



Office of the Independent Police Monitor

2023 Work Plan



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Families of those lost to police violence who participate in Families Overcoming Injustice at the OIPM Event: National Day Against Police Brutality



Dear New Orleans Community,

On behalf of the Office of the Independent Police Monitor, I am happy to share our 2023 work plan. This work plan is a high-level overview of what our office intends to achieve in the coming year. With this document, we seek to provide public transparency so the community and our partners understand the vision, priorities, and goals that drive our work in 2023 and beyond. This work plan provides some anticipated priorities for the next three years. We view these goals as our roadmap providing guidance and direction on where the OIPM intends to go next.

This report includes the mission and vision for the OIPM, our organizational chart and a breakdown of our daily work product as mandated by our Memorandum of Understanding (MOU) with the New Orleans Police Department (NOPD) and our creating statute.

My vision for the OIPM is to effectively use our resources and small team to provide oversight to the NOPD through the end of the Federal Consent Decree and federal oversight by incorporating similar tools for review and audits to ensure a smooth transition to local oversight. I am prioritizing efforts to expand public transparency and community engagement, complete major projects, and contribute to, review, and monitor audits measuring NOPD progress towards full compliance with the Federal Consent Decree and to see the NOPD through a successful sustainment period and the reforms to follow. My leadership style for 2023 is to be critical, collaborative, and fair. I want to create structure and consistency - internally and externally - while maintaining flexibility for our office to adapt to unpredictable priorities.

To complete this work plan, the OIPM conducted a critical assessment of our impact during 2022 to determine where the OIPM was the most effective, what work was most relevant to the public, and what work had the largest impact on the NOPD. This assessment determined what work to continue and what work to minimize. The OIPM also considered the limitations and capacity of this six-person office and budget constraints.

The purpose of the OIPM work plan is not to "lock" the office into a set of projects and goals for the year, but instead for the office to publicly prioritize where we are best situated to fulfill our mission, provide oversight, and serve our community. There is an expectation that the OIPM must remain flexible in our commitments in order to respond to the needs of the community and the police department that may arise.

In 2023, the OIPM seeks to be a relevant and high performing community-facing city agency. We strive to be responsive, impactful, and consistent in the services we provide and the oversight we conduct. The OIPM looks forward to all we will achieve in 2023 together.

Thank you,

Stella Cziment
Independent Police Monitor

Stella Cziment,
Independent Police
Monitor at the OIPM
Event: National Day
Against Police Brutality

Mission and Vision

WHAT WE DO

The OIPM provides oversight to the NOPD through monitoring, review, audits, complaint intake, mediation, and policy recommendations. The OIPM is a complaint intake site where the public and NOPD can file complaints of misconduct. We run the Community-Police Mediation Program. We are on call twenty-four hours a day all year long for critical incidents. We conduct outreach in the community.



Misconduct Complaints



Disciplinary Proceedings



Data Analysis



Community Outreach



Use of Force



Community-Police Mediation Program



Audits and Policy



Commendations

WHAT IS THE OIPM

The OIPM is an independent, civilian police oversight agency created in August of 2009.

The Office of the Independent Police Monitor (OIPM) is the oversight body for the New Orleans Police Department (NOPD). The OIPM provides oversight through monitoring, reviewing, and auditing police activity and data. The OIPM is responsible for conducting complaint and commendation intake, on-scene monitoring of critical incidents and uses of force, overseeing the community-officer mediation program, reviewing investigations, providing assessments, identifying patterns, and making recommendations for improved practice, policy, resource allocation, and training.

The OIPM envisions a police force where the community is a valued and respected partner in public safety and law enforcement. This is achieved through:

- Assurance of transparency, accountability, and fairness within the NOPD and in all policing practices
- Community-driven policing policy that reflects the changing and dynamic needs of New Orleanians
- Continued efforts to engage the community and collaborate with community partners
- Recruitment and retention of a police force that is representative of and responsive to the community it serves
- Utilization of de-escalation techniques and methods when responding to calls of service
- Conducting only lawful and necessary arrests free of discriminatory practices
- Thorough and effective investigations resulting in appropriate arrests and prosecutions
- Clear and professional communication with victims and witnesses of crime and all that come into contact with the NOPD
- Responsible utilization of equipment and allocation of resources
- Development of highly trained supervisors and organizational leadership
- Interactions with the public and internally within the police force that are based in mutual trust and respect

The OIPM strives to make the NOPD a safe, nondiscriminatory, and supportive employment experience for all employees that promotes positive policing, realistic outcomes, and ensures accountability for bad actors.

