

Office of the Independent Police Monitor

City of New Orleans

**2015 Annual Report:
Part I – Year in Review**



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(OIPM) YEAR IN REVIEW OUTLINE

A NOTE FROM THE INDEPENDENT POLICE MONITOR



The Office of Independent Police Monitor (OIPM) publishes an annual report on or by March 31st of every year. This “Year in Review” is Part I of that report. Both the New Orleans Police Department (NOPD) and the OIPM made significant changes in 2015 and the year was colored by many fruitful lessons about public safety and police reform.

As part of my responsibilities as an agency head and as the person appointed to help usher NOPD through its transforming relationship with the community it serves, I study organizations. I study how they grow, develop, face challenges, and sometimes fail to meet those challenges. I have learned that the first five years of an organization’s existence are both turbulent and indicative of the organization’s future.

Many organizations face, at the five-year point, a decision that will either make or break the organization. Because NOPD is changing so significantly, one could argue that NOPD is a “new” organization, about the same tender age as OIPM.

In 2015, OIPM faced decisions about its independence and its relationship with the Office of Inspector General. There were moments where I was concerned that OIPM might be weakened in its ability to serve this city or not be able to continue at all. However, OIPM came through that challenge as a stronger, independent agency with a more appropriate budget and a work space that is more conducive to a close working relationship with the community. By the same turn, the NOPD faced challenges with response times, the death of officers in the line of duty, and dysfunction in the Special Victims Division. NOPD worked through these challenges to reorganize the department for better efficiency, improved safety training for police officers, and a robust and community-involved reform effort in the Special Victims Division.

According to my understanding about how organizations develop, 2016 will also be a critical time for both OIPM and NOPD. Each organization will begin transitioning from a reactive stage where we are putting out fires and solving emerging problems to a more proactive stage where we apply long-term strategies and build on the organizational strengths we discovered in our initial stages of development.

For OIPM, the coming year’s work will be more methodical and detailed. We will take what we have learned in the past year and apply that information to develop risk-informed audit and review plans that will help us focus on areas of NOPD that present a threat to life, liberty or property and provide illuminating data and recommendations for improvement.

Another lesson I’ve learned about organizations is that reflection is an important part of the planning process. OIPM’s Annual Report Part I: A Year in Review is an opportunity for us to reflect, together, on the progress we’ve made in bringing NOPD together with the community it serves and to sharpen our visions for the future of that relationship.

INDEPENDENT POLICE MONITOR MISSION AND RESPONSIBILITIES

The Office of the Independent Police Monitor (OIPM) is an independent, civilian police oversight agency created by the voters in a 2008 charter referendum and which opened its doors for the first time in August of 2009. Its mission is to improve police service to the community, civilian trust in the NOPD, and officer safety and working conditions. The Police Monitor has five broad responsibilities:

- 1) To ensure that all complaints regarding police misconduct are classified and investigated or mediated at the appropriate level and that those investigations are fairly, timely and thoroughly handled; to ensure that discipline is fair, timely, appropriate and upheld upon appellate scrutiny. To make information about this review process available to the public.
- 2) To monitor NOPD investigations into use of force to identify violations of civil rights, concerns of officer tactics and safety, risks to life, liberty and property, and adherence to law and policy.
- 3) To review and analyze aggregate data from complaints, investigations, community concerns and public policy in crafting recommendations aimed toward improving the quality of services by the NOPD.
- 4) To reach out to inform the community about the OIPM, to listen and respond to broader community concerns, and prepare the community for engagement in NOPD policy and practice.
- 5) To mend police/community relationships by fostering effective police/community partnership.
- 6) To collect police commendations, review and monitor police training and supervision issues and support a healthy and safe working environment for NOPD employees.

The OIPM is responsible for monitoring the New Orleans Police Department and only the New Orleans Police Department. Although OIPM works with other criminal justice system actors, it is not responsible for oversight of any other agency. However, OIPM is mindful of the impact of these other criminal justice actors upon the operations of NOPD. OIPM accomplishes its mission by focusing on three main activities: complaint and disciplinary system monitoring and review; use of force monitoring and review; and subject-specific analyses or audits. Our recommendations to improve NOPD's accountability systems originate from these activities.

