



2021

# INSIDE THE OIPM & OIPM SIX MONTH ACTION PLAN

*Amended - July 2021*

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# ACTION PLAN

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OFFICE OF INDEPENDENT POLICE MONITOR  
CITY OF NEW ORLEANS



Dear New Orleans Community,

For over ten years, the Office of the Independent Police Monitor has provided oversight services to the New Orleans Police Department (NOPD) and the city of New Orleans. The majority of this time the NOPD was simultaneously under a Federal Consent Decree with Federal Monitors also assessing the department's progress. Now, in 2021, eight years later, the NOPD is nearing compliance in all areas of the Consent Decree and the NOPD, OIPM, and the city are preparing for a transition away from federal oversight to only local oversight. This transition has left stakeholders asking what is going to happen next? Will the NOPD continue to improve or backslide? How is local oversight going to differ from federal oversight? Who is the OIPM and what will be the role of oversight moving forward - beyond the Consent Decree?

First, as the Acting Independent Police Monitor, I want to be clear: getting the NOPD to full compliance with the Federal Consent Decree is my number one priority. That said, I do not believe that needed police reform or progress ends with the Consent Decree. I believe the Consent Decree is the floor, not the ceiling. The NOPD has established themselves as national leaders in policing during the course of the Consent Decree, and it is my intention to build the systems necessary to not just ensure that the NOPD does not backslide once the Consent Decree enters the sustainment period but continues to improve.

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. The OIPM is shadowing and working with the Federal Monitors and NOPD leadership to create an informed and prepared handoff between OICDM and OIPM. 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.



The goal of this six-month Action Plan is to outline our immediate priorities and goals for the remainder of 2021, present an adapted organizational chart, provide an accounting of our projects and streams of work, and explain our efforts to fulfil our Memorandum of Understanding with the NOPD.

In the last two years, the OIPM has received over two hundred (200) complaints of officer misconduct, monitored multiple critical incident scenes and investigations, led mediations, and produced a high volume of memorandums to the NOPD with recommendations regarding tactics, policy, supervision, and training. Because of our work, police officers were held accountable for misconduct and unauthorized uses of force, the community had a trusted resource for filing complaints or sharing accounts of positive policing, and new NOPD policies were created, and old policies improved. Our office is small, but our impact is large. Together, with the support of the community, we are building a police force that is representative of who we are and responsive to what we need beyond the Consent Decree. This is work I look forward to continuing with you.

Thank you,  
Stella Cziment

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

# MOU REQUIREMENTS

The Memorandum of Understanding (MOU) between the Office of the Independent Police Monitor (OIPM) and the New Orleans Police Department (NOPD) is the legal document that outlines the responsibilities and role of the Independent Police Monitor. The MOU was executed November 10, 2010. The purpose of the MOU is: (1) set expectations for the working relationship between OIPM and NOPD; (2) parameters of the oversight and access to information; and (3) provide transparency so the public understands the monitoring activities, review capabilities, and the limitations that may exist. The MOU addresses the following topics:

- access
- audits
- monitoring activities
- complaint intake, complaint classification, complaint review
- case review
- civil claims and lawsuit review
- commendation
- data analysis and review
- criminal liaison work
- critical incident monitoring
- disciplinary monitoring and review
- early warning system review
- mediation
- outreach
- public reporting
- policy recommendations and review
- remote intake site development
- retaliation concerns
- risk management
- supervision
- training review and recommendations

It has been over ten (10) years since the MOU was written and now, with the creation of new technology, information sharing, and partnership between the NOPD, the OIPM would like to revisit the MOU for necessary updates in the future.

Components of work required by the MOU are also addressed under the Federal Consent Decree which was entered into July 24, 2012 (two years after the creation of the MOU). The OIPM is not bound by the Federal Consent Decree; however, the progress required under the Federal Consent Decree overlap with the goals of the MOU.