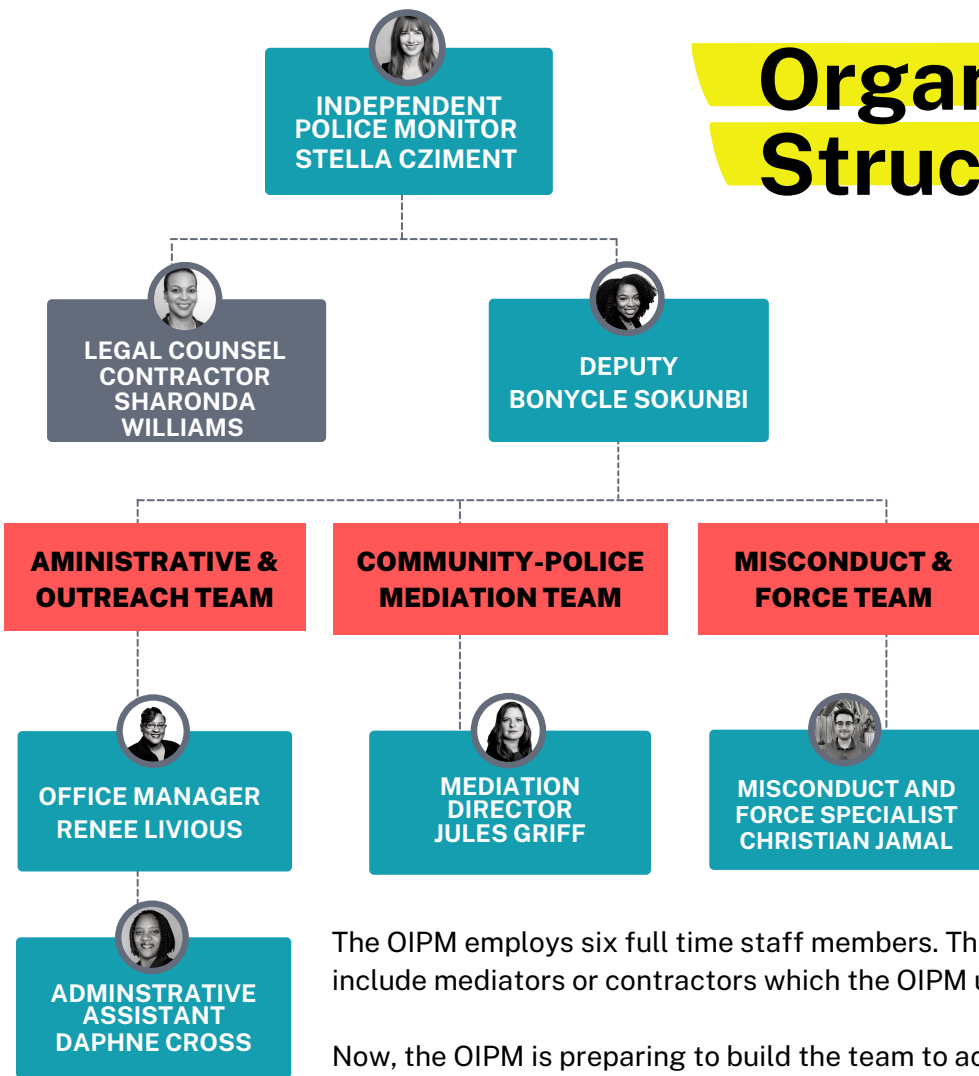
The OIPM seeks to amplify the voice of the community to ensure that all within the city – visitors and residents alike – can access police services equally, safely, and have a positive and productive experience with officers.



Stella Cziment, Independent Police Monitor, and Bonycle Sokunbi, Deputy Police Monitor, talk to community members at a "Coffee with the IPM" event in the 7th Ward.

OIPM Team and Operations

Organizational Structure



The OIPM employs six full time staff members. This organizational chart does not include mediators or contractors which the OIPM utilizes for project based use.

Now, the OIPM is preparing to build the team to achieve the new responsibilities that may be requested of the OIPM in order to conduct investigations, complete more case review reports, and conduct the audits required during the sustainment period of the Consent Decree.

OIPM Leadership

In 2022, the OIPM leadership team stabilized. After a national search, the Ethics Review Board appointed Stella Cziment as the Independent Police Monitor. The first staffing decision made by the new IPM was to finalize Bonycle Sokunbi from Acting Deputy to Deputy Police Monitor.

Stella Cziment and Bonycle Sokunbi were on the management team under the previous leadership, advising the prior IPM on policy, staffing, and operations. Both Stella Cziment and Bonycle Sokunbi attended law schools in New Orleans. After graduation, Stella Cziment practiced criminal law as a public defender then worked as a Director at the Recovery School District and the Orleans Parish School Board running all student discipline and transfers in the district. Bonycle Sokunbi was a lead prosecutor in Criminal District Court where she managed the successful prosecution of murders, rapes, and carjacking. This leadership team has a wealth of experience in criminal justice, law, employment and management - all from their prior work in the city. Both look forward to continuing to serve the people of New Orleans in their new roles.



Deputy police monitor Bonycle Sokunbi and monitor Stella Cziment, of the Office of Independent Police Monitor, listen to people in the public voice their concerns during the public hearing at the Ashe Power House Theater in New Orleans, Tuesday, Sept. 27, 2022. (Photo by Sophia Germer, NOLA.com, The Times-Picayune | The New Orleans Advocate)

Sophia Germer

Team Changes

This year the OIPM said good bye to Abe Lowe IV as he departed to pursue other legal work in our government. Abe Lowe IV was the Complaint Intake Specialist for four years. Abe Lowe IV was the first voice that many members of the community talked to when reaching out to the OIPM to notify us of officer misconduct. Abe Lowe IV conducted case reviews, met with complainants, prepared referrals, and completed legal research.



Above, Christian Jamal, Force and Misconduct Specialist.

Abe Lowe IV left in February 2022, and his absence affected the internal operation of the office – forcing leadership to reimagine the work flow to ensure there were no gaps in the service provided.

In July, the OIPM welcomed Christian Jamal to the team. Christian Jamal was a law intern for the office during his final year at Tulane Law School in the spring of 2022. Upon graduation, the OIPM hired Christian Jamal as the Force and Misconduct Specialist. In this newly created role, Christian Jamal takes public complaints, attends disciplinary hearings, serves on the on-call calendar, monitors use of force investigations, and conducts misconduct case reviews.