OIPM GAINS INDEPENDENCE

In 2015, OIPM's struggle to be operationally independent came to a dramatic climax when an attempt to remove the Police Monitor was countered by a broad public push to save the Police Monitor's Office and preserve its vital independence by separating it from the



Office of Inspector General (OIG). Through public forums, petitions and letter writing campaigns, community members, councilmembers, and other stakeholders helped the Police Monitor secure a written agreement that protects OIPM independence, provides funding for OIPM to acquire separate, more appropriate physical space and a more adequate staff. This groundbreaking agreement was signed on October 14, 2015. Since then, the OIPM has been working to both establish its own offices, infrastructure and staff while simultaneously monitoring NOPD and issuing public reports. The OIPM is now housed in the second floor of 2714 Canal Street in the heart of the city. The new space is much more accessible and the OIPM welcomes drop in visits from the community during business hours or by appointment.

OIPM PEER REVIEW

In 2015, OIPM was subject to a first attempt at a peer review. The peer review process was flawed. The Police Assessment Resource Center (PARC) was the firm retained by the Office of Inspector General to conduct the peer review. OIPM has maintained that PARC, a non-profit organization that occasionally performs some aspects of the police monitor function for cities on a contractual basis, is not a peer or an appropriate choice to conduct such a review.

Likewise, the more than \$90,000 paid to PARC to conduct this review was a great deal more than OIPM finds reasonable for a peer review process, based on peer reviews of similar agencies across the country.

Nonetheless, OIPM has gleaned some useful information and the peer review report directly addressed and allayed some concerns expressed about the OIPM's activities. OIPM has accepted and plans to enact the following recommendations from PARC:



- In order to more accurately reflect OIPM’s broad mandate, OIPM has revised the detailed portion of the mission statement.
- In order to better coordinate OIPM plans with government officials and stakeholders, OIPM will share short-term plans.
- In order to better communicate complex data to the public, OIPM will duplicate the structure and content of the 2014 Annual Report, touted by PARC as OIPM’s best to date, as a model for future annual reports.
- In order to fulfill its responsibility to make unfolding issues “easy to understand”, OIPM will continue to offer education and information about emerging issues in policing, both national and local.
- In order to meet governmental accounting standards, OIPM is currently seeking an auditor who can both conduct audits and manage OIPM finances. OIPM will budget for an independent audit in 2018.

NOTABLE EVENTS IN NOPD

OFFICERS TERMINATED OR MAJOR DISCIPLINE

In June of 2015, Officer Terrance Saulny, a 24-year veteran of NOPD was terminated for violating NOPD’s excessive force policy. Saulny was accused of hitting a 16-year-old, mentally ill, girl in the face with metal restraints while the victim was in NOPD custody. OIPM monitored the investigation and disciplinary hearings and pushed for NOPD to refer criminal charges to the District Attorney. NOPD elected not to do so and, in response, OIPM responded to a public records request by releasing a video recording of the incident. OIPM also issued recommendations that all officers working with juveniles receive verbal de-escalation training as well as training on juvenile behavior.

In April of 2015, Officer Tracy Fulton, a 25-year veteran of NOPD was terminated after an investigation showed that he got into a fight with a man after a traffic accident in 2013. The complainant, an immigrant who does not speak English, suffered a broken nose, injured jaw and concussion as a result of former-officer Fulton’s assault. At trial, the complainant’s 13-year old daughter testified that Fulton “landed several blows and pointed his service pistol in Cruz’s face.”¹ The Complainant has also filed for a federal civil rights violation claim.

¹ <http://theadvocate.com/news/neworleans/10300915-148/veteran-nopd-cop-on-trial>

USE OF FORCE REVIEW BOARD

Consent Decree Section 108 mandates that NOPD convene a Use of Force Review Board to conduct comprehensive reviews of all major uses of force. NOPD conducted its first board meeting in 2014 for the Wendell Allen shooting. In 2015, NOPD convened no Use of Force Review Boards.

DEATH OF OFFICER DARYL HOLLOWAY

On June 20, 2015, Veteran NOPD Officer Daryl Holloway was shot and killed by an NOPD arrestee that Holloway was transporting to Orleans Parish Prison. His tragic death occurred on Father's Day and he left behind a wife and children. His preventable death occurred, in part because of an improperly secured prisoner who was able to reach his gun. OIPM responded to the crime scene and monitored the initial investigation of the scene of Holloway's death and, in a public letter, recommended an immediate debrief to identify policy, tactical and training issues. As part of that debrief, NOPD began working with the state Police to retrofit NOPD vehicles with equipment that would make it harder for an arrestee to reach an officer².



