to mobilize community involvement, develop data driven strategies, and improve investigative methods. Solutions must also consider any potential negative effects of aggressive patrol, and to maintain community support through fair and impartial policing while building relationships of trust.

- **Establishing Community Connections for Supervisors**: This course will utilize a series of activities and interactive discussion to demonstrate to supervisors how they can stimulate their officers to foster relationship-based policing in this community. The City of New Orleans is a cultural gumbo that incorporates many diverse neighborhoods, all of which are prime candidates for enhanced police and citizen partnerships.

- **NOPD Mission, Vision and Values**: This course will address NOPD Mission Statement, NOPD Core Beliefs, the Education and Training Division Mission Statement and the Importance of Community Policing.

- **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.

- **Community Policing** - Foundations: 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.

- **The Cultural Gumbo of New Orleans**: This course will identify the distinct cultural differences in the New Orleans neighborhoods and community make-up of the city. The training will also expose recruits to some of the most common street language.

- **Diversity in the Community**: This course will aid the recruit in understanding and identifying unique factors when communicating with minority citizens.

- **Attaining Respect for the Peace Officer**: This course will address 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.

- **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, life-style choices, and common neglect of duty violations will also be emphasized.

- **Community Policing** – 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.

- **Bias Policing Recognition**: This course will introduce the fundamental principles that policing based on bias can be unsafe, ineffective and unjust. It is necessary that police officers understand how their own implicit biases can impact their perception, decisions, and actions.

- **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 program components– addressing inhibitors, critical loyalty & active bystanders. This course will engage officers in reviewing videos from negative police/citizen encounters from cities across the nation. The officers will be assembled in problem-based learning pods and each group will be required to discuss the negative outcomes, while providing a presentation to the class detailing how a peer intervention would have benefited the officers and citizens.

- **LGBTQ Awareness Training**: This course will discuss terms used in the LGBTQ

community and identify positive police interactions. The training will propose methods of cooperation and community impact and how the Department and the LGBTQ community can make the City a safer, more accepting place to live.

- **Crime Prevention**: This course will identify crime prevention concepts and examine a set of theories regarding the police-citizen cooperation 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.

- **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.

- **Language Assistance Plan and LEP Protocol**: This course will present the protocol and procedures for communicating with Limited English Proficiency individuals and the support services available.

- **Police and the Media**: This course outlines the responsibilities of the Public Information Office and Department guidelines for officers dealing with the media in the performance of their duties.

- **Community Policing** - Problem Solving the Challenge of Opiate Abuse: This course will apply the principles of community policing and developing partnerships with public health agencies to address a major issue confronting the nation's police departments, the opioid addiction epidemic. Proactive enforcement strategies for patrol officers and detectives will be discussed. Officers will understand the officer safety issues from the threat of exposure to Fentanyl, a dangerous synthetic opioid. As first responders, officers on the scene of an opioid overdose can prevent fatalities with training in the deployment of Naloxone (Narcan).

- **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.

- **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.

- **Victim Assistance and Notification**: This course will provide an overview of victim assistance, including the law that governs basic rights for crime victims & witnesses. The training will describe the advantages of the victim assistance program and define the purpose of the Louisiana Victim Notice & Registration forms

- **Law Enforcement and 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.

- **Verbal Communication as a Force Option**: 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 the Departmental guidance and feature role play scenarios that evaluate an officer's decision making towards force options.

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 creation of the District Community Policing Plans, the hiring of Community Liaison officers, the domestic violence policy/Blueprint for Safety, and the Crisis Intervention Team.

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.[20]

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 Policing,[21] 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.		

[20] Implementing POP: Leading, Structuring and Managing a Problem-Oriented Police Agency, p.3

[21] 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 Kirby[22]

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.[23]

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

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[22] Implementing POP: Leading, Structuring and Managing a Problem-Oriented Police Agency, p.9

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

problem. Skipping analysis also runs the risk of addressing a problem that does not 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 does not appear as "real" police work.[24]

Consider the application of the SARA model to the follow example: A group of citizens report illegal dumping of tires at a particular location.

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) (signals discussed more in depth below). 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 NONPACC[25] 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.

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[24] Guide to Reducing Crime and Disorder Through Problem Solving Partnerships, p.11

[25] 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.

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 W. Cordner 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.[26]

The New Orleans Police Department created a community engagement officer position, called Community Liaison Officer (CLO), specifically to address community quality of life issues and build trusting relationships with the residents and stakeholders in each district. The CLO is selected by each district Captain and is tasked with establishing and fostering meaningful relationships and

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[26] Reducing Fear of Crime: Strategies for Police, p. 45

connections with the community. The CLO engages in problem identification and problem-solving activities with community members around the community's priorities and works proactively with other city departments to address quality of life issues. CLOs also work with platoon officers in problem identification and problem-solving. CLOs primary function is to focus on problem oriented policing and resolution in the communities.

GEOGRAPHICAL DEPLOYMENT
Providing More Time to Engage in Problem-Solving Strategies

NOPD's new geographical deployment (Geo-Deployment) plan is a fundamental component of the Department's Community Policing strategy. Having the SAME officers assigned to the SAME "area" (Car Sector), on every shift, ensures that they take ownership of their assigned area and learn the area, the people and the issues. Geo-Deployment also affords the officers and the community an opportunity to know one another and build trust. NOPD's strategy aims to build more unstructured 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 with creating sectors in each district.
- Implemented an Alternative Police Response Unit (APR)[27] to handle non-violent property crime reports via telephone.
- Shifting non-essential duties (administrative and mechanical tasks) away from commissioned officers by establishing the APR Unit.
- Updating the City's False Alarm Ordinance to reduce time responding to false alarms.
- Established an on-line reporting system to report non-violent property crimes to police, available at https://nola.gov/nopd/nopdonline/
- Continuing an aggressive recruiting and hiring campaign
- Removal of Desk Officers on Third Watch Burden Reduction Working Groups
- Utilize Electronic Warrants (CloudGavel) to expedite the warrant process

As a fundamental component of the Department's Community Policing strategy, geographical deployment helps facilitate more contact between the police and the community stakeholders within a particular area. Geographical Deployment is defined as the assignment of the same officers to specified areas of land or Car Sectors across all shifts.[28]

To successfully implement the Department's geographical deployment strategy, a platoon must have the same officers, assigned to the same "area" (Car Sector), on every shift, to ensure they take ownership of their assigned area, i.e. learn the area, the people, and the issues. This also affords the officers and the community the chance to know one another and build trust.

In implementing the community policing philosophy, Districts may deploy officers and detectives in specific geographical areas where a problem is occurring. The assigned officers will work with residents and stakeholders, where possible, to seek solutions and create a safe environment. Officers

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[27] NOPD Policy Chapter 41.4.2: Alternative Police Response
[28] Please see Field Operations Bureau Directive #50 – Geo Deployment in the appendix of this document for more information.

should also remember that communities arise not only from shared geography but also social ties, common perspectives, and shared circumstances (for example, the LGBTQ+ or LEP community). NOPD shall seek to engage all communities in its community policing and engagement efforts.

Officers should utilize Community Liaison Officers, the Police Activities League Coordinator, LGBTQ+ liaison, and the Language Access Coordinator to assist with building relationships within sectors.

Geographical Deployment: Building Trust & Relationships

Building relationships within an officer's assigned geographic area (Sector) also builds trust in the police department over time. In addition to patrolling the geographic area, NOPD officers also learn the issues and concerns of its community by engaging in all of the community policing activities described in this Manual *within* their police sector.

Officers should also be utilizing the SARA model to address quality of life concerns as well as other problems caused by increases in crime. Community Liaison Officers are a great resource to ensure that quality of life issues can be adequately addressed through partnerships with city non-profits or government agencies. Please refer to the *SARA Model* and the *Using SARA and Problem-Oriented Policing* sections of this Manual for more information.

Geographic Sectors

Under NOPD's geo-deployment plan, officers are assigned to specific Sectors (beats) within their district to engage in Community Oriented Policing and Problem Solving (COPPS) initiatives. Officers, through frequent and consistent engagement activities within a defined Sector, develop a greater sense of local concerns, build stronger ties within the community, and take ownership of problems within their assigned beat.

Districts 1-7 have each been divided into 4 (four) Car Sectors; Sectors 1, 2, 3 and 4. The 8th District, which encompasses a smaller geographical footprint, has been divided into 3 (three) Car Sectors and walking beats (Bourbon Promenade); District Car Sector Maps are attached as addendums to this manual for reference. These sectors came into effect mid-June of 2020.

The first digit of the three-digit number, is the District The second digit of the three-digit unit number indicates the officers' Car Sector assignments. The last digit of the three digit number (1-9) indicates the possible units that could be identified and assigned to the Sector if resources allow.

	SECTOR 1	SECTOR 2	SECTOR 3	SECTOR 4
1ST DISTRICT	111-119	121-129	131-139	141-148
2ND DISTRICT	211-219	221-229	231-239	241-248
3RD DISTRICT	311-319	321-329	331-339	341-348

4TH DISTRICT	411-419	421-429	431-439	441-448
5TH DISTRICT	511-519	521-529	531-539	541-548
6TH DISTRICT	611-619	621-629	631-639	641-648
7TH DISTRICT	711-719	721-729	731-739	741-748
8TH DISTRICT	811-819	821-829	831-839	_____

This numbering system shall be applied consistently, across all three platoons, in each of the eight Districts. For example, Unit 211 indicates the officer is assigned to Sector 1 of the Second District, Unit 635 indicates the officer is assigned to Sector 3 of the Sixth District, etc.