# THE DIFFERENCE BETWEEN THE OIPM AND THE PIB



## Office of the Independent Police Monitor (OIPM)

- Independent branch of city government.
- Responsible for providing community-based oversight to the NOPD, including receiving allegations of misconduct.
- Monitors the investigation conducted by the PIB.
- People employed at OIPM are civilians. None of the employees work for the NOPD or are officers.
- OIPM does not report to the Chief of Police. OIPM reports to the Ethics Review Committee.



## Public Integrity Bureau (PIB)

- Branch of the New Orleans Police Department.
- Responsible for receiving and investigating allegations of misconduct.
- Conducts the investigation of misconduct allegations.
- People employed at PIB are employees of the NOPD – most of which are officers.
- Everyone reports to the Chief of Police

# 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**

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

## **Complaints of Officer Misconduct**

- Completes complaint intake, prepares complaint referrals, pulls and analyzes relevant Field Identification Cards, Electronic Police Reports, Body Worn Camera footage, and officer disciplinary history, provides 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, Learn Your Rights in the Community (LYRIC), 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

# DAILY WORK PRODUCT

## **Data Work and Data Sharing**

- The OIPM is currently under data sharing agreements with the Orleans Parish Sheriff's Office, Court Watch, and the Vera Institute. These data sharing agreements enable
- 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**

- Screens mediation referrals, discusses mediation with the civilian and the officer to confirm participation, coordinates and conducts the mediation, completes satisfaction surveys and seeks feedback post-mediation. Conduct monthly mediator trainings.
- MOU: §15, 52

## **Officer Commendations**

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

## **Policy Review and Recommendations**

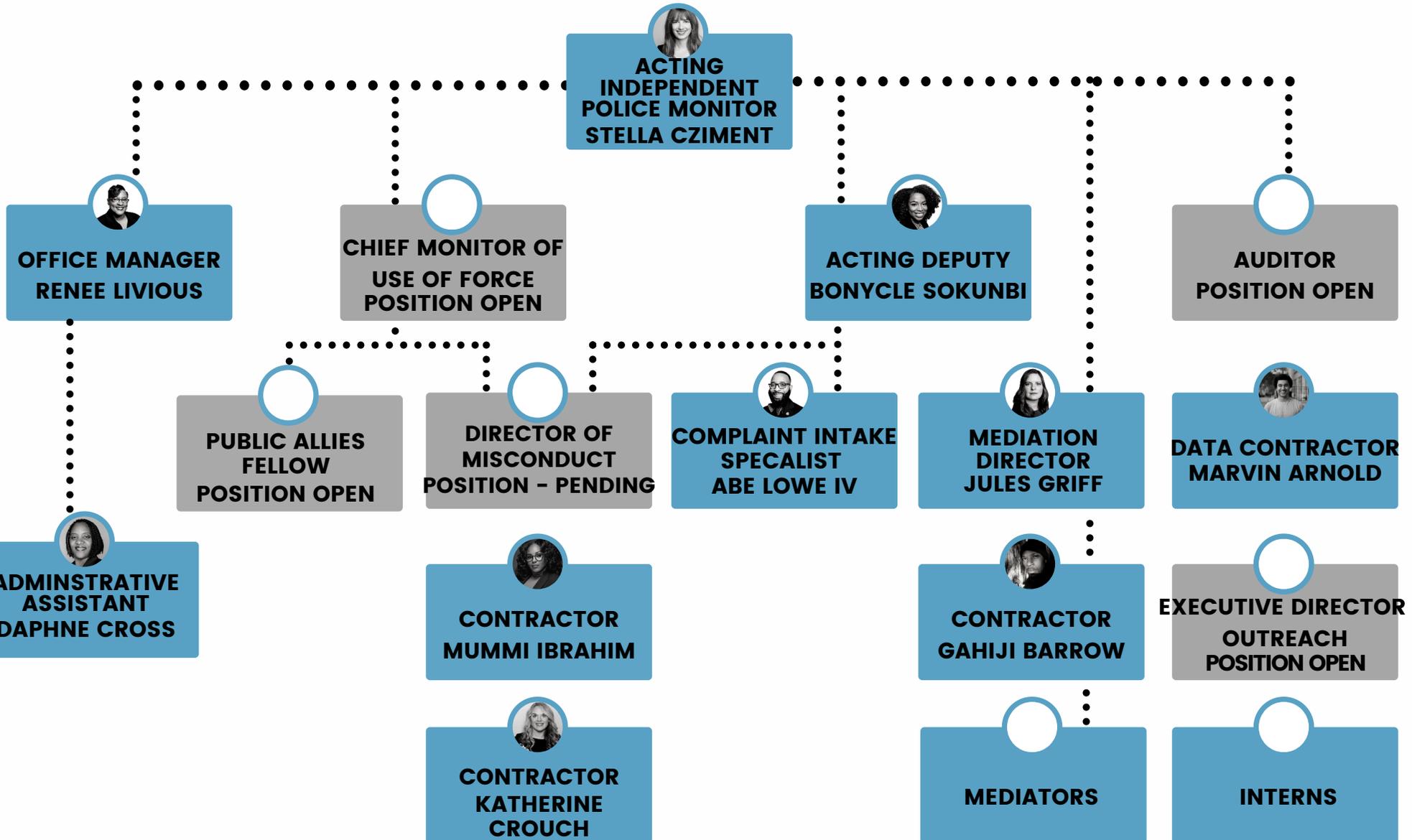
- Review NOPD policy in final and draft form, provide recommendations and collaborate with the Professional Standards and Accountability Bureau (PSAB) and the Public Integrity Bureau (PIB) to provide feedback and draft language.
- MOU: §3, 10, 81