NOPD CHANGES AND NEW POLICIES

A major element of the NOPD Consent Decree is court approval of new NOPD policies. In its report issued in the third quarter of 2015, the NOPD Consent Decree monitoring team (OCDM) reported approval of NOPD's Use of Force; Use of Force Reporting and Investigation; Misconduct Complaint/Disciplinary Investigations; Domestic Violence; and Employee Conduct: Minor Violations/Infractions policies. In addition, the NOPD made the following notable policy changes:

Change in "Unfounded" classification policy:

In an effort to improve NOPD's average time elapsed before responding to a 911 call, Superintendent Michael Harrison implemented a policy to try to limit the number of crimes erroneously marked "unfounded" by officers. An investigative report by WWL-TV and the *New Orleans Advocate* found that nearly 18% of calls for service were being marked "unfounded."³

Superintendent Michael Harrison reorganized NOPD to put more officers on the street. In December of 2015, Chief Harrison told *Times Picayune* "Quality leadership is the key to ensuring our long-term growth and success." "This new team represents the next generation of leaders at the NOPD. They have a proven track record of commitment to community and

² <http://www.wdsu.com/news/local-news/new-orleans/nopd-makes-immediate-changes-to-department-after-death-of-officer-daryle-holloway/33833018>

³ <http://www.wvltv.com/news/call-waiting-nopd-chief-changes-unfounded-policy/47970396>

dedication to the department.”⁴According to the department, the high number of unfounded calls for service was due to veteran officers being accustomed to an old policy that classified “gone on arrival” and “unfounded” as one disposition.

Harrison responded to questions from the City Council, “Now, we're implementing a protocol for supervisory approval for all unfounded calls”. And "someone, whether it's in communications or at the district level has to contact that complainant to ascertain if a crime was committed and if it was, we're going to dispatch to it and make sure we capture that.”⁵



Special Victims Section Reorganized:

September 2014’s OIG report about the Special Victims Section of NOPD has led to substantial changes in that unit’s structure and practices. OIPM followed that report with a public letter detailing the types of complaints crime victims working with the Special Victims’ Section had made. Those complaints highlighted a problem that stretched far beyond the Special Victims Section. Nonetheless, NOPD proceeded with a reform effort and misconduct investigations that focused on the Special Victims Unit.

To date, OIPM has been informed of no disciplinary decisions against any of the officers in the Special Victims Section. However, in October 2015, Superintendent Harrison named the third new commander of that unit since Superintendent Michael Harrison took office as Chief of Police. Federal Consent Decree monitors expressed concerns that changes in the unit might come with “cost in terms of consistency, energy and progress. As we said last month [in the April 2015 Monitor’s Report], the monitoring team continues to be concerned over ongoing management inconsistency.”⁶ In addition to staff changes, NOPD worked to clear its backlog of untested rape kits. In September of 2015, NOPD was awarded a \$1 million grant from the US Department of Justice to fund sending 179 untested rape kits to a private lab for testing. "I'm thrilled that the grant will pay not just for testing the current backlog, but also in creating structures to make sure it won't happen again," said Tania Tetlow, a Tulane Law School professor and chairwoman of the Sexual Violence Response Advisory Committee.⁷

Basic Requirements for NOPD Officers: Since 2010, NOPD’s officer recruitment has required applicants to have a college degree or a certain number of years’ experience in policing or military work. However, NOPD’s big recruitment push that began in 2013 was not bringing in the desired number of qualified applicants. As of February 9, 2015, the date of the civil service hearing that changed recruitment rules, NOPD had only recruited 18 more officers and fell far short of its goal of 1,600 commissioned officers with only 1,158 commissioned officers on payroll.⁸ Therefore, through NOPD’s request, the Civil Service Commission voted

⁴ http://www.nola.com/crime/index.ssf/2015/12/nopd_announces_leadership_chan_1.html

⁵ *Ibid.*

⁶ <http://www.theneworleansadvocate.com/news/13818492-86/nopd-changes-special-victims-section>