Deviation from Geographic Area

There are times when a supervisor will determine that it is necessary for an officer to deviate from his or her assigned Sector. When a given unit number assignment is out of the Sector for 4 (four) hours or more of a shift, or when a unit initiates a deviation which lasts for 4 (four) hours or more, one of the following justifications must be documented on a deviation form:

1. Staffing level is below the minimum to support all Sector assignments.
2. Backlog of Code 1 or 2call for service.
3. Occurrence of a major scene, such as a homicide requiring additional resources.
4. Some other compelling reason, such as a spontaneous demonstration, prisoner guard detail at hospital, station assignment.

Supervisors are encouraged to limit the negative impact of events and maintain geo-deployment in as many Sectors as possible, for as long as possible. A return to geo-deployment as quickly as possible after a deviation is strongly encouraged. Geo-deployment assignments take precedence over other specific unit assignments (i.e. Traffic Car or District wide coverage assignments)**.**

Documentation

Geographic Deployment is tracked through Computer-Aided Dispatch (CAD) data by identifying what calls are answered by officers outside of their Sector and the amount of time officers spend on those calls.

When a deviation from the sector is necessary, supervisors must submit a Geo-Deployment Deviation Form to PSAB. The Deviation Form documents when a platoon supervisor has designated a deviation from the District/Platoon geo-deployment assignments for 4 (four) hours or more of a shift or when a unit initiates a deviation which lasts for 4 (four) hours or more and the reason for the deviation.[29] Officers should initiate a Signal 10-18 (Return for additional information) as soon as possible to

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[29] Please see Field Operations Bureau Directive #50 – Geo Deployment in the appendix of this document for more information about deviation forms.

ensure that the time spent on a call for service outside of the assigned sector is accurately measured. Officers should aim to spend at least 50% of their time within their sectors.

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. NOPD's efforts model the Vera Institute practices. 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.[30]

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
- And has selected a Language Access Coordinator (commissioned officer) to facilitate, monitor, oversee, and track language interpretation and translation services to LEP individuals encountered by department employees.

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[30] Building Trust in a Diverse Nation: How to Serve Diverse Communities, pp. 6, 32

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 Language Assistance Plan, that includes a pay incentive, that brings a team of officers together to use their skills on patrol. The Language Assistance Plan can be reviewed at https://nola.gov/nopd/policies/. In 2016, the Civil Service Department partnered with a local registered interpreter to hold the first certification exam for Spanish-speaking officers. To date, 28 officers and two civilian employees 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.[31]

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 number 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

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[31] Building Trust in a Diverse Nation: How to Serve Diverse Communities, p. 8

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.[32] 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.

The New Orleans Police Department has revised its Language Assistance Plan (LAP) to ensure the Department is providing adequate services to LEP individuals. Please click the link to view the *Language Assistance Plan*.

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 SharePoint.[33] The NOPD has established the Community Engagement Manual to guide the Department forward with its Community Policing and Engagement initiatives. The Community Engagement Section shall endeavor to increase the public's knowledge and understanding of the philosophy of community policing. The section aims to share best practices, and correct assumptions of traditional policing to improve law enforcement delivery.[34] The Community Engagement Section *is not* solely responsible for enhancing the department's community policing philosophy, but rather to assist the police districts with reducing crime through partnerships, problem-solving, and improving the community's quality of life.

Key ideals that are at the core of the NOPD's community policing 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 Police Community Advisory Board (PCAB) and New Orleans Neighborhood Police Anti-Crime Council (NONPACC)

3. ***Civic Engagement*** (police-initiated actions that give back to the community, such as district toy giveaways at Christmas, mentoring, coaching, etc.)[35]

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[32] Engaging Police in Immigrant Communities: Promising Practices from the Field, pp.38-39

[33] Intranet site for NOPD personnel

[34] Community Engagement Section Operation Plan

[35] 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.

Recognizing Procedural Justice Tenets

The NOPD has various policies[36] 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).

- 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

NOPD has made several changes to its policies, procedures, and activities to foster an environment that promotes community policing and community engagement. These changes include:

- **Instituting a Mission Statement** that reflects community policing ideals.

- **Quality of Life Training**: All officers received training on how to address the most common Quality of Life complaints; resource documents are available on SharePoint, as well.

- **Performance Evaluations**: The NOPD currently promotes community policing by requiring supervisors to evaluate subordinates in the area of community policing and employing

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[36] NOPD policies are available for public viewing on www.nola.gov/nopd

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.

- **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 resources and interpretation 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.

- **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 numerous 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 is 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 at NOPD News.

  1. Calls for Service Data - All calls for service made to the NOPD 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 is available for review. Annual reports and high-level interactive analysis are 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.

  4. Public Reports - Comprehensive reports on major aspects of the Consent Decree on Bias- Free Policing, Sexual Assault, Domestic Violence, Community Engagement, Limited English Proficiency, 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 by the NOPD in accordance with Departmental policy. Publishing this information 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 to the NOPD in accordance with Departmental policy. Releasing this information to the public 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 100% 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.

- **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, [37]similar to the community engagement videos currently put on the NOPD Facebook. Photos and videos of officers interacting with the public are extremely important. Those photos can be used on the Department's Facebook, Twitter, LinkedIn 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.[38]

- **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 officers have been called 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.

- **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 website 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

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[37] IACP Social Media and Crime Prevention Fact Sheet

[38] Community Planning Toolkit: Community Engagement, p. 15

NOPD's interactive open data portal, links to open policing data and analysis, and Electronic Police Reports.

- **National Public Safety Partnership**: PSP provides an innovative framework for the DOJ to enhance its support of state, tribal and local law enforcement officers and prosecutors in the investigation, prosecution, and deterrence of violent crime. This approach serves as a platform for the DOJ to directly engage with cities to identify and prioritize resources that will help local communities address their violent crime crises. PSP builds on lessons learned from a pilot concept known as the Violence Reduction Network (VRN) and serves as a DOJ-wide program that enables cities to consult with and receive coordinated training and technical assistance and an array of resources from DOJ to enhance local violence reduction strategies. PSP comprises two distinct levels of engagement: Diagnostic and Operations. These two complementary levels of engagement are offered based on the needs of the jurisdiction. This model enables DOJ to provide American cities of different sizes and diverse needs with data-driven, evidence-based strategies tailored to the unique local needs of participating cities to address serious violent crime challenges tailored to their unique local needs.[39] Community policing plays an essential role in the strategy.

- **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 Captain's discretion, to document issues that must be addressed by police, with resource information on the back.

Problem-Oriented Policing Strategies

- **Police Community Advisory Boards**: A board consisting of five to seven community volunteers from their respective police districts. PCAB members serve a two-year term and meet quarterly to address community issues. The City's Office of Neighborhood Engagement coordinates the application and selection process for PCAB volunteers. The Superintendent has final approval on the selection of members to serve on PCABs. 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. Each district PCAB gives community recommendations to the District Command Staff to incorporate in the District Community Policing Plans.

  PCAB recommendations and progress will be incorporated into NOPD Quarterly and Annual Reports.

- **New Orleans Neighborhood Police Anti-Crime Council Meetings**: NONPACC meetings occur monthly in each district and are attended by the District Captain and other district personnel. These meetings provide community members with an opportunity to voice their concerns directly to the District Captain. The goal is to foster meaningful dialogue and education on procedural justice and community oriented policing initiatives.

- **Community Meetings**: The purpose of participating in community meetings, hosted by community groups other than those directly associated with NOPD, is for the officer to introduce himself/herself and meet some of the citizens that he/she serves. It allows officers

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[39] Retrieved from: https://www.nationalpublicsafetypartnership.org/#about

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.

- **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.

- **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. School Resource Officers are assigned to schools to provide guidance to students and assistance to school staff members. School Resource Officers provide counseling and mentorships to students, participate in youth engagement activities, and assist school faculty and staff as necessary to solve school related matters with students and their guardians. 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 number of positive contacts with young people.[40] A full description of this role is located in **CHAPTER: 1.20 TITLE: SCHOOL INCIDENTS, SCHOOL RESOURCE OFFICERS.**

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).

The Police Activities League (PAL) program assists with building relationships with youth. The NOPD's Police Activity League serves youth by providing recreational programs in several areas of the city. The uniqueness of this program is that it will be staffed by police officers and several civilian volunteers. Tutoring services will be designed to enhance the New Orleans Police Activity/Athletic League participant's academic performance.[41] Sports is a legitimate trust building exercise recognized to increase not only trust between youth and police, but the outcomes of the positive influences have also been linked to increased school

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[40] Building Trust in a Diverse Nation: How to Serve Diverse Communities, p. 26
[41] NOPD - Police Athletic-Activities League (PAL) - City of New Orleans (nola.gov)

attendance among other positive outcomes.

- **LGBTQ+ Liaison Officers**: NOPD has sworn officers as liaisons who work to improve relationships between the NOPD and the LGBTQ+ community.

- **Homeless Assistance Unit**: Connects homeless individuals with services and resources in the 8th police district where homeless encampments are prevalent throughout the district.

- **Community Policing Plans**: As will be discussed in more detail below, in 2016, the Department developed District-specific policing plans based on extensive community feedback and input. The goal of these plans was to identify the unique needs of the community serviced in each district. The officers in each district used the plans to help guide their community policing efforts and each district reported their progress on the plans at monthly MAX meetings. To view the current Community Policing Plans, please visit: https://www.nola.gov/nopd/nopd-consent-decree/.

Role of Captain, Lieutenant, Sergeant, Officer, SRO, CLO, and LAC

Each officer in the NOPD has a unique role to play in effectuating NOPD's Community Policing Strategy.