## **Use of Force**

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

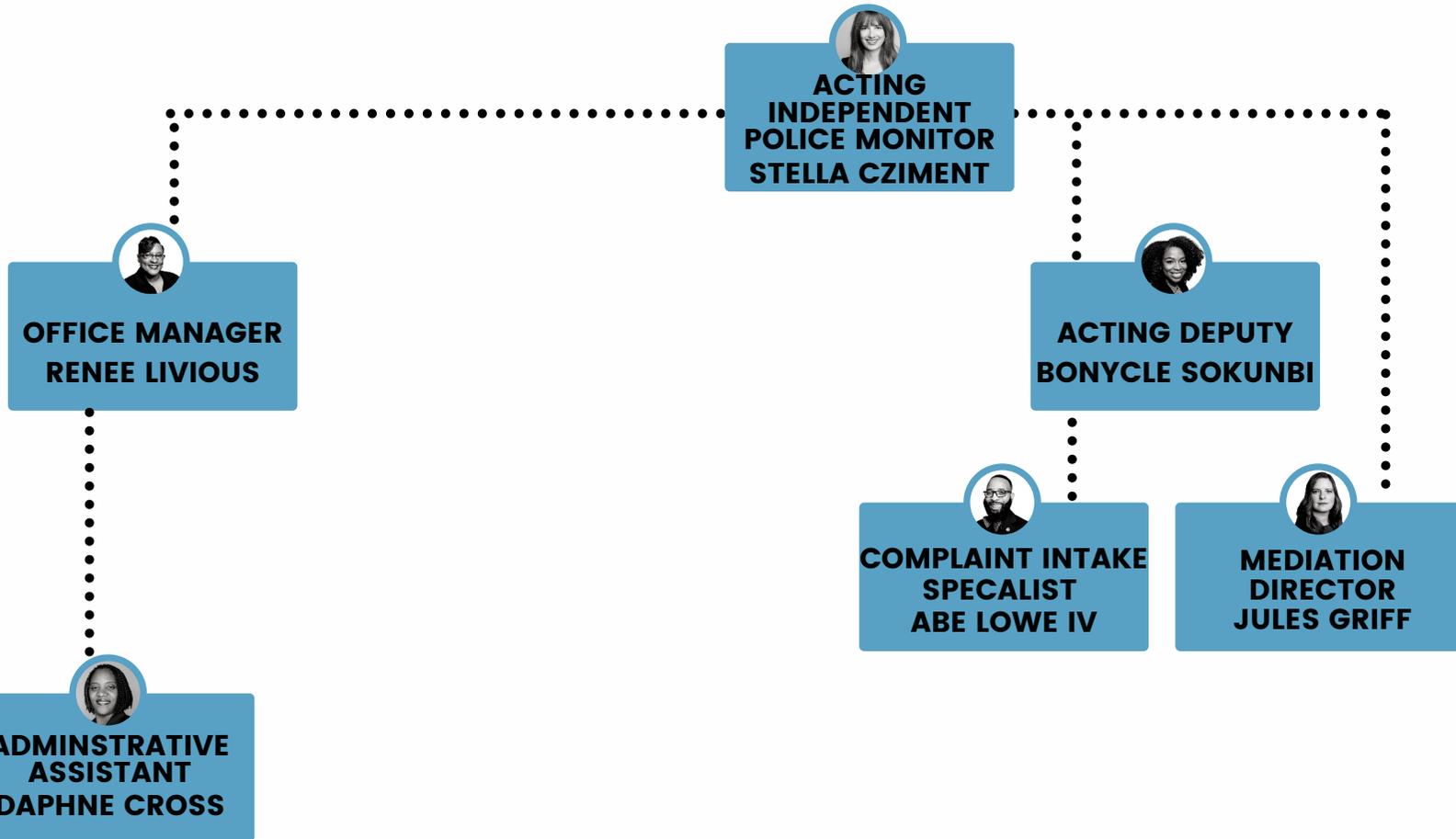
# OIPM ORGANIZATIONAL CHART

STAFF AND CONTRACTORS - 2021



# OIPM ORGANIZATIONAL CHART

STAFF - 2021



# OIPM STAFF WORK STREAMS

## MANAGEMENT TEAM



### **STELLA CZIMENT, ACTING INDEPENDENT POLICE MONITOR**

- Responsible for team vision, yearly priorities, audit and review plan, execution of all office goals.
- Responsible for meeting with city and NOPD leadership including monthly meetings with Superintendent of Police and meeting with and presenting to City Council Committees and Members.
- Provides policy, practice, training, supervision, and resource recommendations to NOPD leadership and its academy.
- Responsible for liaising with the Federal Monitors (OCDM) and overseeing Consent Decree related audits of the NOPD; participates in the US Attorney's Consent Decree working group.
- Coalition building and meetings with community leaders; community outreach; producing public facing documents and reports. Responsible for working with local police union leadership; facilitates concerns.
- Oversees all office operations including budget, staffing and supervision; responsible for working with legal counsel for OIPM on legal concerns and issues.
- Attends and monitors disciplinary proceedings conducted by the Public Integrity Bureau (PIB) including the Captain Panel Hearings and the Superintendent Committee Panel Hearings. Remains in room during deliberations and provides assessments and recommendations.
- Responsible for the completion of the Annual Report. Includes: (1) writing the Complaints, Commendations, and Disciplinary Proceeding Annual Report and oversees all relevant data collection, review, and analysis; (2) writing the Year in Review Annual Report; (3) reviewing other department sections; and (4) oversees the Lawsuits and Claims Annual Reports.
- Responsible for special projects including: (1) the Children and Police Project; (2) the Lawsuits and Claims Projects; (3) the Officer Retention Project; and (4) the Public Facing Database under Resolution R20-175.
- Oversees the data coordinator, data contractors and partners, the creation and maintenance of the internal Complaint Manager system and its public facing data dashboard: <https://complaints.nolaipm.gov/data>
- Assists with the Complaints and Commendation work. Handles highly sensitive complaint intake and referral letter preparation; responsible for complaint referral approval. Oversees commendation collection and referrals.
- Oversees Mediation Director and Community-Police Mediation Program.
- On call 24 hours a day all year to respond to scenes of critical incidents and officer involved shootings (OIS) to monitor the Force Investigation Team (FIT) investigation and investigatory actions taken by Crime Lab.
- Oversees case reviews and case monitoring in misconduct investigations and court proceedings.