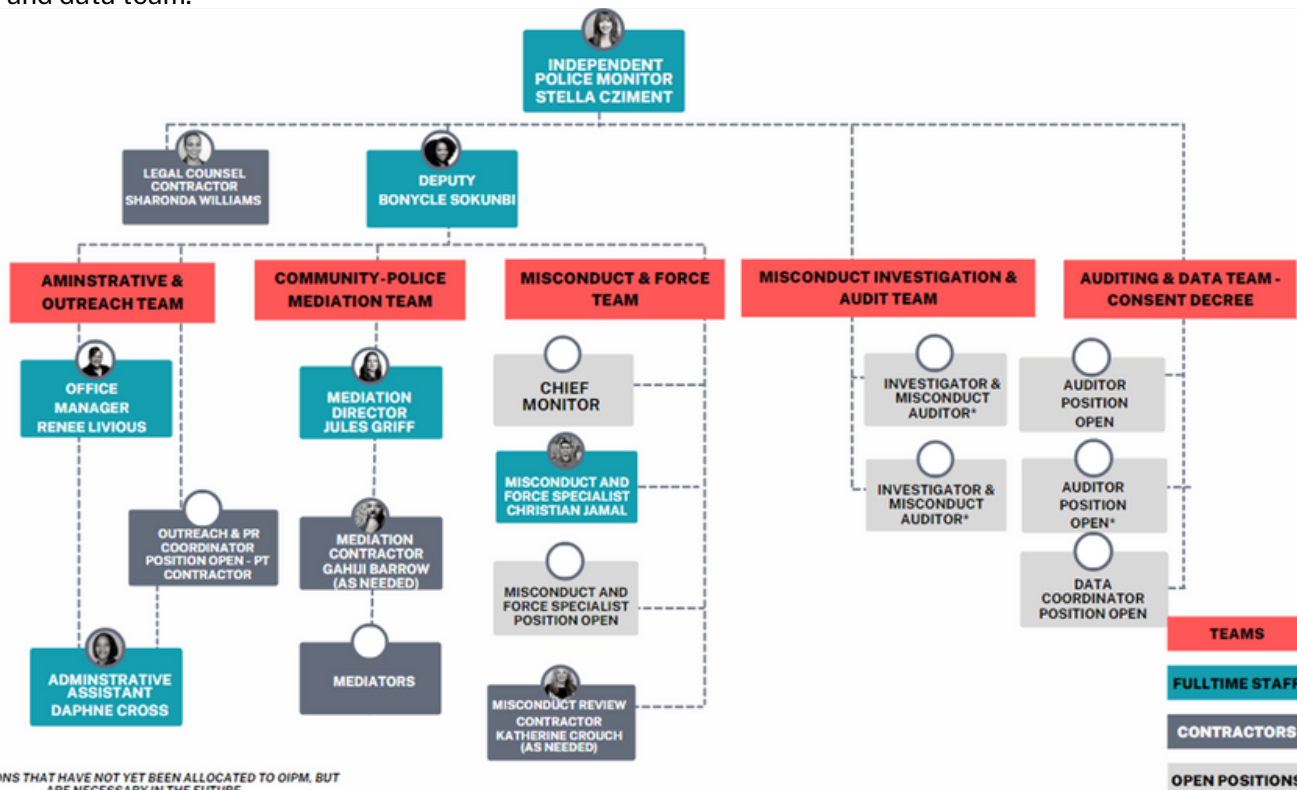
This year, the OIPM also welcomed Sharonda Williams, former City Attorney for New Orleans, onto the team as the OIPM legal counsel. After several years of service, former counsel John Williams left the OIPM for other work within city government. Sharonda Williams was instrumental in the construction of ordinance language, the processing of public record requests, and advising the OIPM on legal matters and representing the office in litigation.



Above, Abe Lowe IV, former Complaint Intake Specialist.

Open Positions in 2023 and the Coming Year

In the coming year, the OIPM will continue to try to fill the Data Coordinator position and start trying to create and fill positions on the misconduct and force team, the misconduct investigation and audit team, and the auditing and data team.



Legal Jurisdiction and Obligations of the OIPM

The OIPM operates under three core legal documents that guide the scope of local oversight and the jurisdiction of our work. Additionally, below are overviews of other ordinances that affect our work and create new legal obligations on the OIPM.

New Orleans Code of Ordinances Stat. § XIV: Office of the Independent Police Monitor

This statute was created by voter referendum and provides the legal responsibilities, perimeters, and budgetary support of the OIPM. This was put to a public vote in November 2016 and passed. This statute states the responsibilities of the OIPM and requires particular work streams and tasks. The statute also describes the disclosure requirements of the office.

Louisiana Revised Stat. § 33:2339: Detail or Secondary Employment; City of New Orleans

This statute was created in 2013 and gives legal abilities and subpoena power for the OIPM to investigate allegations of misconduct in the secondary employment system operated by the Office of Police Secondary Employment. The statute is silent as to the ability for the OIPM to refer these investigations to the NOPD or the District Attorney's Office for subsequent criminal or administrative accountability based on the OIPM investigation.