District Captain'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.
- Ensure the limited English communities within their respective district (if applicable), are included in proactive, community policing initiatives.
- Participate in annual Consent Decree meetings.
- Participate in the development of the district Community Outreach and Public Information Plan.
- Regularly strategize and communicate with the Community Engagement Section about innovative community policing strategies that can be implemented in their districts.
- Report on community engagement in Headquarters MAX meeting and ensure meaningful dialogue on the topic is done at weekly, district MAX meetings.
- Receive recommendation from PCAB members involving quality of life concerns and community engagement from the District.
- Formulate strategies to resolve community matters.
- Recognize officers who employ outstanding community policing tactics.

District Lieutenant's Role

- Lieutenants must recognize that community engagement is important, they must understand what community policing looks like and they must ensure that sergeants and his/her subordinates 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 one block, so as to not take up too much time, but allow for proactive community engagement during the officers' tours of duty, as staffing permits.
- 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 has been completed.

District 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 has been completed.
- Review Community Policing Forms (described below) for follow-up tasks and approval.

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 the routing of common QOL issues.
- Document community concerns and QOL matters in a CPF.
- Formulate strategies to improve community quality of life in the District.
- If possible, resolve community related issues.

School Resource Officers' Role

SROs 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. SROs

should ensure non-enforcement activity, such as community policing, community engagement and proactive, positive youth engagement, regularly occur; immediate supervisor(s) shall ensure this is done. District Captains 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, SROs 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. SROs complete monthly activity reports to be monitored and review by the Community Engagement Section Manager. The SROs attend monthly meetings with the Community Engagement Manager to discuss upcoming school related community events and discuss problem solving recommendations to be implemented by the Department. A full review of the School Resource Officer's duties and responsibilities can be found in NOPD Policy **Chapter 1.20: School Resource Officer**.

<u>**Community Liaison Officers' Role**</u>

Each district has a Community Liaison Officer (CLO). One of the main roles of the CLO is to interact and collaborate with the community. This position shall be occupied by a non- probationary patrol officer in the district who shall act as the designated community-oriented liaison for the district. The CLO engages in problem identification and problem-solving activities with community members around the community's priorities; works proactively with other City departments to address quality of life issues; and will work with platoon officers in problem identification and problem-solving. CLOs will not be assigned to answer calls for service absent exigent circumstances.

Key Competencies: Problem-solving ability, generally, requires more than technical skills and knowledge; it calls for creativity, curiosity, persistence, and adaptability. Although problem-solving skills and aptitude are not the only desirable traits in a CLO, officers who are unable to think analytically about crime and disorder problems or who are only interested in the law enforcement dimension of policing will almost assuredly struggle with in the role of CLO. The ideal candidate for the position of CLO should have demonstrated a problem-solving interest and aptitude.

CLO Supervisor: District Captain shall designate a supervisor (the District Systems Administrator Sergeant is preferred), who will be responsible for the supervision of the CLO, as well as responsible for completing the performance evaluation of the CLO.

Major Duties and Responsibilities shall include but not limited to:

- CLOs report to and are supervised by their designated supervisor. CLOs will maintain communication with the Professional Standards and Accountability Bureau's Community Engagement Section and keep them apprised of information regarding community coordinated events and community concerns in their respective districts.
- CLOs meet with the Community Engagement Section Manager to inform the Department of any technological issues they may face with the reporting data base and instructions on how to maintain a reporting structure.
- CLOs will maintain contact with the various community groups/neighborhood associations of the geographic area served.
- CLOs will host and attend community meetings to maintain and build relationships with community members and exchange ideas to improve community concerns in specific areas
- CLOs will provide businesses with information on crime prevention and conduct follow-up visits with victims of business and residential burglaries to help them strategically identify

ways to secure their establishments.

- CLOs will share crime prevention information in various ways in various settings, including in presentations with residents, neighborhood watch groups, business owners, homeowner's associations, and other public gatherings. CLOs will deliver crime prevention literature at festivals and fairs.
- CLOs will coordinate events with community groups in their respective district and maintain an active dialogue with the community groups and neighborhood associations in their district.
- CLOs will maintain communication with the Neighborhood Engagement Office and other City agencies to foster a unified response to issues adversely affecting quality of life.
- CLOs will partner with City agencies to address nuisance and quality of life issues such as neighborhood blighted property, trash removal, illegal dumping, etc. Calls of that nature will also be entered into the City's 311 system, for proper follow-up by the responsible agencies.
- CLOs will work with the community to identify and solve problems that contribute to crime and disorder, as well as those issues that adversely affect quality of life.
- CLOs will work with their respective district's personnel to identify and solve problems that contribute to crime and disorder, as well as those issues that adversely affect quality of life.
- CLOs will monitor the progress on their districts' Community Policing Plan and are responsible for updating and creating new plans when required.

Language Access Coordinator's Role

The Language Access Coordinator (LAC) will be responsible for coordinating, implementing, and monitoring the *Language Assistance Plan*. To ensure that the Community Engagement Section and the NOPD considers the Limited English Proficiency (LEP) community within its activities, policies, plans, and procedures, the LAC responsibilities include, but are not limited to the following:

- The Language Access Coordinator shall ensure free language access services to all LEP individuals encountered by members of the Department, consistent with Policy **Chapter 55.4: LIMITED ENGLISH PROFICIENCY SERVICES.**[42]

- The LAC will be responsible for annually reviewing all new documents, forms, or communications made available to the public by the NOPD to assess whether they should be considered vital materials requiring translation.

- In cooperation with the Performance Standards Section, the LAC shall annually assess demographic data, review language access services utilization data, and consult with representatives of the LEP community and District Captains to ensure that the Department is providing the services and benefits the department provides in all NOPD-conducted programs or activities to LEP persons. The Language Access Coordinator shall use this review to determine whether vital documents or communications should be translated into additional languages and whether other related changes to the Department's LEP program are necessary.

- The LAC shall distribute the Language Assistance Plan and policy to a variety of community organizations serving LEP communities encountered by NOPD.

- At each NOPD building entry point or lobby open to public access, the LAC shall ensure signage in the most commonly spoken languages stating that interpreters are available free of charge to LEP individuals.

- The LAC shall ensure a notification listing the available translated forms and documents is posted in the lobby of NOPD Police Headquarters, the Public Integrity Bureau, and each

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[42] Chapter 55.4: Limited English Proficiency Services

District station.

- The LAC shall ensure that, at a minimum, the placard and following vital documents are readily available at NOPD Headquarters (lobby); all Police District Stations (front desk); City Hall (front desk), Municipal/Traffic, Criminal and Civil District Courts (location at direction of Clerk of Courts); and all city libraries (checkout desk bulletin boards):
    - How to file a complaint brochure (in English, Spanish, and Vietnamese).
    - The PIB Complaint Form.
    - The Language Assistance Plan and policy; and
    - The LEP Policy.

- The LAC, or his/her designee, shall attend and represent the New Orleans Police Department at LEP social and community advocacy functions in a professional and courteous manner.

- The LAC will provide the Community Engagement Section Manager, or designee, the information for LEP related events. LAC or a designee shall make arrangements to attend these functions.

- The LAC, or designee, shall conduct crime prevention and business safety presentations on behalf of the City of New Orleans, particularly in neighborhoods where LEP businesses and residents are concentrated.

- The LAC, or a designee, shall provide bilingual crime-prevention information and programs to the LGBTQ+ community, District NONPACC meetings, PSAB Meetings, Neighborhood Watch, Community Outreach, and Social Services.

- The LAC shall be responsible for creating and maintaining the NOPDAI list on the NOPD's intranet web applications under "Resources", which will include each interpreter's language(s) of proficiency, when language skills were assessed for each language, and if any complaints have been filed against them regarding their language translation skills, creating an active spreadsheet of all certified AIs, tracking yearly certifications and renewals, and communicating with district supervisors. The LAC shall provide this listing to the executive director of the Orleans Parish Communications District (OPCD) for the use of dispatchers.

- The LAC will monitor availability and quality of services provided to populations with Limited English Proficiency.

- The LAC will provide oversight and support to Spanish-Speaking and Vietnamese-Speaking Community Liaisons and ensure their time is spent appropriately on building relationships of trust with the community and addressing areas of concern.

- The LAC will work with Community Liaisons to review all body-worn camera footage of NOPDAIs delivering interpretation services to monitor quality and accuracy of services. Report any issues to the Professional Standards & Accountability Bureau for corrective action and/or training updates.

- The LAC will collaborate with CLOs to develop and implement a comprehensive community outreach plan, including the following actions:
    - Identify and contact all major organizations serving the LEP community;
    - Collaborate with organizations and individuals to identify areas for potential growth and additional training for all officers;

- Coordinate regular (at least quarterly) public meetings, hosted by Community Liaisons, to solicit feedback from community members;

- Solicit ongoing recommendations for improved LEP services from the Community Liaisons.

- The LAC shall identify, through crime data and patrol efforts, areas where bias and hate crimes against the LEP community have occurred and inform the LEP community through awareness seminars.

- The LAC shall monitor statistical and reporting data regarding bias and hate crimes against the LEP community and relay significant changes to the District Captains and the LEP community.

- The LAC, or his or her designee, shall host meetings to allow business owners, residents, and community activists to meet with officials from their neighborhood precincts.

A full and complete list of the roles and responsibilities of the Language Access Coordinator can be found in the *NOPD Language Assistance Plan* and the Language Access Coordinator KSA provided in the Appendix.