# OIPM STAFF WORK STREAMS

## MANAGEMENT TEAM



### **BONYCLE SOKUNBI, ACTING DEPUTY INDEPENDENT POLICE MONITOR**

- Along with the Acting IPM, responsible for policy, tactic, and training recommendations to the NOPD.
- Management team tasks including contributing to budgetary decisions, navigating legal situations, and the creation of internal policy. Along with the Acting IPM responsible for complaint referral approval. Conducts outreach and media / publicity work
- Works with the Federal Monitors (OCDM) on use of force and critical incident compliance and audits; participates in the US Attorney's Consent Decree working group.
- Responsible for all Use of Force Annual Reports and oversees all relevant data collection, review, and analysis.
- Supervision and staffing including onboarding and offboarding.
- Responsible for special projects including Mental Health and Policing and the Health Not Handcuffs coalition work.
- On call 24 hours a day all year to respond to scenes of critical incidents and officer involved shootings (OIS) to monitor the Force Investigation Team (FIT) investigation and investigatory actions taken by Crime Lab.
- Attends and monitors autopsies, scene walk-throughs, all officer interviews conducted in the criminal and administrative investigation, and the including the pre-release of Body Worn Camera (BWC) footage
- Provides real time recommendations to the Force Investigation Team (FIT) during their investigation and comments on drafts
- Works with families and individuals affected by Officer Involved Shootings and Use of Force including coordinating shared activities with the organization Families Overcoming Injustice and working with the NOPD to create the Family Bill of Rights.
- Attends and monitors monthly Use of Force Review Board hearings and completes reviews and memorandums reviewing force cases.
- Coordinate contractors conducting Use of Force first reviews and work.
- Designed and teaches Learn Your Rights in the Community (LYRIC) training
- Conducts criminal liaison work and facilitates communication between the public and NOPD rank and acts as the liaison to the District Attorney's Office for complainants and officer misconduct work.
- Along with the Acting IPM is responsible for newsletter, social media, Ethic Review Board Reports, Community Facing Two Pagers and other public facing work product.

# OIPM STAFF WORK STREAMS

## FULL TIME STAFF



### **COMPLAINT INTAKE SPECIALIST ABE LOWE IV**

- Complaint intake
- Complaint referral letters
- Assists with Use of Force and Disciplinary Proceeding Reviews in absence of Department Chairs
- Case reviews
- Communicates with complainants
- Reviews Body Worn Camera footage
- Subject matter memorandum as necessary
- Teaches Learn Your Rights in the Community (LYRIC) trainings



### **DIRECTOR OF MEDIATION JULES GRIFF**

- Responsible for the operation of the Community-Police Mediation Program
- Evaluates / screens cases for mediation eligibility
- Speaks to officers and complainants regarding mediation
- Recruits mediators
- Oversees the coordination of mediations and mediators
- Coordinates mediator training and conducts monthly in services
- Policy recommendations
- Surveys participants
- Writes mediation annual report
- Conducts outreach regarding mediation
- Roll call trainings for NOPD officers

# OIPM STAFF WORK STREAMS

## FULL TIME STAFF



### **ADMINISTRATIVE ASSISTANT DAPHNE CROSS**

- Answering phones
- Receptionist activities
- Case monitoring in Municipal Court and other court as necessary
- Outreach as necessary
- Data input including: disciplinary information, lawsuits, claims, use of force, and mediation into case management system: IAPro



### **OFFICE MANAGER RENEE' LIVIOUS**

- Budget
- Requisitions, preparation of public bids
- Facilitates communication with Civil Service regarding employment concerns and hiring
- Contractor payment and invoice review
- Equipment coordination
- Human resources tasks
- Building liaison for maintenance requests and space procurement
- Travel coordination
- Onboarding
- Training coordination
- Vehicle maintenance
- Public Record coordination
- Oversees operation of internal IAPro system and data input

# 2021 PROJECTS

In 2021, the OIPM turned in a work plan with a list of audits, reviews, and projects the office intends to complete during the calendar year. This work plan included the following projects:

- OIPM Charter / Ordinance-Mandated Audits / Reviews
- Risk-Based Audits / Reviews
- NOPD's Requested Consent Decree-Based Audits / Reviews

While the OIPM is still committed to the execution of these goals, the OIPM created a more expanded set of priorities and projects beyond what is listed that takes into account the current limitations on staffing and resources.