Memorandum of Understanding between NOPD and OIPM Executed November 10, 2010

The MOU is a Memorandum of Understanding between the NOPD and OIPM which outlines the responsibilities, expectations, and authority of the OIPM when providing oversight to the NOPD. Through this MOU, there is clarity regarding the work the OIPM will complete and how the OIPM will access NOPD records, data, and reports and monitor NOPD during on scene investigations. The MOU was entered into in November 2010 and in the coming year the OIPM intends to work with NOPD leadership to review this agreement and determine if it should be updated to ensure it is still relevant and considers updates to technology.

Subpeona, Investigation, and Confidentiality Power

In 2022, Councilmember Morrell proposed ordinance Cal. No. 33,950 to grant the OIPM subpoena power over the NOPD and the ability to conduct investigations into NOPD employees. It would also clearly protect our ability to receive and keep confidential information. This ordinance embodies a series of goals and priorities that the OIPM has had for years.

For years, the OIPM has tried to receive investigatory and subpoena powers over the NOPD to achieve our mission of providing accountability to the NOPD. The OIPM already has investigatory powers and subpoena powers for secondary employment purposes under Revised Statute 33:2339; however, this ordinance would expand our ability to investigate and subpoena (where necessary) all alleged NOPD misconduct. This ordinance was proposed by Councilmember Morrell at the beginning of November. The OIPM worked with City Council, NOPD, the Federal Monitors and Judge Morgan to ensure that this ordinance and any subsequent investigations are compliant with the Consent Decree (and the Officer Bill of Rights). Additionally, this ordinance would protect the OIPM's ability to receive confidential information. This has been a large goal of our office since we started receiving subpoenas and public record requests for the identities of our anonymous complainants in late 2021. As a result, the OIPM included receiving this legal protection as a goal in our 2022 Work Plan to the ERB and City Council. It would be truly vital and impactful to achieve this goal and the OIPM thanks all partners in this work to make this ordinance happen.

Ordinance 29130: Sharing of Data

Ordinance 29130 requires that our office (along with other public safety agencies) provide data monthly to City Council. Since this ordinance passed, the OIPM started adding the requested data to the ERB monthly report and formally submitting it to both the ERB and City Council.

Ordinance 29063: Quarterly Presentations to the Criminal Justice Committee

Ordinance 29063 requires that our office (along with other public safety agencies) present quarterly to the City Council Criminal Justice Committee. The OIPM completed our first presentation in August and will be presenting again in February 2023 (the meeting scheduled for November was cancelled due to budget presentations).

Daily Work Product

The OIPM completes the following work product daily. Below is a high-level summary of our regularly generated work product and work activities along with the corresponding MOU paragraph legally requiring the work and how this work corresponds with and assists the NOPD with compliance with the Federal Consent Decree:

Audits

- Assess the quality and timeliness of investigations, conduct pattern analysis, develop an audit plan, review specific issues regarding supervision, training, discipline, and other issues to identify problems and make recommendations for improvement.
- MOU: §3, 75, 76, 78, 79

Case Monitoring and Status Updates

- Attend witness interviews, Body Worn Camera (BWC) footage viewings, court proceedings and monitor the police. Provide updates to complainants regarding the status of pending or completed investigations or disciplinary proceedings by pulling information from shared databases or calling the Public Integrity Bureau. Facilitating and attending meetings between NOPD leadership and the public as necessary.
- MOU: §13, 15, 16, 18, 19, 8, 25

Case Reviews

- Review completed NOPD investigations utilizing internally generated audit tools on the thoroughness of the investigation, complete memorandum reviewing the investigation conducted.
- MOU: §5, 8, 30, 35, 36

Complaints of Officer Misconduct

- Complete complaint intake, prepare complaint referrals, pull and analyze relevant Field Identification Cards, Electronic Police Reports, Body Worn Camera footage, and officer disciplinary history, provide recommendations regarding immediate next steps such as officer reassignment, training, or the possibility of retaliation.
- MOU: §1-4, 6

Community Outreach and Coalition Work

- Develop relationships with community and civil groups that receive civilian and anonymous complaints, teach Learn Your Rights in the Community (LYRIC) classes, meet with police associations and conduct public outreach meetings
- MOU: §12, 4, 5

Criminal Liaison

- Facilitate communication for complainants and victims of crime with the NOPD officers conducting the relevant investigation, monitor meetings as necessary, provide status updates, facilitate communication with other parish law enforcement and other criminal justice agencies.
- MOU: §8



Bonycle Sokunbi, Deputy Police Monitor, speaking with a community member during a "Coffee with the IPM" event in New Orleans East.

Daily Work Product

Data Work and Data Sharing

- The OIPM was previously under data sharing agreements with the Orleans Parish Sheriff's Office, Court Watch, and the Vera Institute. In the coming year, the OIPM will review these agreements to determine what is feasible to continue.
- MOU: §3, 7, 10, 14, 63 – 66

Discipline

- Review investigations resulting in officer discipline, attend and monitor disciplinary proceedings, provide recommendations regarding disciplinary actions, and consistency of disciplinary standards.
- MOU: §38 - 41

Lawsuits and Claims

- Review lawsuits and claims regarding NOPD equipment, vehicles, and employees. Review Civil Service and Fourth Circuit Court of Appeals litigation regarding NOPD employees and disciplinary actions. Provide recommendations to the NOPD regarding resources, risk, and training.
- MOU: §9, 29

Mediation

- Screen mediation referrals, conduct intake conversations with the civilian and the officer to confirm suitability and offer participation, coordinate and conduct the mediation, complete satisfaction surveys and seek feedback post-mediation. Recruit and train team of community mediators, & conduct monthly professional development trainings.
- MOU: §15, 52

Officer Commendations

- Receive officer commendation requests and accounts of positive policing from community, prepare referral letter, submit referral to Chief and Deputy Chiefs at the NOPD.
- MOU: §7, 12, 56 – 59, 76

Policy Review and Recommendations

- Review NOPD policy in final and draft form, provide recommendations and collaborate with the Professional Standards and Accountability Bureau (PSAB) and the Public Integrity Bureau (PIB) to provide feedback and draft language.
- MOU: §3, 10, 81

Use of Force

- Critical Incident Response Review Forms, Use of Force Review Board Memorandums and reviews, Level 4 Use of Force Reviews, monitor ongoing investigations.
- MOU: §42 - 51



A NOPD Officer shares in the OIPM Event: the National Day Against Police Brutality. The OIPM appreciated that the NOPD engaged in this community day of remembrance.