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.[43]

1. **Community Policing Signals**

NOPD's community policing signals are utilized to capture proactive problem-solving activities, as well as quality of life activities, in an efficient, geo-coded, time-stamped manner that does not slow officers down. NOPD can map officers' community policing activities and analyze the impacts of those efforts. The new signals differentiate the officer's status in the Computer-Aided Dispatch (CAD) system so that the officer, District and Department have clearer information on the officer's activity and other relevant metrics. These new signals allow CAD information to be utilized to automatically document community policing. When an officer uses a Community Policing Signal the Department can readily identify the actions of the officer and determine those actions were intended

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[43] Community Policing Defined, p. 9

for Community Policing and Engagement to further the Department's Community Policing, Engagement, and Outreach initiative. By using the Community Policing Signals, the department can analyze crime trends, or quality of life concerns, and document the efforts of officers using these signals

- **Quality of Life (21Q)** - Officers utilize the quality of life signal when they respond to quality of life issues identified by the community or the Department.

- **Area Check (22A)** - Officers utilize the area check signal when patrolling an area within the district that has been pre-determined as an important patrol area either by the community or the Department.

- **Business Check (22B)** - Officers utilize the business check signal when they engage occupants at a business within the district.

- **Directed Patrol (22D)** - Officers utilize the directed patrol signal when they execute a specific mission in targeted area.

- **Residence Check (22R)** - Officers utilize the residence check signal when they physically exit the patrol car and engage occupants at the residence, absent a call-for-service.

- **Walking Beat (22W)** - Officers utilize the walking beat signal while executing a defined and assigned walking beat.

2. BWC Supervisory Reviews

Both scheduled and random audits of BWCs are an essential tool of close and effective supervision. Supervisors should use these audits to monitor and assess the community policing and engagement activities of the officers under their command. NOPD Operations Manual, Chapter 41.3.10, Body Worn Camera outlines the following goals for discretionary review of Body Worn Cameras:

- 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"
- 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).

The results of the supervisors' observations during their review should be aggregated at the shift and district level for the purpose of evaluating CLOs, patrol officers, sergeants', and lieutenants', commitment to community oriented policing. Supervisors should take corrective action for any problems identified during these reviews, including additional training or referral to PIB, and should also note behavior worthy of commendation during their review.

3. __District Community Policing Plans [44]__

The Community Policing Plans address the unique needs of the communities serviced in each District. In 2016, each district developed a plan that identified three policing priorities its community wanted NOPD to focus on. NOPD used these plans to guide its community policing activities within each district. In 2021, NOPD will follow the processes below to create new community policing and engagement plans for each district.

The process will include the following:
1. NOPD District Captains will distribute surveys at PCAB and NONPACC meetings to obtain feedback regarding community concerns and police involvement.
2. NOPD District Captains will coordinate with NOPD Public Information Office to live stream NONPACC and PCAB meetings during which they solicit feedback on the priorities of the communities within their districts.
3. NOPD District Captains will evaluate and consider 311 data, PCAB Surveys, and NONPACC feedback obtained at meetings to identify trending concerns.
4. CLOs will work with District Captains to draft the new community policing plans, which should prioritize the responses received into 3-5 community policing priorities for each plan. There must be one problem chosen that emphasizes youth outreach and engagement.
5. CLOs and PSAB will collaborate with District supervisors to develop strategies on solving the identified priorities. The strategies must include Problem Oriented Policing (POP) projects and include a process to track monthly tasks coordinated by the district to solve the problem.

The new plans will be published on NOPD's website and members of the public will be able to view the monthly progress of each Plan online through MAX dashboard. These dashboards are currently being developed and should be publicly available by the end of 2021.

4. __Utilize NOPD News website and/or social media to document pre-planned community engagement activities.__

The New Orleans Police Department Public Information Office is responsible for creating, updating and disseminating all pre-planned Community Engagement Activities via all social media platforms.

5. __Community Policing Forms__

Community Policing Forms were created to track various community policing efforts in each district. In addition to community policing signals, officers complete Community Policing Forms to document Community Policing and Engagement activities, such as events, meetings, quality of life concerns, and problem-solving initiatives and conduct. By using Community Policing Forms, the Department can monitor officer community engagement and assess the effect Community Policing to crime reduction and community quality of life improvements. Please see Community Policing Forms Guidance in the Appendix below for more information on CPFs.

6. __School Resource Officer Monthly Reports__

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[44] See the Appendix for a Community Policing Plan template

School Resource Officers (SROs) are specifically assigned by the Department to provide security, educational training, and relationship building services in assigned schools. SROs handle incidents occurring on school property, incidents involving truant students, refer students to the school counselor, conduct structured youth engagement activities and collaborate with school staff, students, and parents. When handling school incidents, officers will be mindful of the school administrator's responsibility for student discipline separate and apart from the responsibility of officers for the investigation of crime and law enforcement. SROs complete monthly activity reports to document their work at their respective assignments. These monthly activity reports are submitted to their immediate supervisor and the Community Engagement Section Manager to review and monitor the activities of the SROs. The Community Engagement Section Manager ensures the SROs are compliant with department policies, procedures and Consent Decree mandates as it relates to Community Engagement. These tasks are carried out by conducting scheduled and random reviews and inspections to evaluate compliance.

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 was 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 Captain 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.

MAX measures community policing on a macro-level and allows NOPD leadership to monitor and direct community policing and engagement initiatives. NOPD leadership discusses community policing approaches at weekly MAX meetings, where community policing is emphasized as a core tenet of NOPD's operations and a key component in implementing organizational change.

As noted above, the District Community Outreach and Public Information Plans will be publicly available on 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. Each plan will include an estimated time to complete the project and convey the expected completion date to the public. This could include having CLOs or district platoons assigned to particular duties/tasks for each problem. The data will be updated monthly before each District's NONPACC meeting. The

project description and project update fields provide details for each community priority. The data is presented both in time spent and the number of calls for service for the project. Time Spent is measured as the number of minutes on the project spent in the specified locations. Number of items refers to the number of "dispatched or officer self-initiated" calls for service on the project in the specified location.

Milestones for Achievement

The NOPD is continuing to create meaningful community partnerships and initiatives to build trusting relationships with the citizens and advance its overall Community Policing strategy. The NOPD has developed the below programs and continued the efforts of current Community Engagement initiatives that have shown great progress in establishing and maintaining bonds with community stakeholders:

1. Conduct Community Engagement Night Out in every police district, to develop the Community Outreach and Public Information Plans (Field Operations Bureau and PSAB)[45]
2. Create District Community Outreach and Public Information Plans (FOB and PSAB).
3. Incorporate community priorities and progress into Management Dashboard (FOB).
4. Conduct PCAB, NONPACC, and MAX district meetings.
5. Collaboration with the Police Academy to ensure current training includes all elements of the Community Policing Manual (FOB and PSAB).
6. Drafted resource documents for SARA, POP, community policing, procedural justice, etc. (FOB and PSAB).
7. Development of training for PCAB's, to be included in their orientation classes, regarding community policing, problem-oriented policing and procedural justice (FOB). (Conducted every two years)
8. Superintendent's message to all personnel on community policing directives. Message should pair all current programs in a comprehensive manner, so that personnel understand how this fit into their duties, aside from calls for service.
9. On a quarterly basis, PSAB audits the Department's community policing activities and drafts a report on its findings.
10. Faith and Blue Weekend. A weekend of festivities with the fundamental premise of creating a coalition with local clergy to establish a more productive community which is one of your tenets to community policing. Working together, the paired officer and faith leader address mutually held biases and work collectively to improve and strengthen relationships between officers and the citizens.
11. Uncomfortable Conversation - Members of the city of New Orleans Pastoral Community and Citizens, meet and have an open dialogue with police regarding civil unrest, how to work effectively together to address needs and concerns of community.
12. Humanizing the Badge – A forum geared to developing opening dialogue between the police and the youth within the community and to show the human side of the men and women behind the badge.
13. Police Activity League (PAL) / Voices of Youth - Bringing to light via discussion youth feelings and sentiments of Racism, Equality, Social Justice, Educational Reform, Law Enforcement Relations and Community Advocacy.

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[45] Notation of units in parenthesis delineates who will be responsible for each task

THRESHOLDS

This Community Policing 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. The following foundational thresholds will be utilized to measure community engagement and the implementation of this plan.

- Inclusion of meaningful community engagement-focused dialogue in the Headquarters MAX meeting and weekly, district MAX meetings.
- Conduct quarterly and annuals reviews of the Department's community engagement activities using the scorecards and processes developed by PSAB.
- 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 (Community Policing Plans) will be revisited and updated every two years.
- Review of the SROs monthly reports to determine compliance with policy and NOPD priorities.
- Annual community policing in-service and recruit training updated and completed.

APPENDIX

- Chapter: 10.0 Community Policing and Engagement
- Community Policing Form Guidance
- Community Engagement Daily Training Bulletin
- District Community Outreach and Public Information Plan Template
- LGBTQ+ Liaison KSA
- Language Access Coordinator KSA
- District Community Engagement Brochure (front and back)
- "Hot Sheet"

CHAPTER: 10.0 TITLE: COMMUNITY POLICING AND ENGAGEMENT

EFFECTIVE: 11/11/2018

PURPOSE

The purpose of this Chapter is to outline the community policing and engagement program of the New Orleans Police Department.

POLICY STATEMENT

1. The New Orleans Police Department (NOPD) shall promote and strengthen community partnerships, work constructively with the community, ensure collaborative problem solving, ensure ethical and bias-free policing, and work to increase community confidence in the Department.

2. The New Orleans Police Department will effectively engage the community in collaborative problem solving. NOPD will partner with residents and stakeholders to identify and solve problems that contribute to crime, fear of crime and quality of life problems in communities. The Department is committed to proactively solving problems as well as reacting to their harmful consequences.

