



2022 Work Plan

*Organization, Mission, Work,
Priorities, and Goals*



**Bonycle Sokunbi, Acting
Deputy Independent
Police Monitor
Event: National Day
Against Police Brutality**

**2714 Canal Street Suite 201
New Orleans, LA 70119
(504) 309-9799**

**www.nolaipm.gov
policemonitor@nolaipm.gov**

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Abe Lowe IV, Complaint Intake Specialist at the OIPM Event: National Day Against Police Brutality



Dear New Orleans Community,

On behalf the Office of the Independent Police Monitor, I am happy to share our work plan for 2022. 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 over the coming year and beyond.

This report includes the mission and vision for the OIPM and our work, our organizational chart and a breakdown of our daily work product as mandated by our Memorandum of Understanding with the New Orleans Police Department (NOPD). Within this report is a variety of priorities including the goals for our different departments for 2022 and the projects that we intend to achieve in the coming year. Additionally, this work plan provides some anticipated priorities for the next three years – including projects and work that the OIPM intends to accomplish in 2023 and 2024. We view these goals as our roadmap providing guidance and direction on where the OIPM intends to go next.

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 2022 is one that creates structure and consistency - internally and externally - while maintaining flexibility for our office to adapt to the unpredictable priorities that may arise.

The purpose of the OIPM workplan is not to "lock" the office into a set of projects and goals for the year, but instead for the office to prioritize where we are best situated to fulfil our mission, provide oversight, and serve our community. Prior to writing this work plan, the OIPM conducted a critical examination our role, impact, and where we should intentionally focus on in the coming year because of its relevancy to the public and it's impact on the police department, while considering the limitations and capacity of this six-person office.

There is an expectation is the OIPM must remain flexible in our commitments. The office often operates in busy or slow seasons, and while we try to anticipate the ebb and flow of regular departmental work, it may be impossible to fully predict what will require our time as we must be able to respond to the needs of the community and the police department as they arise (while accommodating the ongoing interruptions and changes of the Covid19 Pandemic). Examples of unpredictable but time demanding work from the last two years would include: the investigations conducted into the police details, monitoring the promotional process for NOPD captains, the police response to Hurricane Ida, and monitoring the policing and misconduct investigations regarding the use of tear gas at the protests of George Floyd's murder. In those examples, the OIPM pivoted our work and our staff to respond these events and issues and the OIPM anticipates similar pivots will occur in the coming year.

In 2022, the OIPM seeks to be a relevant and high performing community-facing city agency. One that is responsive, impactful, and consistent in the services we provide and the oversight we conduct. The OIPM looks forward to all we will achieve in 2022 together.

Thank you,

Stella Cziment
Acting Independent Police Monitor



Mission & Vision

WHAT WE DO

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 & Learn Your Rights in the Community (LYRIC)