Reference Audit/ Review No.	OIPM CHARTER/ORDINANCE -MANDATED AUDITS/REVIEWS <sup>2</sup>	Last Date Completed and Auditing Entity	Starting Date <sup>3</sup>	Ending Date <sup>4</sup>
1	OIPM's Annual Report	May 2020, OIPM	January 2021	May 2021
2	2019 Claims for Damages Report	NEW, OIPM	April 2020	January 2021
3	2019 Lawsuits Report	NEW, OIPM	April 2020	January 2021
4	OIPM's Review of INSIGHT	NEW, OIPM	January 2021	September 2021
5	OIPM's Review of NOPD Disciplinary Appeals	NEW, OIPM	January 2021	September 2021
Reference Audit/ Review No.	RISK-BASED AUDITS/REVIEWS-TIER 1 <sup>5</sup>	Last Date Completed and Auditing Entity	Starting Date	Ending Date
6	NOPD's Policing of Community Members Living with Mentally Illness	NEW, OIPM	December 2020	December 2021
7	NOPD's Policing of Children and Youth	NEW, OIPM	July 2020	July 2021
8	OIPM's Facial Recognition Technologies Audit	NEW, OIPM	April 2021	October 2021
Reference Audit/ Review No.	NOPD's REQUESTED CONSENT DECREE-BASED AUDITS/REVIEWS <sup>6</sup>	Last Date Completed and Auditing Entity	Starting Date	Ending Date
9	2019 Bias-Free Policing Annual Report – Meta Audit	2018, PSAB	TBD <sup>7</sup>	TBD
10	2019 Use of Force/Constitutional Policing Audit – Meta Audit	2018, PSAB	TBD	TBD
11	2020 Annual Report – Meta Audit	NEW, PSAB	TBD	TBD
12	2020 Stops and Search Annual Report (Includes Procedural Justice) – Meta Audit	2019, PSAB	TBD	TBD
13	2020 Supervision Initiative Working Group Recommendations - Review	NEW, PSAB	TBD	TBD

# NEXT SIX (6) MONTH PROJECT PLAN

## **1. Provide Oversight to NOPD Audits and conduct meta-audits regarding: (1) Stop, search, arrest; (2) Use of Force; (3) Bias policing including LGBTQ populations; (4) Domestic Violence and Sexual Assault Investigations.**

- a. Work with the Office of the Consent Decree Monitors (OCDM) and the Professional Standards and Accountability Bureau (PSAB) to incorporate OCDM's audit tools and audit plan into OIPM's operations
- b. Conduct meta-audits, shadowing, and provide comment
- c. Release results to NOPD and public

## **2. 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.**

- a. Creating remote intake site materials and training
- b. Creating remote intake site Memorandums of Understanding
- c. Identifying potential sites and recruitment
- d. Training sites in collaboration of the Public Integrity Bureau

## **3. Create OIPM 2021 Hurricane Plan**

- a. Create the NOPD Hurricane Plan Audit Card
- b. Review performance for each hurricane and post results on website

## **4. Complete the 2020 Quality Assurance Review and Peer Review**

## **5. Complete the Employee Handbook and OIPM Policies**

- a. Create new policies such as Political Activities Policy, Inter-Agency and Out of Jurisdiction Law Enforcement Policy, Coalition, Legislation and Governmental Affairs Policy

## **6. Create more social media presence, information, and outreach**

## **7. Complete or make significant progress on open reports:**

- a. Children and Police Project
- b. Police and Mental Health Project
- c. Lawsuits and Claims: (1) Report; (2) Community Facing One Pagers

## **8. Design new OIPM Website that is easier for the public to navigate.**

- a. Release bid, retain contractor, start building new website content, and branding
- b. Continue to develop and build out the public complaint data dashboard:  
<https://complaints.nolaipm.gov/data>