OIPM leadership speaks with a representative from the Vera Institute and former Lieutenant DeLarge (now Captain) of the NOPD at a "Coffee with the IPM" event in New Orleans East.

Looking Forward: 2023 and Beyond

2023 OIPM Goals



2023 Goal: Audits and Policy

- Gain understanding of the protocol for unclassified deaths, specifically potential suicides, regarding evidence and property collection and family notification. Provide recommendations on Standard Operating Procedures and policy to NOPD and potentially the Orleans Parish Coroner's Office to strengthen responses and family interactions.
- Hurricane and Declared Emergency Response
 - Review NOPD 2023 Hurricane Preparedness Plan.
 - Again conduct public forums for feedback on NOPD protocol regarding declared emergencies and hurricanes and provide any resulting recommendations.
 - Update the OIPM declared emergency and hurricane oversight plan and release to the public.
- Review procedures and policies around processing of Special Victims Unit (SVU) cases, specifically focusing on sexual assault case processing and delays.
 - Work with organizational partners to build NOPD capacity to comprehensively serve these survivors.
 - Explore use of mediation services to develop communication strategies for detectives and survivors.
 - Issue recommendations on policy and practice based based on analysis of local input from experts and national best practice.
- Write and release final secondary employment report on the systemic and policy changes recommended and adopted and implemented by NOPD and OPSE. Release this report to the public.
- Review Facial Recognition Policy and ensure that it is responsive and inclusive of possible uses and prohibited use. Determine factors to audit as a check on its use.
- Work with local musicians and artists through the Music and Culture Coalition of New Orleans (MaCCNO) to address performer concerns regarding the pedestrian mall and the possibility of the Royal Street Patrol.
- Examine national best practice regarding stunt driving response and work with Field Operations Bureau on strategies and policy regarding de-escalation and prevention of stunt driving.
- Work with NOPD to complete the currently named "Civil Disturbance" policy regarding NOPD response to crowds and protests.
- Analyze and examine the released data fact sheet by the Umbrella Coalition of sexual misconduct within the NOPD.
 - Audit the data utilized in the findings and the misconduct investigations conducted.
 - Issue recommendations on policy and practice based on analysis.
 - Communicate and look for collaboration opportunities with the organizations that signed onto the data fact sheet.



2023 Major Project: PIB Audit of Complaint Classifications, Compliance

- Conduct an audit on intake classification, allegation selection, investigation assignment, and timeline compliance within the PIB.
 - Collaborate with leadership within the PIB on possible policy and procedure recommendations.
 - Continue to recommend the revision and clarification of Neglect of Duty and Directions from an Authoritative Source allegations in the Standard Operating Procedures.
 - Issue a report or data sheet to the public and the NOPD with findings.



2023 Goal: Data Analysis and Access

- Prepare a "Data Access" RFP and select vendors to run the project building a pipeline to necessary NOPD data.
- Hire a data coordinator and provide data training through a data partner.
- Hire a part time data contractor to assist with preparing and analyzing policing data for the 2022 Annual Report.
- Revisit and revise data sharing agreements with partners.
- Continue to comply with Ordinance 29130: Sharing of Data by providing OIPM data to City Council on a monthly basis.



2023 Major Project: Public-Facing Misconduct Database under R-20-175

- Work with Councilmember Moreno's Office to complete the Public Facing Database RFP and Proposal under R-20-175 (*Adopted QARAC Recommendations from 2020 Review provided in August 2021*)
 - Receive funds from Capital Projects as a line item.
 - Prepare project timeline and anticipated schedule to partners at NOPD, City Council, and the City.
 - Prepare and present to City Council on the status of the Public-Facing Misconduct Database.
 - Prepare and release RFP to create the database.
 - Select vendors to execute the RFP.



2023 Goal: Consent Decree Compliance; Sustainment Preparation

- Continue to build audit capacity within OIPM.
 - Continue working with PSAB on audits, shadowing audits, and conducting relevant meta-audits.
 - Hire auditors to join OIPM team.
- Complete the OIPM Sustainment Strategy for Local Oversight.
 - Work with Federal Monitors and PSAB to adopt effective metrics.
- Develop Audit Report templates with the Federal Monitors to prepare for the OIPM transition to lone oversight over the NOPD.



2023 Major Project: Consent Decree Compliance - Public Outreach; Website

- Continue working with the Federal Consent Decree Monitors on monthly public hearings in front of Judge Morgan and hosting public forums around the city to learn more from the community on the status of the NOPD and compliance with the Consent Decree.
- Build a Consent Decree section of the website with relevant updates.