3. The mission of the New Orleans Police Department is to provide professional police services to the public to prevent crime, maintain order and protect life and property. NOPD is committed to the philosophy and practice of community problem-oriented policing as a means to inform organizational decisions, shape policies, identify training needs, and prioritize crime fighting by engaging each neighborhood and community organization in collaborative problem-solving partnerships. Community problem-oriented policing, and community policing and engagement are critical methods toward achieving NOPD's mission. 4. The New Orleans Police Department will collaborate with community stakeholders and partners on policing and engagement efforts. The Department encourages its members to develop problem solving partnerships with community residents.

5. NOPD recognizes that it serves many diverse communities. Communities arise not only from shared geography but also social ties, common perspectives, and shared circumstances (for example, the LGBTQ or LEP community). NOPD shall seek to engage all communities in its community policing and engagement efforts.

6. NOPD's recruitment efforts shall focus on hiring officers who can build relationships and work collaboratively with all communities.

7. This Chapter operates in tandem with many programs and policies focused on properly serving and collaborating with a variety of communities, including but not limited to Chapter 41.13 – Bias-Free Policing, **Chapter 41.13.1 – Interactions with LGBTQ Persons, and Chapter 55.4 – Limited-English Proficiency Services.**

8. The Department sets forth its community policing vision in its **Community Policing and Engagement Manual**. The Department shall review the Manual annually and update the manual as necessary.

DEFINITIONS

- Community Engagement—Activities that foster positive interactions between citizens and

officers, employ community policing ideals, create opportunities for constructive exchanges, and foster substantive collaboration with the community, while enhancing trust and legitimacy.

- Community Policing—A philosophy and operational strategy that promotes organizational practices that support the systematic use of partnerships and problem-solving techniques to work with the community to address the immediate conditions that give rise to public-safety issues such as crime, social disorder and fear of crime.
- Community Policing Plan—A district-specific blueprint of collaborative partnerships with the community. The Community Policing Plan address the unique needs of the communities serviced in each District. Each district's Captain is responsible for the development of the plan.
- Community Policing Signals—Community policing signals allow the Department to document specific tasks for proactive and community policing. The signals are Area Check, Business Check, Directed Patrol, Residence Check, Quality of Life, and Walking Beats. When dispatched on community policing signals, officers will employ procedural justice techniques.
  - o Area Check—Officers will utilize the area check signal when patrolling an area within the District that has been pre-determined as an important area either by the community or the Department.
  - o Business Check—Officers will utilize the business check signal to engage occupants at a business within the District.
  - o Directed Patrol—Officers will utilize the directed patrol signal to execute a focused collaborative problem-solving, departmental problem-solving, or community policing and engagement in the targeted area.
  - o Residence Check—Officers will utilize the residence check signal when the officers physically exit the patrol car and engage occupants at a specific residence absent a call for-service.
  - o Quality of Life—Officers will utilize the quality of life signal when responding to any type of quality of life problem.
  - o Walking Beat—Officers will utilize the walking beat signal while executing a defined and assigned walking beat.
- New Orleans Neighborhood Police Anti-Crime Council (NONPACC)—NONPACC is a partnership amongst the community, district Captains, and officers to create conversations, identify problems, and devise solutions. Members of the public voice their concerns directly to the District Captain during face-to-face meetings.
- Police Community Advisory Board (PCAB)—A board consisting of five to seven citizen volunteers from their respective police districts. PCAB members serve a two-year term and meet quarterly to address community issues. The City's Office of Neighborhood Engagement coordinates the application and selection process for PCAB volunteers. The Superintendent has final approval on the selection of members to serve on PCABs.
- Problem—Something that concerns or causes harm to citizens, not just the police. A problem generally involves repeat incidents occurring in a community with related characteristics (time, place, behavior, victim(s), offender(s)) that concern the community.
- Problem-Oriented Policing—A proactive problem-solving approach that uses the SARA model to focus on proactive solutions, specific crime problems and achieving crime and fear reduction results. The problems should be those that the community recognizes as important.
- Procedural Justice—Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources and specifically how the characteristics of police community interactions shape the public's trust of the police. Procedural justice speaks to four principles, often referred to as the four pillars: (a) Fairness in the processes (b)

Transparency in actions (c) Opportunities for voice (d) Impartiality in decision making.

- Scanning, Analysis, Response, Assessment (SARA) Model—An approach wherein the community and the department work together to scan for problems, analyze information, respond through implemented strategies, and assess the effectiveness of implemented strategies.

COMMUNITY POLICING AND ENGAGEMENT

9. NOPD shall solicit community input regarding public safety and quality of life priorities to tailor policies and operations to addressing those priorities. NOPD shall continually seek methods of collaborating with the public to improve operations and ensure Constitutional, community-oriented policing.

10. Officers shall participate, when applicable, in the community policing and engagement programs and initiatives outlined in this Chapter. Community policing is the responsibility of the entire Department and not just officers specifically assigned to roles that frequently interact with the public. The NOPD community policing and engagement program includes but is not limited to the activities listed in Appendix A – Community Policing and Engagement Programs.

11. Members of the New Orleans Police Department should initiate partnerships and programs with the community while utilizing problem-oriented policing, procedural justice, and collaborative approaches.

12. Members are encouraged to engage with communities who may be distrustful of NOPD in an effort to build relationships and enhance community problem solving.

COMMUNITY POLICING PLANS

13. Each district shall update its Community Policing Plan semi-annually by doing the following:

   (a) Each District shall gather feedback from the community through surveys and meetings to identify community priorities and quality of life issues.

   (b) Each District shall then create a plan for addressing the priorities and establish methods of documenting the response to the priorities through community policing signals and/or other methods.

   (c) The District shall include the identified priorities, planned response, and documentation methods in the updated Community Policing Plan and input this information into MAX with the assistance of the Analytics Unit.

14. Implementation of Community Policing Plans shall focus on prevention and not solely on enforcement whenever possible. Districts shall utilize available resources and coordinate with City agencies to address current problems and attempt to prevent future problems from arising.

15. In implementing the Community Policing Plans, Districts may deploy officers and detectives in specific geographical areas where a problem is occurring. The assigned officers will work with residents and stakeholders, where possible, to seek solutions and create a safe environment.

16. District Captains shall continually evaluate the effectiveness of their Community Policing Plans and assess whether the identified priorities are still relevant based on crime and quality of life trends provided by the Analytics Unit and MAX system and input from community partners and stakeholders relevant to the identified priority.

PROACTIVE PROBLEM-SOLVING

17. In addition to implementing the Community Policing Plan, each District Captain, working with officers and community partners, will be responsible for identifying problems in the district and working proactively to solve them.

18. Problem-solving projects will be prioritized by the Captain and assigned to officers within the District.

19. Officers should proactively look for problems in the communities they serve. When an officer becomes aware of a problem, he/she should notify his/her supervisor of the problem, who will consider whether to elevate the problem to the District command staff and Community Liaison Officer. The District command staff may decide to allocate time for problem-solving apart from responding to calls for service and/or handling regularly assigned duties.

20. Problem-solving shall include identifying community members who are critical of the NOPD, listening to and working to understand their concerns, and working collaboratively to resolve issues identified.

REPORTING

21. When an officer makes contact with a stakeholder in the assigned area, or conducts any community policing activity, he/she shall utilize the relevant community policing signal to document the stakeholder contact.

22. District Captains are responsible for ensuring that data concerning the following is documented in the MAX system on a District basis:

> (a) Implementation of Community Policing Plans;
>
> (b) Community policing activities documented through community policing signals; and
>
> (c) Collaborative problem-solving efforts.

ASSESSMENTS

23. Surveys may be utilized as an outcome measure to determine the effectiveness of Community Policing Plans and other programs. NOPD may also utilize surveys to assess procedural justice within police-community contacts.

24. Community policing and engagement activities shall be incorporated into each District Captain's annual performance evaluations.

25. Community policing and engagement activities shall be incorporated into each officers' annual performance evaluations as appropriate to his/her assignment.

26. Supervisors shall review recordings regularly in accordance with **Chapter 41.3.10 - Body Worn Camera** and to evaluate whether officers are working actively to engage the community and increase public trust and safety. Supervisors shall evaluate how officers perform in accordance with the principles of procedural justice. Supervisors shall incorporate the knowledge gained from the reviews into the ongoing evaluation and supervision of officers.

27. The Audit and Review Unit shall conduct at least quarterly reviews of procedural justice in interactions with the public by viewing body-worn camera footage.

TRAINING

28. Every commissioned member of the New Orleans Police Department will receive at least eight hours of training annually on community policing, community engagement, relationship building, procedural justice and problem-solving techniques, involving the SARA model

APPENDIX A - COMMUNITY POLICING AND ENGAGEMENT PROGRAMS

NOPD's community policing and engagement programs include but are not limited to:

1. Community Policing Plan—A district-specific blueprint of collaborative partnerships with the community. The Community Policing Plan address the unique needs of the communities serviced in each District.

2. Community Policing and Engagement Manual—A long term, aspirational document that will enhance the NOPD's community engagement and community problem-oriented policing activities. The Manual will guide officers on how to reach out to the community and productively engage citizens to create opportunities for substantive community problem solving.

3. Community Meetings—The Department seeks opportunities to positively interact with the community in circumstances that are not related to an investigation or enforcement. Community meetings and events provide non-enforcement opportunities to proactively engage and build trusting relationships with the community.

4. Centralized Community Coordinator—An internal position that serves as a resource for community engagement and policing coordination, literature, training, and tools, with the goal of making a community engagement and policing efforts a success. The Centralized Community Coordinator is also responsible for initiating and maintaining partnerships with other departments and community groups.

5. Beat Profile—Beat specific information gathered by officers, in collaboration with the community, to serve as a guide to officers and community members engaged in problem solving. Among the information in included in the profile is information on organizations and services available within the beat, including entity contact information. The guide should be updated at least annually and be readily available to all who may engage in problem solving.