Use of Force



Community-Police Mediation Program



Audits and Policy



Commendations

WHO 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

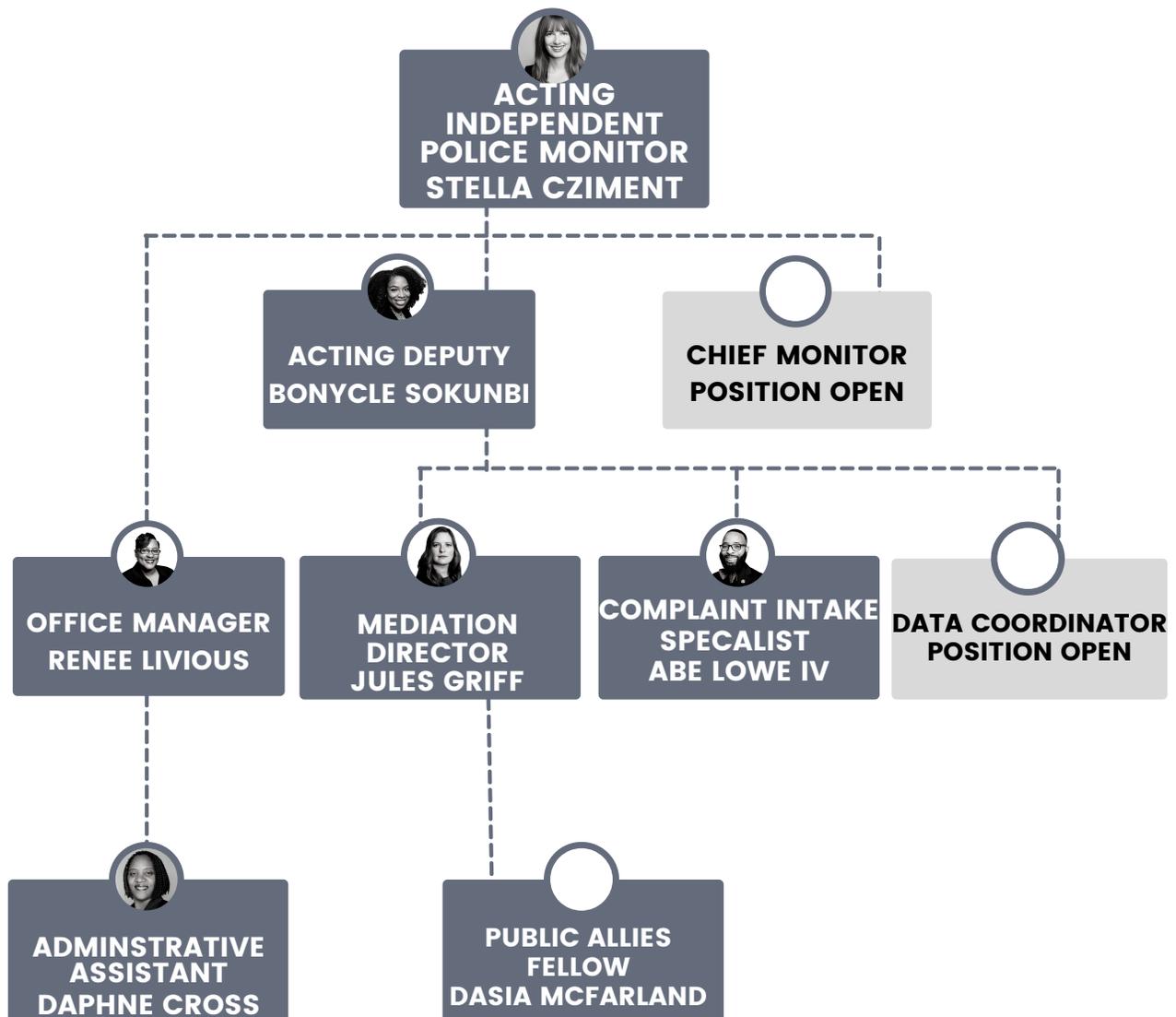
The OIPM seeks to amplify the voice of the community to ensure that all within the city – visitors and residents alike – can access police services equally and have a positive experience with officers.

Organizational Structure

The Office of the Independent Police Monitor employs six full time staff members and one fellow who is with the office for 10 months. This organizational chart does not include mediators or contractors.

OIPM is currently undergoing some transitions in leadership. One management position is currently open and two managers are in interim positions. In 2022, the OIPM anticipates the leadership team stabilizing and the organizational chart potentially changing.

Now, the OIPM is in the process of hiring a full time data coordinator (to be hired in 2021) and potentially hiring another manager in 2022.



Memorandum of Understanding (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.

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

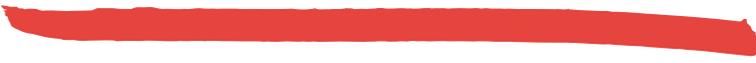
Community Outreach and Coalition Work

- 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

2022 Departmental Goals

Audit Goals

- Provide oversight to NOPD audits, conduct meta-audits, and monitor audits and audit protocol on audits.
- Create templates for audit oversight reports in collaboration with the Office of the Consent Decree Monitors (OCDM) for release to the public (*Recommendation accepted from OCDM, December 2021*)
- 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
- Provide comments on NOPD Corrective Action Plans

Internal Operations and Personnel Priorities

- Complete the 2021 Quality Assurance Review
- Complete the Peer Review with the Quality Assurance Review Advisory Committee including receiving feedback and recommendations
- Complete the OIPM Employee Handbook
- Develop an employee Code of Conduct
- Make necessary and appropriate adjustments to positions and streams of work to respond to capacity concerns
- Complete necessary hiring including: (1) data coordinator position; (2) case review consultants
- Streamline and rework work product from individualized reviews to aggravate and high level reports

Community-Police Mediation Program

- Produce data a monthly schedule to be included in the ERB report on the Mediation page and a quarterly basis for a quarterly report
- Present mediation trends internally to determine: number of mediation referral for incidents per district / bureau and number of mediation referrals by involved officer rank
- Develop the mediation section of the OIPM website including posting relevant work product, community relevant information, mediation frequently asked questions, information regarding the mediation process.
- Conduct community outreach events regarding mediation
- Continue to pursue the option of allowing mediation to occur alongside 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.