2023 Goal: Investigatory and Misconduct Audit Work

- Work with the NOPD and other governmental partners to conduct a thorough investigation of the allegations of misconduct in secondary employment.
- Work with the Office of Police Secondary Employment (OPSE) to identify systemic approaches to catching and identifying potential misconduct and overlapping details.
- Work with the Public Integrity Bureau to provide oversight and real time recommendations during the criminal and administrative investigations and provide input into the negotiated settlements.
- Issue informative public facing work product and reports regarding the investigations and accountability steps.
- Construct the Investigation Plan and Strategy including a hiring plan, timeline, and budget.
 - Create job descriptions and conduct hiring.
 - Determine national best standards on investigatory oversight.



2023 Major Project: Legal Expansion of Investigatory Ability; Confidentiality

- In collaboration with the New Orleans City Council, determine the legal protections necessary for the OIPM to continue to receive complaints of officer misconduct.
 - Write an ordinance granting necessary legal protection.
- Increase our role in the investigation and accountability of the Office of Police Secondary Employment (OPSE) as legally required under La. R.S. 33:2339. Under possible city council ordinances, the OIPM may take on more investigatory responsibilities regarding the NOPD as well. The OIPM would need to hire investigators and train those individuals on how to conduct criminal and administrative investigations.



2023 Goal: Disciplinary Proceedings

Discipline and Appeals

- Review disciplinary outcomes where there is no discipline after a use of force is found to be unjustified and outside of policy by the Use of Force Review Board.
- Recommend appeal outcomes are entered in a timely manner into IAPro. (*Recommendation accepted from the Police Association of New Orleans, December 2021*)
- Design process and form to request supervisory interventions during disciplinary proceedings. (*Recommendation accepted from the Police Association of New Orleans, December 2021*)
- Develop more efficient manner to track disciplinary recommendations and OIPM input to report to the public and the NOPD.
- Review Disciplinary Matrix and provide feedback to the NOPD and PSAB regarding recommendations on changes to the Disciplinary Matrix classifications and penalties.



2023 Goal: Community Engagement and Increased Accessibility

- Host more creative and accessible opportunities to engage with the community including:
 - Continue "Coffee with the IPM" events at coffee shops and public meeting spaces around the city.
 - Continue hosting community office hours at publicly accessible locations focusing on the Westbank, Lower 9th Ward, and New Orleans East.
 - Host more relevant and informative panels and public forums on policing topics.
- Continue to comply with Ordinance 29063: Quarterly Presentations to the Criminal Justice Committee.
- Continue co-hosting the National Day Against Police Brutality with Families Overcoming Injustice and look for ways to expand the reach and impact of that event.
- Revive and improve newsletter and email list communication including exploring press releases and easier ways to share OIPM work and updates with the public.
 - Includes continuing to expand social media presence.
- Connect with partners tracking alleged misconduct within the NOPD and collaborate on information sharing.
- Create informational material for musicians and culture bearers regarding policing and informational material for officers on engagement with musicians and artists in the city.
- Connect with partners working with crime victims and survivors to ensure that NOPD training and responses are informative, sensitive, and providing all relevant support services.
- Identify, Train, and Open Remote Intake Sites in the Community.
 - In collaboration with the NOPD, identify and open remote intake sites focusing on community-based organizations working with: (1) Spanish and Vietnamese speaking populations in New Orleans; and (2) transgender individuals / advocacy.
 - Finalize the remote intake site materials and training.
 - Finalize the Remote Intake Site Memorandums of Understanding.
 - Train sites in collaboration with the Public Integrity Bureau.
- Complete the Family Bill of Rights including implementation within the NOPD and releasing it to the public.
- Complete relevant one pagers for the community on topics.



2023 Major Project: 24 Hour Hotline for Officer Misconduct Complaints

- Select a vendor from the applicants from the RFP.
- Design the call center with a text and website submission process. Create necessary scripts and training materials.
- Conduct outreach on the hotline availability in English, Spanish, and Vietnamese.



2023 Goal: Community-Police Mediation Program

Data

- Produce data on a monthly schedule to be included in the ERB report on the Mediation page and a quarterly basis for a quarterly report.
- Produce more data visualizations regarding survey results, case eligibility, declined vs. accepted cases and mediations held.
- Present mediation trends internally to determine: number of mediation referral for incidents per district / bureau and number of mediation referrals by involved officer rank.

Outreach/Partnerships

- Develop the mediation section of the OIPM website including posting relevant work product, mediation frequently asked questions, and information regarding the mediation process.
- Increase outreach to the community, including offering resources on conflict resolution (e.g. workshop on Active Listening) and increased media coverage of the mediation program.
- Enter into a MOU with the Reentry Mediation Institute of Louisiana (REMILA) to share resources and mediators.
- Create “how to” guide for other cities/communities on how to start a community-police mediation program, best practices, and lessons learned. This is a resource that has often been requested by other cities from OIPM.

Policy and Program Expansion

- Continue to pursue the option of allowing mediation to occur alongside or after traditional investigation [along with pursuing other efforts to expand the mediation program] (Adopted QARAC Recommendations from 2020 Review provided in August 2021)
- Construct policy regarding mediation eligibility of post-investigation referrals including allegations cleared by Body Worn Camera.
- Improve officer participation rates (in response to recent decline)
 - Survey sample of officers and leadership to better understand officers' perception of and concerns about mediation.
 - Provide informational and educational materials that address officer concerns and misinformation regarding the mediation program.
 - Present to the police associations on the mediation program and benefits of the mediation process



2023 Major Project: Active Listening Course at NOPD Academy

- Mediation Director design and deliver a weekly course of scenario-based learning at NOPD Academy about active listening and conflict de-escalation for all officers and supervisors.