⁷ http://www.nola.com/crime/index.ssf/2015/09/nopd_awarded_1_million_grant_t.html

on February 9, 2015 to eliminate the requirement that all NOPD applicants have completed at least 60 hours of college coursework, the approximate equivalent of a two-year associate's degree, or military service. Though many expressed concerns about the evidence that "college-educated officers perform better in the field than those with only a high school diploma", the civil service commission agreed with NOPD that its other internal controls would insure against poor recruitment decisions.⁹ The OCDM was also concerned, writing "While the Consent Decree does not mandate any minimum college credit hours for officer candidates, the Monitoring Team expressed concern over this change in the absence of another mechanism to secure officers "with strategic thinking and problem-solving skills, interpersonal skills, emotional maturity, capacity to use technology, fluency in Spanish and Vietnamese . . . , and the ability to collaborate with a diverse cross-section of the community.""¹⁰

New Law on False Alarms

An additional effort to curb NOPD's long response times, Superintendent Michael Harrison successfully urged City Council to pass an ordinance that penalizes home owners that have an excessive number of false security alarm calls. In June of 2015, the New Orleans City Council passed an ordinance that may fine civilians up to \$150 for a third or fourth false alarm. According to a department spokesman, about 11% of all NOPD calls for service are for burglary alarms.¹¹

OIPM ACCOMPLISHMENTS, EVENTS & PUBLICATIONS

OIPM's 2015 work focused on its core responsibilities: complaint intake, complaint investigation monitoring, mediation and use of force monitoring. In addition, OIPM addressed some major risks to NOPD, public safety and civilian constitutional rights by conducting outreach and public education, sharing information with the public, conducting training for NOPD and making specific recommendations to NOPD about ways to mitigate its risk. In addition to OIPM's core responsibilities, some additional OIPM accomplishments are listed below.

Throughout 2015, OIPM worked with the New Orleans Citizens Diplomacy Council to teach visiting governmental and non-profit officials about civilian police oversight. OIPM was also awarded Outstanding Citizen Diplomat Award by Citizen Diplomacy Council. OIPM has conducted "Know Your Rights and Responsibilities during a Police Encounter" training for students and parents at schools, community centers, the Orleans Parish Prison Day Reporting Center, Liberty's Kitchen and other organizations. OIPM has also presented at every district and shift's roll call about the Police/Community Mediation Program. OIPM has also offered monthly continuing education courses on Mediation, Negotiation, Conflict Resolution and Active Listening at Loyola University College of Law. OIPM invests time in engaging the

⁹ Ibid.

¹⁰ "Special Report of the Consent Decree Monitor for the New Orleans Police Department Consent Decree on NOPD Officer Selection Practices August 12, 2015"

<http://consentdecreemonitor.com/Media/Default/Documents/Report%20of%20the%20Consent%20Decree%20Monitor%20on%20the%20New%20Orleans%20Police%20Department's%20Officer%20Selection%20Practices.pdf>

¹¹ http://www.nola.com/crime/index.ssf/2015/06/nopd_false_alarm_crackdown_gai.html

conversation amongst our peers in police oversight, law, and social justice, police officers and with the public we serve so that we can share information with, learn from and help shape the future of policing and police reform.

Date	Product/Event	Description
January 2015	FBI Civil Rights' Division "Racial Healing" Seminar	OIPM helped organize and presented at a community Seminar on the FBI Civil Rights' Division.
February 2015	OIPM, in conjunction with National Association for Civilian Oversight of Law Enforcement, submitted letter to the President's Task Force on 21 Century Policing	In January and February of 2015, President Obama convened a task force of experts to conduct a broad analysis of policing and its future iterations. As part of its function, the Task Force issued recommendations and solicited feedback from stakeholders, such as oversight agencies, to help construct those recommendations.
	Presentation at National Association for Civilian Oversight of Law Enforcement Symposium "Moving Beyond Discipline: The Role of Civilians in Police Accountability" in Seattle, Washington.	This symposium brought together for the first time, police oversight agencies and academia to try to construct a way to measure the impact of police oversight.
April 2015	Annual Report Briefing Breakfast	OIPM conducts a briefing session on the 2014 Annual Report for stakeholders such as public defenders, District Attorney, and justice system stakeholders.
	Know Your Rights and Responsibilities Program Recorded	OIPM presented "Know Your Rights and Responsibilities during a Police Encounter" to Warren Easton Charter High School Students and recorded the event so that others may benefit.
	Presentation at Oakland Black Alliance Conference	This organization of national leaders requested the OIPM's expertise in helping to shape their policies to reform policing in the future.
	Presentation at "Law for Black Lives Matter" conference	This organization of grass roots leaders, lawyers and legal practitioners met to discuss changes in law and the future of legal strategies in police reform. The OIPM was selected to provide its expertise in helping to shape police reform in the future.