6. Body Worn Camera Program—Promotes transparency and trust building between NOPD and the community by accomplishing the following objectives:

(a) To enhance transparency and public trust by preserving factual representations of officer-citizen interactions in the form of audio/video recordings.

(b) To promote officer safety.

(c) To document statements and events during the course of an incident.

(d) To enhance the law enforcement operator's ability to document and review statements and actions for internal reporting requirements as well as for courtroom preparation and presentation. (e) To preserve audio/video information for use in current and future investigations.

(f) To provide an impartial measurement for self-critique and field evaluation during officer training.

7. Citizen's Police Academy—An eight-week program, which is an interactive learning experience for New Orleans residents. Participants receive 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.

8. Community-Police Mediation Program (CPMP)—The CPMP, administered and led by the Independent Police Monitor, aims to build understanding and improve relationships between NOPD and the community. The program provides opportunities for officers and community members to have a face-to-face conversation, facilitated by neutral community mediators, to share their perspectives, be heard and understood, and come to mutually-agreeable solutions. The program is an alternative to the traditional complaint investigation process and is available for eligible complaints. Eligibility criteria are described in detail in **Chapter 24.2 - Community-Police Mediation.**

9. Police-Community Advisory Board (PCAB)—The PCAB serves an advisory role and is an authorized space for establishing community buy-in, consensus and priorities on public safety issues/concerns for recommendation to NOPD. Each District's PCAB consists of a minimum of five volunteer community members and holds a public meeting at least four times per year.

NOPD works collaboratively with PCABs to develop and implement public safety strategies that 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.

10. New Orleans Neighborhood-Police Anti-Crime Council (NONPACC)—These meetings provide community members with an opportunity to voice their concerns directly to the District Captain. These meetings occur monthly and are attended by the District Captain and other district personnel. Progress on implementation of the Community Policing Plans will be discussed at monthly NONPACC meetings.

11. Neighborhood Watch—A program that enlists the active participation of residents, in cooperation with law enforcement, to reduce crime in communities throughout the city.

12. School Resource Officer (SRO) Program—SROs are assigned to provide police services to area public high schools and to serve as resources to teachers and staff. The SRO helps school officials cope with school violence and assists in creating a safe and conducive learning environment in public schools. SROs are responsible for conducting youth police dialogues. Specific SRO's responsibilities are set out in **Chapter 1.20 – School Incidents, School Resource Officers.**

13. Victim-Witness Program—Provides many resources and services, including referrals to outside social services agencies and contacts community members involved in serious crimes, providing information about the various services available to the community. The Victim/Witness Assistance Program, handled thru the Victim Witness Unit, provides the following assistance to citizens:

> (a) Safety planning;
>
> (b) Victim advocacy;
>
> (c) Crisis intervention;
>
> (d) Crime victim reparations;
>
> (e) Counseling referrals;
>
> (f) Community resource;
>
> (g) Referrals;
>
> (h) Case update information; and
>
> (i) Information on the criminal justice process

Community Policing Forms Guidance

The Community Policing Form (CPF) is used to measure and track officer outreach to a broad cross-section of community members, to document extensive problem-solving partnerships and initiatives, and illustrate the implementation of cooperative strategies that build mutual respect and trusting relationships with stakeholders and the NOPD. All community policing activities, events, initiatives, collaborations, and resolutions must be documented in a Community Policing Form. The CPF is housed on a secured internal network drive accessible to all NOPD personnel (NOPD Web Applications).

All commissioned personnel will complete a CPF when he/she is engaging with the community or conducting community policing in a **single event** and not when taking an action that will be documented by using a Community Policing Signal.[46] For example: an officer responding to a complaint of an abandoned vehicle in front of a residence. The officer then takes the necessary action to notify city towing and get the car removed. The single event would require a CPF and not the use of a community policing signal.

Form Completion

When department personnel open the Community Policing Form homepage on NOPD Web Applications under the Forms tab, they will access the home screen for Community Policing Forms and will complete the form using the following steps:

1. At the top of the homepage the officer will select "Officer's Activity" to open a blank CPF.
2. The officer's name, district and assignment will automatically populate on the form.
3. The officer will enter the citizen stakeholder's name, address, and organization, if applicable.
4. The officer will enter the date of activity and activity type.
5. The officer shall select one of the following activities:
    a. Strengthening Relationship
    b. Crime Prevention
    c. Problem Solving (SARA)
    d. Crime Trends
    e. Residence Business Security Evaluation
    f. Event Coordination
    g. Meeting
    h. Community Policing Plan (CLOs only)
    i. Other. If other is selected, the officer will describe the interaction in the narrative box labeled 'Other'.
6. The officer will not select the Community Policing Plan as the CLO completes this update for the entire police District. See *Community Policing Form Activities* section below for more information.
7. The officer will select the check box to document if he/she is a CLO or not.

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[46] Community policing signals allow the Department to document specific tasks for proactive and community policing that follow each District's Community Policing Plans and Initiatives. The Community Policing Signals are 22A - Area Check, 22B - Business Check, 22D - Directed Patrol, 22R - Residence Check, 21Q - Quality of Life, and 22W - Walking Beats.

8. The officer must contact OPCD (Orleans Parish Communication District) and request an item number for the interaction and document the given item number in the "Item Number" field box and any other referenced item numbers associated with the current interaction or matter.

9. The officer will clearly describe the activity, complaint, or interaction in the comment box and submit the form. In the comment box, the officer will note if a follow-up is needed and if the resolution must be referred and completed by an outside agency.

10. If the follow-up can be completed within 24 hours, the initial officer may use his/her discretion to complete the follow-up tasks before submitting the form for supervisor review.

11. Once the form is submitted, the officer's direct supervisor will receive an email alert to review and approve the submitted form.

12. If the interaction or matter requires a follow-up initiative, the supervisor will select "Yes" in the "Follow-up" section within 5 business days of receiving the email notification, [47] and the form will be directed to the District CLO for follow-up completion.

13. The CLO will go to the location of the issue/matter and assess whether the concern is current and/or what steps will be necessary to resolve the matter.

14. After the CLO's assessment, he/she will search for the form entry by item number and select the form to document edits and completion tasks.

15. The CLO will document that the follow-up was complete and select "Yes" under "Problem Solved?" If an outside agency must conduct any actions to resolve the matter, the CLO will select "No" under "Problem Solved" but will still document the follow-up he or she conducted and note that the outside agency was notified for their assessment of the matter.

16. The CLO will submit his/her documentations and the form will be directed to the District DSA for approval.

17. After the DSA's approval of the form, the form is tagged completed in the system and will be reviewed and audited by the Community Engagement Section Manager during the quarterly audit.

18. If the DSA or Supervisor selects "Requested for Resubmit" the form will be redirected to the CLO, and the officer will complete the recommended tasks of the DSA or Supervisor until the form can be approved and submitted as a completed form.

<u>Community Policing Form Activities</u>

As stated above, officers can select the following form activities:

   a. Strengthening Relationship
   b. Crime Prevention
   c. Problem Solving (SARA)
   d. Crime Trends
   e. Residence/Business Security Evaluation
   f. Event Coordination
   g. Meeting

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[47] This is a separate process from the 30-day form approval requirement. Follow-up forms do not get approved until the problem is resolved or reduced and deemed resolved.

      h. Community Policing Plan (CLOs only)
      i. Other. If other is selected, the officer will describe the interaction in the narrative box labeled 'Other'.

Strengthening Relationships: Officers should describe any interaction that builds trust and legitimacy and any efforts put forth to create lasting relationships with community members. Examples include presentations at community meetings, constant communication with community members to provide information when requested, Police Activities League events with youth, or any interactions where a relationship or partnership is established.

Crime Prevention: Officers should describe any crime prevention strategies presented to community members and any applicable updates. For example, if a Real Time Crime Center camera was positioned at a location with prolonged violent criminal activity.

Problem-Solving (SARA): When writing a Problem-Solving entry, officers shall utilize the SARA method in the form narrative box. If the narrative section does not break down the problem that was addressed via the SARA model, the form entry will be redirected to the officer to resubmit. Officers should specifically document activities in the form following the prompts below:

Scanning: This first step requires police to recognize recurring issues and their respective outcomes within their communities. Officer must then prioritize these issues and develop goals to resolve the issue at hand. Officers must then further examine problems within the larger issue.

Analysis: To analyze a problem, officers need to identify and understand the causes and entailments of an issue as well as collect data on the problem. The analysis step makes officers specify current responses to an issue, the scope of an issue, resources, and potential reasons for the issue's occurrence.

Response: Officers use their research from the analysis step to brainstorm ideas for intervention, select intervention options, outline plans and objectives, and implement proposed plans.

Assessment: The final step of the SARA model takes place after officers have tried to solve a problem. Assessment requires officers to evaluate the success of their plan and collect data regarding its outcomes. During this step, officers also determine whether their initial goals were met and make an effort to better ensure continued success.

 Refer to *The SARA Model* section of this report for more information on documenting SARA

Keep in mind that if the "Follow-Up" box is checked, the officer only needs to enter the SARA steps taken. For example, if you responded to the problem, but need the CLO to assess the impact, only document how you scanned, analyzed, and responded to the problem.

Crime Trends: Officers should describe any reoccurring crime trends in certain locations, times of day, or any other applicable information. This information assists with analyzing potential problems and issues within the District and allows for better follow-up in the future.

Residence/Business Security Evaluation: Officers should describe any information provided to a community member during a business check or residence check. If there is a situation that requires the officer to provide valuable information on protecting citizens or valuables, the information should be included in the form. For example, if an officer conducts a business check and provides the business owner or employees with information on how to reduce crime or quality of life issues at the business, the officer should document the information in the narrative.