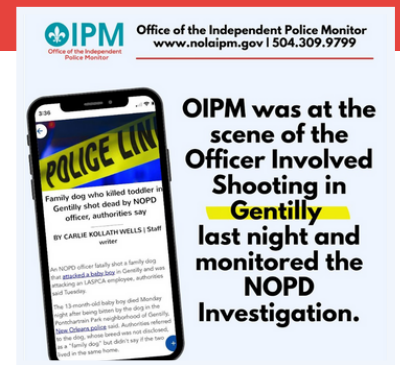
2023 Major Project: Build Public Archives on Website; Updates

- Work with Civil Rights attorney, Mary Howell, and other partners to collect relevant archival matter regarding policing in New Orleans and the NOPD.
- Ensure all material is digitized and searchable.
- Build out section of the website for the publicly accessible archives.
- Inform the public, universities, and other partners of the available archives of policing material.
- Update the content of the website to ensure it's current.



2023 Goal: Use of Force and Critical Incidents

- Use of Force Annual Report: provide an explanation of UFRB's decisions as to whether the use of force was justified and within policy and whether the OIPM agreed with Board's decisions. (*Adopted QARAC Recommendation from 2020 Review provided in August 2021*)
- Redesign the Critical Incident Forms to standardize the inclusion of questions or concerns in the summary sections to memorialize outstanding issues. (*Adopted QARAC Recommendation from 2020 Review provided in August 2021*)
- Create clear matrix to evaluate the UFRB determinations, recommendations, and OIPM impact.



2023 Goal: Misconduct Review and Complaint Work

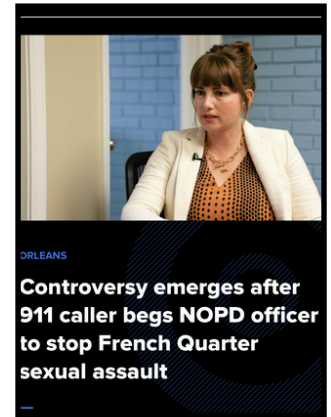
Misconduct and Complaints

- Develop formal engagement and disengagement (close out) letters to complainants with clear expectations on the work to be completed by the OIPM and expected timeframes.
- Provide specialized resources to employee complainants including creating informational posters for partners and NOPD regarding OIPM and services.
- Work with PIB leadership to address cognizance date confusion to address potential Officer Bill of Rights timeline violations.
- Develop the OIPM "sensitive complaint" submission process with the Public Integrity Bureau. (*Recommendation from NOPD received in Winter 2021*)
- Develop and update criminal liaison protocol.
- Renew policy recommendations regarding conflict identification and protocol within PIB and the use of the PIB liaison.
- Recommend the retention of transcription services for misconduct investigations sent outside of PIB.
- Discuss possibility of anonymous "whistleblower" capacity within the NOPD on complaints and concerns.



Misconduct Case Reviews

- Conduct more relevant and timely case reviews with impactful recommendations to NOPD.
 - CTN 2020-0173-P - Officer is accused of engaging in an inappropriate sexual relationship
 - CTN 2019-0656-P - Officers are accused of failing to conduct a comprehensive investigation resulting in a possibly wrongful arrest.
 - CTN 2022-0362-P - Officers are accused of failing to respond to an alleged sexual assault occurring in the French Quarter.



2023 Goal: Commendations

- Increase commendations through highlighting positive officer performance, focused outreach, and social media pushes.
- Explore the possibility of introducing a new award honoring the memory of detective Oris Buckner and those within the NOPD who are committed to ethics and accountability.



2023 Goal: Internal Operations

Ethics Review Board

- Hosting an ERB tour and office visit so membership can meet the team and see our internal operations.
- Ensure that ERB is on all listserves and is informed of OIPM work, relevant legislation, and all major projects.
- Determine what best communication strategies should be utilized to increase transparency.

Staffing

- Build out teams through staffing and growth. Conduct necessary hiring in the investigatory and audit teams. Onboard mediation fellow in summer 2023.
- Determine necessary contractors for short term needs including public outreach and data for the annual report.
- Create the OIPM Employee Handbook including the Code of Conduct.
- Create all onboarding and offboarding materials for staff.

Budget

- Determine pay concerns for team.
- Research grant opportunities including grant to operate the 24 hour hotline.
- Determine feasibility to amend City Home Rule Charter section 9-404 "Shared Funding."

Resource Organization

- Organize all relevant legal findings and opinions from counsel, Civil Service, and the Fourth Circuit for easy review and reference.

Office Space

- Continue looking for new office space and make determination regarding moving office locations in 2023 or 2024.

Reviews of OIPM Work and Operations

- Peer Review
 - Rewrite MOU and prepare the work product and review standards for 2020, 2021, 2022.
- Quality Assurance Review
 - Organize work product and formal letter for 2021 and 2022

Training

- Attend the National Association for Civilian Oversight of Law Enforcement national conference and training.
- Send two members of the team to the Los Angeles Police Department Audit School for comprehensive audit training.
- Conduct ride along shadowing starting in the 5th, 6th, and 7th Districts.
- Retraining on police radios.



2023 Major Project: MOUs between NOPD and OIPM

- Update current MOU to include changes in technology, work product, and operation of NOPD and OIPM under the Consent Decree.
- Create a technology MOU with the NOPD and possibly city of New Orleans.
- Create an investigatory MOU with NOPD and possibly the District Attorney's Office.