June 2015	Recommendations on Debriefing the Death of Officer Daryle Holloway	The OIPM was asked to monitor this incident in which an officer tragically lost his life. The OIPM’s observations and recommendations to keep officers safe will be instrumental in improving officer and public safety.
	Presentation to the New Orleans City Council Criminal Justice Committee	OIPM testified at a New Orleans City Council Criminal Justice committee hearing on the progress of the reform of the Special Victims Section reform effort.
	Presentation at New York Chapter of Association for Conflict Resolution Conference	OIPM’s Mediation Coordinator presented the lecture “Community-Police Mediation Programs as a Restorative Approach to Reconcile Relationships and Rebuild Reliance in Police Departments”
	Recommendation on Greater Transparency by NOPD	After numerous incidents of unrest across the entire country, police are grappling with the question of how much information to provide to the public after a critical incident. The OIPM made recommendations to PIB about the information that the IPM will provide more information in a timelier manner. The IPM began instituting the changes in June of 2015. The OIPM’s leadership in transparency has helped to shape the NOPD’s more transparent approach to major incidents.
July 2015	Release of Video of terminated NOPD Officer Saulny using “Unauthorized Force” on a 16-year-old girl	Pursuant to a public records request, the OIPM released the video recording, showing former NOPD officer’s excessive force against a 16-year-old female minor while she was in NOPD custody. The video shows Officer Terrance Saulny, a 5’9” and 230-pound adult man, using excessive force against a 5’7” 140-pound girl by, among other things, hitting her with his forearm and striking her with some metal restraints. After monitoring this investigation, the OIPM made the following recommendations: <ol style="list-style-type: none"> <li data-bbox="894 1520 1386 1661">1. Require all NOPD officers to be equipped with body worn camera that will be activated in all parts of the Youth Study Center. <li data-bbox="894 1667 1386 1839">2. All NOPD officers who are housed in the juvenile unit should be specifically trained in verbal de-escalation, treatment of a juvenile and use of force.

		The IPM released the video when the City of New Orleans would not, despite the City not having a legal justification to withhold its release under the Louisiana Public Records Act ¹² .
August 2015	OIPM Review of Officer-Involved Shooting [The Shooting Death of Wendell Allen]	OIPM’s review of the March 7, 2012 killing of Wendell Allen at the hands of NOPD was the first of its kind ever issued by an entity in the City of New Orleans. The report also marks the first time the victims of police violence have every obtained detailed information about a use of deadly force incident from the City.
	Presentation at Urban League’s Rise: Katrina 10 Panel	To commemorate the 10-year anniversary of Hurricane Katrina, the Urban League of Greater New Orleans convene Rise: Katrina 10. The conference covered a variety of topics including criminal justice reform. OIPM participated in a panel discussion and contributed a chapter to the accompanying publication
	Presentation in San Juan Puerto Rico on developing civilian oversight	The OIPM was invited to participate in this conference, due to its expertise in starting police oversight in difficult circumstances. The purpose of the conference was to start the public education campaign and debate to assess the value of independent civilian oversight for Puerto Rico Police Department.
	Presentation to the Inter-American Commission on Human Rights visiting our office	The IACHR is a principal and autonomous organ of the Organization of American States (“OAS”) whose mission is to promote and protect human rights in the American hemisphere. The IACHR was conducting a follow-up to its report on Human Rights issues in post-Katrina New Orleans. OIPM presented to the IACHR about post-Katrina and Katrina-related policing issues.
September 2015	Police Monitor elected President of International Law Enforcement Auditors Association	The mission of the International Law Enforcement Auditors Association (ILEAA), is to provide global leadership in increasing the knowledge, skills, abilities, and professionalism of law enforcement agency auditors and those whose professional duties and responsibilities include the oversight, enforcement, and administration of issues related to the enforcement of the law, thereby contributing to