Event Coordination: Officers should document any events they are planning or coordinating in partnership with stakeholders. Engaging the community is an important step in building lasting relationships. Officers are encouraged to assist with coordinating community events.

Meetings: Officers should document community meetings they are attending. Engaging the community is an important step in building lasting relationships. Officers are encouraged to attend and document attendance at community meetings or any other meetings that advance community interests.

Community Policing Plan Entries

"Community Policing Plan" activity is only entered into the CPF by CLOs. If a non-CLO officer performed some activity in service of the Community Policing Plan in his/her/their district, the officer should provide an update for the CLO either during roll call, phone, email, or any other feasible mode of communication.

Officers may also need to document in a Community Policing Form the activities they performed in service of one (or more) of the priorities in their districts' Community Policing Plan. For example, if an officer may have engaged in a "Crime Prevention" activity that addressed one of the priorities in the Community Policy, this activity would be documented using the "Crime Prevention" drop down in the CPF (not using the "Community Policing Plan" drop down since that drop down can only be used by CLOs). CLOs should review the CPFs of the officers in their district when completing the monthly Community Policing Plan reports.

CLOs are required to complete monthly activity reports that summarize the activities performed in service of their district's Community Policing Plan. In order to do so, the CLO must do the following:

1. Select the activity "Community Policing Plan". This will populate the specified district's Community Policing priorities.
2. The CLO will select which project is the target project to update. Once selected, the tasks for the projects will populate along with a blank comment box.

The CLO will clearly describe the updated activity or interaction completed for the month in the comment box relating to the District's Community Policing Plan and submit the Community Policing

Form. All officers must document relevant interactions within one week of the occurrence and Supervisors must review community policing forms entries within 30 days of submission.

*The Community Policing Forms will be audited based on form completion and accuracy and not to show compliance of Community Policing or Engagement performed tasks and/or services to the community. The scorecard will track the increases in compliant entries compared to historical data. The Department will be compliant with Community Policing Forms by demonstrating a trend over time to embrace the use of the Community Policing Forms through increased compliance with form entries over time.

This page is intentionally blank to include the Community Engagement DTB once it is approved.

District Community Policing Plan Template

The Community Policing Plans address the unique needs of the communities serviced in each District. Every 2 years, each District develops a plan that identifies three policing priorities. Below is a template that can be used as a guide in drafting plans.

NEW ORLEANS POLICE DEPARTMENT

FIRST DISTRICT

COMMUNITY POLICING PLAN March 2021

(District Community Engagement photos inserted on cover)

NEW ORLEANS POLICE DEPARTMENT

First District

[INSERT TABLE OF CONTENTS]

COMMUNITY POLICING AND ENGAGEMENT PROGRAM OVERVIEW

The New Orleans Police Department's Community Engagement Program consists of a Community Engagement Police, Community Engagement Plan and Community Outreach and Public Information Plans.

Community Engagement Policy

Community Engagement Manual

Community Policing Plans

Community Policing and Engagement Policy

The New Orleans Police Department shall promote and strengthen community partnerships, engage constructively with the community, ensure collaborative problem solving, ensure ethical and bias-free policing, and increase community confidence in the Department.

Community Policing and Engagement Manual

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 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.

Community Policing Plan

A district-specific collaborative partnership with the community. 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.

On [insert date] the NOPD hosted a forum with the [insert District] Police Community Advisory Board (PCAB) via [insert location]. The purpose of this event was to identify and prioritize public safety concerns voiced by community members. PCAB members reviewed 311 data collected year-to-date- in the Sixth District and reviewed New Orleans Neighborhood-Police Anti-Crime Coalition (NONPACC) citizen concerns to form a list of issues that the Sixth District should address. The Community Liaison Officers collected feedback from the PCAB Members and analyzed the feedback to identify trending problems that could be developed into robust problem-oriented policing plans.

We continue to survey the community every 2 years to update and prioritize these issues. Thus, we continue to establish transparent, actionable items and update them monthly to show community members the district's efforts in resolving community concerns.

[Insert District] DISTRICT

The [Insert District] District is in the [describe location (i.e. Central City)] located at [physical address].

The[ ] District currently serves a population of approximately [number of residents] residents. Included in the Sixth District are several diverse neighborhoods such as [list at least 3-5 neighborhoods] , to name a few. The area also has [insert notable locations or landmarks, etc. (i.e. one college, shopping on the Magazine Corridor, several shopping centers, and eateries)].

The District has [how many officers] officers as of [INSERT DATE]. The District phone number is_____. The District can be contacted by email at [EMAIL]. For more information about the work of these officers, please follow the Facebook page account: [INSERT LINK TO FACEBOOK]

New Orleans Police Department District Map
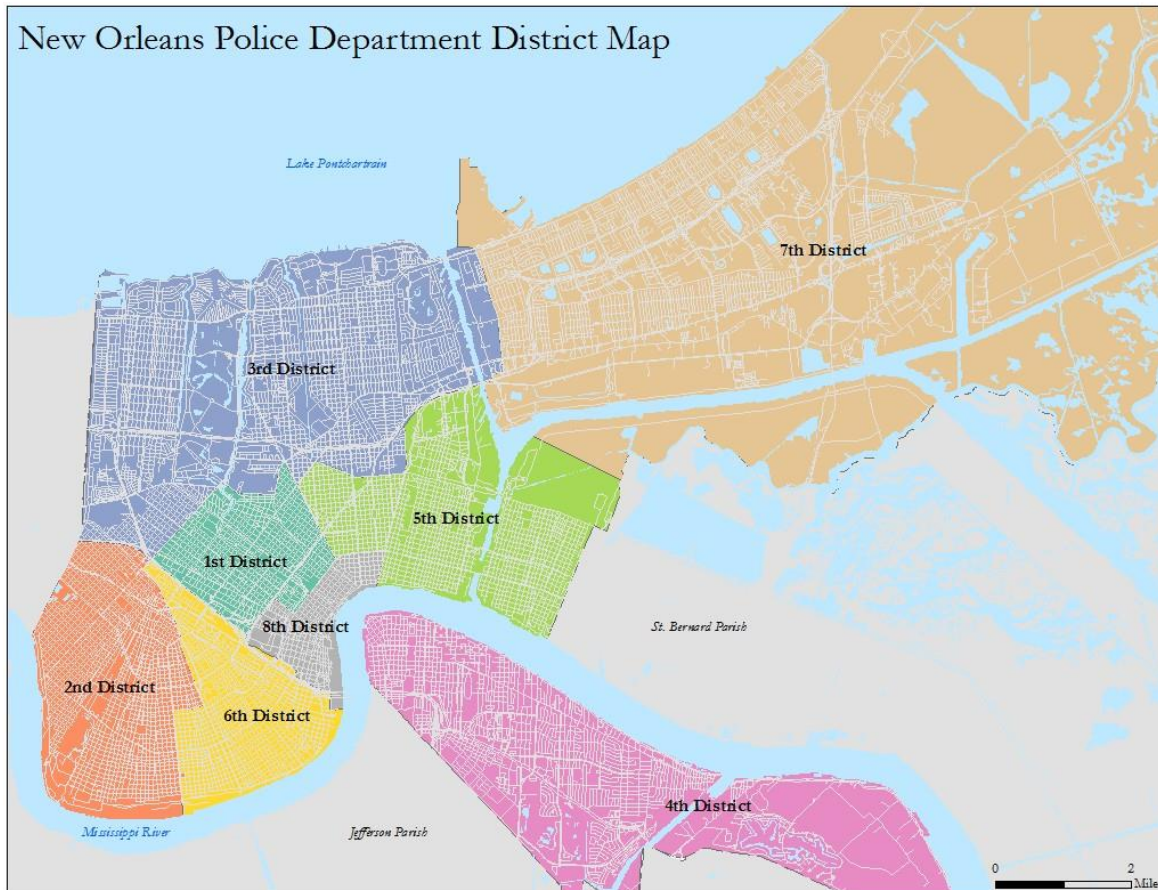
[INSERT CAPTAIN, SECOND IN COMMAND, CLO AND SRO BIOGRAPHIES]

During the above listed events citizens are asked the following questions to incorporate their concerns and recommendations into the District Community Policing Plans:

- "In your opinion, what are the greatest problems in your District and how can police help?
- "How can the community collaborate with the police department to address these issues?"
- "What does the police department do well in terms of community engagement?
- "What could the police department do better in terms of community engagement?
- "What activities should the Department undertake to improve relationships with youth?"

- "How can we reach out to individuals not present to engage them in improving the police department?"

DISTRICT COMMUNITY POLICING PLAN PRIORITIES

Given the issues raised by the community, the primary area of focus in the ___District Community Policing Plan, drafted for [DATE], will be to do the following:

[LIST AT LEAST THREE PRIORITIES]

ACTIONABLE ITEMS

Actionable items are specific steps the District will take to implement the District Community Policing Plan. Actionable items will be quantified or qualified through data analytics. The actionable items are transparent and will be updated monthly to allow the community to verify the actions of the District. Actionable items are given via tasks.

[BREAK OUT ACTIONABLE ITEMS BY "TASK #1, TASK #2, ETC.]

APPENDIX

LGBTQ+ Community Liaison KSA

Position:

- LGBTQ+ Community Liaison

Bureau/ Division/Unit:

- Open to all bureaus and units

Job Description/Position:

The LGBTQ+ community liaisons will act as a conduit between community members and the Department, including senior leadership. Liaisons will be expected to build strong relationships with community members and to participate in community outreach and recruitment programs citywide. Liaisons will meet with the superintendent or his/her designee at least monthly to share information and feedback and to shape strategies to continually improve services to, and relationships with, members of the community who identify as LGBTQ+. Communication will be clear, direct, and transparent, with an emphasis on community input and accountability. Liaisons will be required to attend specialized training on cultural competency and policing best practices regarding the LGBTQ+ community.