2023 Major Project: Update Internal Policies and Code of Conduct

- Update all OIPM policies and standard operating procedures.
- Create the employee code of conduct and disseminate to the staff.
- Ensure every department has standard operating procedures and provides to others in the case of absence.

2024 OIPM Goals



2024 Goal: Audits and Policy

- Create the OIPM Audit Oversight Manual with NOPD comment.
- Assess policy regarding retaliation and the cross-filing of complaints. Provide policy recommendation where necessary.
- Assess rotation strategy put into place at NOPD. Determine if there is a need for a policy recommendation regarding national best practice of rotation of specialized units.
- Examine 911 record retention policy and determine if there needs to be a recommendation to alter policy regarding the retention of 911 recordings.
- Study best practice regarding the vertical representation model and the use of special prosecutors in disciplinary proceedings. Provide assessment and recommendations to NOPD and City Attorney's Office.
- Examine all task force agreements with the NOPD for compliance.
- Examine the use of 9 districts within the Field Operations Bureau and the possibility of splitting the 7th District into two districts with two stations in order to address delays in response time and the possibility of police shortages in New Orleans East.



2024 Goal: Consent Decree Compliance; Sustainment

- Finalize the OIPM Sustainment Strategy for Local Oversight.
- Continue to build team in order to prepare for the departure of federal oversight.



2024 Goal: Community Outreach

- Create the format, operations and role of an OIPM Advisory Committee.
 - Approach and retain members of the Advisory Committee.
 - Start holding meetings and releasing outcomes and recommendations.
- Hold small group roundtables with community leaders and organizations for feedback and input on NOPD and OIPM performance and operations.

2024 OIPM Goals



2024 Goal: Community-Police Mediation Program

- Pilot rank-initiated mediation services.
 - Work with NOPD to establish policy and procedures, especially regarding HR and confidentiality concerns (i.e. mediators may be required to report certain HR violations that come up in mediation).
 - Create revised templates and forms for officer-to-officer mediation.



2024 Goal: Internal Operations

- Organize the S Drive.
- Execute the OIPM Retention Schedule by shredding and scanning necessary documents and files.



2024 Goal: Misconduct Complaints

- Create a resource guide for complainants with frequently asked questions and service referrals.
- Create a guide of all law enforcement agencies in New Orleans and how to file misconduct complaints with those offices.

2025 OIPM Goals



2025 Goal: Audits and Policy

- Decertification of Officers
 - Start tracking decertification referrals made by NOPD and outcomes.
 - Provide more public facing data and information regarding the role and process of officer decertification.
- Criminal prosecution of police
 - Work with the District Attorney's Office, the NOPD and other partners to determine appropriateness of criminal prosecution of officers.
 - In partnership with the District Attorney's Office track the referrals of criminal matters from the NOPD and regarding NOPD officers, the outcomes of the referrals and the prosecution of law enforcement.
- Examine the value of independent crime labs and the national best practice around this shift.
- Assess the Officer Bill of Rights and how it is being implemented / interpreted by the New Orleans Civil Service Commission. Determine if a policy recommendation is required.



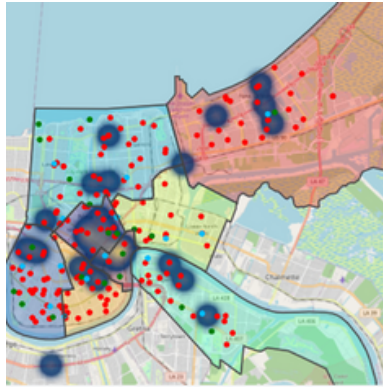
2025 Goal: Community Outreach

- Continue to build the Community Advisory Committee.
- Develop webinars regarding police oversight and relevant topics.
- Create a Children and Police Guide and partner with youth organizations to conduct sessions with children.
- Rebuild the Learn Your Rights in the Community (LYRIC) program.



2025 Goal: Internal Operations

- Build out pro bono opportunities for attorneys to work with the OIPM and Law School Partnerships.
 - Explore partnerships with the Louisiana Bar Association and the Louisiana Appleseed Project.
 - Consider partnerships with law school clinics to prepare law students to work in police oversight and the legal requirements of monitoring.



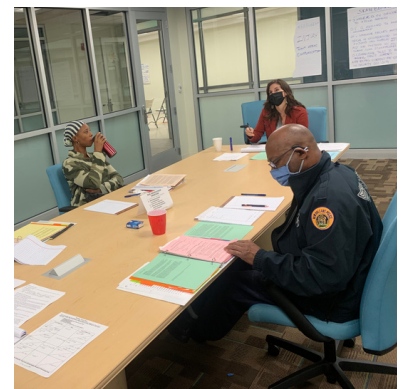
Closing Thoughts

The goal of this report was to provide transparency and guidance to the community and our partners regarding the priorities and work the OIPM intends to complete in 2023 and beyond.

This work plan is meant to act as a roadmap of where the OIPM intends to go while still providing flexibility for the OIPM to pivot as the community, police department, and unpredictable challenges may demand.

In the coming month, the OIPM will be sharing this document with the public and receiving feedback and looking for opportunities to collaborate. If your organization or agency seeks to contribute or would like to partner on the goals listed in this work plan, please reach out.

We look forward to working with you and serving you in the coming year.





Office of the Independent Police Monitor