¹² Louisiana Revised Statute RS 44:1

		<p>the quality of law enforcement throughout the world.</p> <p>Current membership is made up of both sworn and civilian personnel from law enforcement agencies, as well as local government auditing departments, and other organizations from abroad¹³.</p>
October 2015	Recommendation on De-escalation and additional training	In response to a disciplinary matter in which an officer was terminated for hitting a mentally ill juvenile in police custody, OIPM recommended that all officers working with juveniles get specialized training on juveniles and de-escalation techniques. The recommendations regarding de-escalation provided to the NOPD are consistent with the best practices being enacted across the country in response to unrest due to police uses of deadly force. The OIPM followed the law and released information to the public which the City of New Orleans and New Orleans Police Department would not release.
	Presentations at the National Association on Civilian Oversight of Law Enforcement on Community Engagement and De-escalation Training	OIPM recommended that NODP officers receive de-escalation techniques training. As part of its preparation, OIPM learned about de-escalation training best practices. Through its learning process, OIPM developed relationships with the Seattle Police Department, known to have a model de-escalation training. In conjunction with a member of the Seattle Police Department, OIPM conducted a seminar for oversight practitioners.
	Presentation at the Alternative Conflict Resolution Conference on Police/Community Mediation	“Facing and Foiling Ferguson: Community-Police Mediation Programs as a Restorative Approach to Reconcile Relationships and Rebuild Resilience in Police Departments”
	Supported and spoke at the 21 st Annual Memorial for Kim Marie Groves	Kim Marie Groves was killed by a New Orleans Police Department officer, Len Davis in 1994. Her murder was the officer’s retaliation for Groves filing a complaint against him. OIPM works closely with the Groves Family to remember Kim’s sacrifice and prevent corruption and retaliation.

¹³ www.ileaa.org

	Presentations at public forums discussing the proposed termination of Police Monitor, Susan Hutson	Justice and Beyond, The Nation of Islam and other community groups quickly responded to the call for Police Monitor Susan Hutson’s termination with resounding support. The OIPM attended the public forums hosted by these groups to answer questions about OIPM, its mission, and its disputes with the Inspector General about OIPM’s independence.
	Presentation at Youth Empowerment Day sponsored by Councilperson Nadine Ramsey, District A.	Councilmember Nadine Ramsey hosted an event at Walker-Landry High School on the west bank to highlight the roles of professional African American women and men in New Orleans. The Police Monitor presented information about her education and training, as well as the officer’s role in the community.
	Presentation at the Association for Conflict Resolution Conference in Reno, Nevada on Community-Police mediation as a social justice tool.	“Using Community Mediation as a Tool for Systemic Change in Criminal Justice Reform” on Community Mediation Day at the Association for Conflict Resolution Conference in Reno, Nevada
	Published an article in October/November 2015 <i>Louisiana State Bar Association Bar Journal</i> about Community-Police Mediation ¹⁴	“Building Trust in Law Enforcement: Community-Police Mediation in New Orleans” by Lou Furman and Alison R. McCrary.
	Presentations to the National Association on Civilian Oversight of Law Enforcement on Community Engagement	A South African Proverb notes, “Nothing About Us, Without Us is for Us”. OIPM engaged oversight practitioners in a discussion about meaningful community engagement in police reform – police reform that is for, about and with the civilians the police serve.
November 2015	Presentation at the Northwestern Law School Police Accountability and Reform Symposium	In this one-day event, Northwestern Law School invited lawyers, scholars and practitioners to discuss the challenges, pitfalls and victories of police reform and the role of civilian oversight. OIPM presented on a panel that spoke to the lessons OIPM learned in forming the New Orleans Independent Police Monitor’s Office.

¹⁴ <http://files.lsba.org/documents/publications/BarJournal/Feature2-Furman-McCrary-LBJ-OctNov2015.pdf>

Continuous	OIPM Trained officers at NOPD Police Training Academy and In-service training	In 2015, OIPM began teaching critical components which will help to improve the NOPD's complaint intake and investigations processes. The OIPM began teaching classes which will help the NOPD identify allegations made by the public and address them appropriately. Additionally, the OIPM teaches active listening skills which will help the NOPD interact with the public it serves.
Continuous	Mediation Program	The OIPM's Community Police Mediation Program enjoyed its first full year of operation and exceeded all expectations for the number and quality of mediation conducted. The Program began receiving recognition from all over the county and the Department of Justice as well. The OIPM also mediated internal issues in the NOPD, as well as issues between a police district and a neighborhood association.