This role will be a coequal part of an officer or civilian employee's duties. While acting in the liaison capacity, individuals will report to the Deputy Superintendent of the Professional Standards & Accountability Bureau or his/her designee.

Key responsibilities include:

- Build strong relationships with individuals and community organizations and attend key community events with the approval of event organizers.
- Convene regular community forums (at least twice per year) to learn about and address current issues affecting the community.
- Provide specific support to LGBTQ+ victims of crime, and/or witnesses, as requested.
- Monitor a dedicated email address, LGBTQNOPD@nola.gov, which will serve as an additional venue for community members to ask questions, raise issues, and provide feedback; respond to messages and follow up as appropriate.
- Review any potential changes to bias-free policies and procedures, soliciting feedback from the community.
- Collaborate with the Education and Training Division and the Professional Standards & Accountability Bureau to ensure proper training on Chapters 41.13 and 41.13.1.
- Facilitate annual community review of Chapters 41.13 and 41.13.1, with a key focus on ensuring that feedback on policies and training is received from marginalized populations within the LGBTQ+ community, including people of color (with an emphasis on the experiences of black transgender women), young people, and individuals experiencing homelessness.
- Work with the Department's language access coordinator to collect feedback regarding LGBTQ+ issues from immigrant communities and others with limited English proficiency.

- Conduct formal trainings to educate community members on their rights and on Departmental policies and processes, and ensure community members have the knowledge, tools, and resources they need to hold officers accountable.
- Treat all community feedback seriously and keep community members informed of any actions taken to address questions or concerns. Guide community members through the complaint process as necessary and ensure that complaints are appropriately followed up on and that the result of the complaint is clearly communicated to the complainant. Work with the Public Integrity Bureau (PIB) to identify and address any relevant trends in complaints regarding treatment of the LGBTQ+ community.
- Maintain familiarity with established and emerging best practices regarding policing and the LGBTQ+ community.

Minimum Qualifications:

- Excellent writing skills, oral communication, and interpersonal skills
- Excellent computer skills
- No Sustained misconduct complaints within a 24-month period

Requirements:

- Exceptional writing and verbal communication skills
- Strong interpersonal and relationship-building skills
- Ability to meet deadlines
- Strong Moral Character

Selection Method:

- Interested candidates should send resume and a 2-3 writing sample (such as a report) to the Professional Standards & Accountability Bureau at PSAB@nola.gov no later than Friday, August 16, 2019.
- Letter of recommendation from the candidate's current supervisor.
- PIB history, INSIGHT and last annual evaluation will be reviewed by the Captain of the Professional Standards & Accountability Bureau.
- Final approval recommendation to Deputy Superintendent of Professional Standards & Accountability Bureau for written approval.

Language Access Coordinator KSA

Position:

- Language Access Coordinator

Bureau/ Division/Unit:

- Professional Standards & Accountability Bureau/Crime Prevention/Community Engagement

Job Description/Position:

Per NOPD **Chapter 55.4 Limited English Proficiency Services**, the Language Access Coordinator "shall be responsible for coordinating, implementing, and monitoring compliance with all aspects of the NOPD's services to LEP individuals with the assistance of the Policy Standards Section. This includes ensuring free language access services to all LEP individuals encountered by members of the Department, consistent with this Chapter and the Department's **Language Assistance Plan**."

This is a permanent, full-time position.

Key responsibilities include:

- Monitor availability and quality of services provided to populations with Limited English Proficiency:
- o Annually review all new documents, forms, or communications issued by the NOPD to assess whether they should be considered vital materials requiring translation. Work with Community Liaisons and NOPDAIs to have documents and communications translated and distributed to LEP communities.
- o Provide oversight and support to Spanish-Speaking and Vietnamese-Speaking Community Liaisons and ensure their time is spent appropriately on building relationships of trust with the community and addressing areas of concern.
- o At least monthly, review body-worn camera footage of officers interacting with LEP individuals. Complete audit reports detailing need for, and delivery of, services.
- o Work with Community Liaisons to review all body-worn camera footage of NOPDAIs delivering interpretation services to monitor quality and accuracy of services. Report any issues to the Professional Standards & Accountability Bureau for corrective action and/or training updates.
- Collaborate with Community Liaison Officers (CLOs) to develop and implement a comprehensive community outreach plan, including the following actions:
- o Identify and contact all major organizations serving the LEP community.
- o Collaborate with organizations and individuals to identify areas for potential growth and additional training for all officers.
- o Coordinate regular (at least quarterly) public meetings, hosted by Community Liaisons, to solicit feedback from community members.
- o Solicit ongoing recommendations for improved LEP services from the Community Liaisons.

- Annually prepare a report to the Superintendent assessing the language assistance services provided to LEP individuals, the effectiveness of those services, language assistance service complaints that have been received and the complaints' resolution, and any recommendations to improve language access policies and procedures. As part of this report, track and analyze the following information:
  - The number of LEP individuals NOPD staff has encountered in person, by telephone, in written or electronic communications, and on the NOPD website.
  - For each encounter in (a), the number of LEP persons that requested services and the number who were provided services.
  - The primary spoken and written language of the LEP persons provided services.
  - For each encounter described in (a), whether an in-person, remote, or other interpreter service was provided.
  - Number of bilingual staff who have been evaluated for language proficiency including their level of proficiency.
  - Use of document translators by number of documents or communications translated and non-English language.
- Review all community recommendations and implement as appropriate, working with the Education & Training Division and with the Professional Standards & Accountability Bureau as appropriate.
- Work with the Professional Standards & Accountability Bureau to annually assess demographic data, review language access services utilization data, and consult with representatives of the LEP community and District Captains to ensure that the Department is providing the services and benefits the Department provides in all NOPD-conducted programs or activities to LEP persons. Use this review to determine whether vital documents or communications should be translated into additional languages and whether other related changes to the Department's LEP program are necessary.
- Collect and track calls for service data about LEP contacts with NOPD. Prepare monthly reports to the Deputy Superintendent of the Performance Standards & Accountability Bureau outlining LEP services coordinated through OPCD. Incorporate this information into the annual report provided to the Superintendent.
- Regularly attend community events as a representative of the NOPD.
- Coordinate and deliver training to NOPDAIs, other officers, and recruits as needed. This includes the 8-hour Interpreter Skills training required, in addition to Civil Service bilingual certification, to become an NOPDAI.
- Assess the effectiveness and efficiency of the Department's Language Assistance Plan on an ongoing basis and report to the Superintendent or his/her designee regarding needed improvements and any accountability concerns.
- Ensure that English, Spanish, and Vietnamese translations of the current Language Assistance Plan and policy (Chapter 55.4) remain posted in a public area of the police department building, District police stations, and the PIB building, as well as online, and in any other locations throughout the City where individuals go to seek police assistance.
- Distribute the Language Assistance Plan and policy to a variety of community organizations serving LEP communities encountered by NOPD.
- Maintain the NOPD Authorized Interpreter (NOPDAI) list that will include each interpreter's language(s) of proficiency, when language skills were assessed for each language, and if any complaints have been filed against them regarding their language

skills.
- o Provide this listing to the executive director of the Orleans Parish Communications District (OPCD) for the use of dispatchers.
- o Make this list available on NOPD's intranet.
- o Review the list for accuracy at least every six months and provide updates as appropriate.
- • Provide quarterly status reports to the Deputy Chief of the Professional Standards & Accountability Bureau or his/her designee detailing the strategies that have been implemented along with any additional recommendations.

Minimum Qualifications:

- • Four years of NOPD experience as a Commissioned member
- • Excellent writing skills, oral communication, and interpersonal skills
- • Excellent computer skills
- • No Sustained misconduct complaints within a 24-month period

Requirements:

- • Exceptional writing and verbal communication skills
- • Strong interpersonal and relationship-building skills
- • Strong managerial skills
- • Ability to meet deadlines
- • Strong Moral Character
- • Preference will be given to NOPDAIs (with fluency in Spanish or Vietnamese)

Selection Method:

- • Interested candidates should send resume and a 2–3-page writing sample (such as a report) to the Professional Standards & Accountability Bureau at PSAB@nola.gov.
- • Letter of recommendation from the candidate's current supervisor.
- • PIB history, INSIGHT and last annual evaluation will be reviewed by the Captain of the Professional Standards & Accountability Bureau.
- • Final approval recommendation to Deputy Chief of Professional Standards & Accountability Bureau for written approval.

District Community Engagement Brochure

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

OFFICER

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 _#####._

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 9:00 PM and lasts for 8 weeks. For more information on the next Citizens Academy, contact the Community Engagement Unit at 504-658-5590.

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-####

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NOPD Community Engagement Unit

(504) 658-5590

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The New Orleans Police Department, under the leadership of Superintendent Shaun D. Ferguson, 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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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

<u>TYPE OF PROBLEM</u>

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: 3401 Broadway Street--------------658-6020-----nopd2nddistrict@nola.gov

3rd District Station: 4600 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
- Streetlights, 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.

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- Building Trust in Diverse Nations, How to Serve Diverse Communities, No. 2, COPS/Vera Institute, 2016
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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

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- Community Planning Toolkit: Community Engagement, 2014, Community Places through BIG Lottery Fund

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- New Orleans Police Department Policy Chapter 10.0: Community Policing and Engagement

- New Orleans Police Department Policy Chapter 1.20: School Resource Officer

- New Orleans Police Department Policy Chapter 41.4.2: Alternative Police Response

- New Orleans Police Department Education and Training Division – Annual Master Training Plan

- New Orleans Police Department Language Assistance Plan