# NEXT SIX (6) MONTH PROJECT PLAN

## **9. Complete the 2020 Annual Report**

- a. Supplement with data

## **10. Conduct relevant and high-profile case reviews**

- a. Conduct a review of the 8th District Task Force Officer Investigation
- b. Conduct review of allegation of Lt. failing to be truthful in use of force investigation – review requested by PANO

## **11. Staffing**

- a. Adjustments to positions and streams of work
- b. Train contractors on Use of Force review
- c. Complete necessary hiring including:
  - i. Community Police Specialist (attorney)
  - ii. Public Allies Fellow
- d. Develop onboarding materials

## **12. Create a 2022 Budget Proposal and official request to NOPD for supplemental funding for: (1) audit support; (2) policing consultant; (3) the Community-Policing Mediation Program; and (4) data support.**

## **13. Community-Police Mediation Program**

- a. Build more public facing work product and data regarding mediation focusing on mediation program, acceptance rates for mediation, and survey results.

## **14. Retention Examination Project**

- a. Examine reasons behind employee exit
- b. Look at national trends regarding retention and determine national best practice regarding retention
- c. Consider factors such as: training, pay, upward mobility, discipline, and crime rates

## **15. Build out the Ethics Review Board (ERB) report and make it more user friendly for the public and incorporation into 2021 Annual Report.**

## **16. Work with Councilmember Moreno's Office to complete the Public Facing Database RFP and Proposal under R-20-175.**

- a. Complete proposal and mock up
- b. Present proposal to City Council

## **17. Work with NOPD to reexamine the OIPM's MOU to determine priorities in a post-Consent Decree New Orleans.**

# ADOPTED RECOMMENDATIONS FROM QARAC

Every year, the work product completed by the OIPM is assessed and reviewed by a Quality Assurance Review Advisory Committee (QARAC) to ensure the OIPM is working effectively and is legally compliant with the requirements and expectations under our Memorandum of Understanding (MOU) and other governing laws. The QARAC is made of three appointees. One appointee was selected by the Mayor, one appointee is selected by the City Council and one appointee is selected by the Ethics Review Board (ERB). Each year, the QARAC issues a report with their findings to the ERB and the public, including recommendations on how to improve the OIPM and our work product. Below are the recommendations made by the QARAC that the OIPM is formally adopting into our Six Month Action Plan.

The OIPM thanks the QARAC for their thoughtful and thorough assessment.

## **Recommendation 1: Data Access**

- Independent Access to Raw NOPD Data
  - Municipal Ordinance Sec. 2-1121(14) sets forth OIPM's data-gathering duties and states, "The New Orleans Police Department shall provide the appropriate database and personnel to facilitate this section."
- Creation of the Public Facing Database

## **Recommendation 2: Use of Force Investigations**

- Use of Force Annual Report
  - In UFRB appendix, include observations or recommendations by the OIPM in the case.
  - Provide an explanation of UFRB's decisions as to whether the use of force was justified, whether the use of force was within policy, and whether the OIPM agreed with Board's decisions.
  - Adding descriptions of the cases and what role the OIPM played in terms of observations or recommendations.
- Critical Incident Forms
  - Standardize the inclusion of questions or concerns in the summary sections to memorialize outstanding issues.
- Memoranda to NOPD
  - Staff and resources permitting, revive written memoranda to the NOPD on use of force incidents heard by the UFRB, including whether the OIPM agreed or disagreed with the PIB findings and making detailed recommendations for improvement.
- Community Two-Pagers
  - Staff and resources permitting, publish on website two-pagers on use of force incidents.

## **Recommendation 3: Continue to Publicize Opportunities for Commendation**

# ADOPTED RECOMMENDATIONS FROM QARAC

## **Recommendation 4: Elaborate on Recommendations as to Disciplinary Proceedings in Annual Report**

- Provide an analysis of data to identify and highlight patterns, trends, and outliers of note.

## **Recommendation 5: Community-Police Mediation Program**

- Continue to pursue the option of allowing mediation to occur alongside traditional investigation [along with pursuing other efforts to expand the mediation program]
- Continue efforts to gain the financial support of the NOPD for this invaluable program that undoubtedly saves NOPD money.

## **Recommendation 6: Update and Reformat Website**