Conduct Relevant and High-Profile Case Reviews

Budget

- Create a 2023 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.

2022 Departmental Goals

Discipline and Appeals

- Review disciplinary outcomes where there is no discipline after a use of force is found to be unjustified 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*)
- In the annual report, provide an analysis of data to identify and highlight patterns, trends, and outliers of note (*Adopted QARAC Recommendations from 2020 Review provided in August 2021*)

Use of Force (*Adopted QARAC Recommendations from 2020 Review provided in August 2021*)

- 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 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.
- Redesign the Critical Incident Forms to 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.

Complaints

- Develop the OIPM "sensitive complaint" submission process with the Public Integrity Bureau (*Recommendation from NOPD received in Winter 2021*)
- Develop informational resources for NOPD employees filing complaints at OIPM
- Create a clear process for how to identify, address, and proceed with retaliation and cross filing complaints (*Recommendation from NOPD received in Winter 2021*)

Community Outreach

- Continue to develop OIPM impact and reach on social media through informative, relevant, easy to understand Instagram and Facebook posts and developing the OIPM Twitter platform
- Continue to create and offer Continuing Legal Education (CLE) opportunities to inform the legal community of police oversight and how to report officer misconduct
- Create more creative community outreach opportunities including "Coffee with the IPM"

Data Sharing and Public Reporting

- Continue to develop and build out the public complaint data dashboard: <https://complaints.nolaipm.gov/data>
- Revisit and revise all data sharing agreements with partners

2022 OIPM Projects

Finish the OIPM Website Redesign and Launch (*Adopted QARAC Recommendations from 2020 Review provided in August 2021*)

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

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*)

- Complete proposal and mock up
- Present proposal to City Council; City Council Committee on Criminal Justice
- Participate in the posting of the RFP and the hiring of the consultant to start work on the database

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
- Training sites in collaboration of the Public Integrity Bureau

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
- Seek funding for a confidential hotline

Finish the Children and Police Project and release it to the public

Create a new format for the OIPM Annual Report with new data reporting and content

2023 OIPM Goals

Officer Retention (*Recommendation accepted from Councilmember Palmer, Summer 2021*)

- Work with NOPD and other relevant partners to identify the trends around officer exits
- Understand national trends around officer departures and how other jurisdictions address officer retention with a special focus on: training, pay, upward mobility, discipline, and crime rates
- Put forth recommendations to the NOPD to assist with officer retention

Discipline and Appeals

- Track disciplinary cases that are appealed to the Civil Service Commission and conduct reviews of the appeals for investigation deficiencies, policy issues, and timeline violations. Identify any trends and patterns regarding the identified appeal grounds and make assessments / recommendations to the Public Integrity Bureau.

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

- including but not limited to: (1) Complaint Intake Process; (2) Individualized reviews; (3) Notice timelines

Audit Goals

- Create OIPM Audit Oversight Manual

Finish and recommend the Family Bill of Rights

Public Reporting

- Publish on website two-pagers on use of force incidents
- Quarterly reports to the Criminal Justice Committee of City Council

Complaints

- Work with NOPD to determine a role for OIPM in the NOPD internal grievance process (*Recommendation from NOPD received in Winter 2021*)
- Providing specialized resources to employee complainants including creating informational posters for partners and NOPD regarding OIPM and services
- Look into the assignment of officers to PIB and the lack of rotation of staff - put forth recommendation based on national best practices for Internal Affairs Divisions
- Identify and open more Remote Intake Sites in the community

Internal Operation and Personnel Priorities

- Develop onboarding and offboarding materials for employees
- Conduct necessary hiring including: (1) a third member of the management team; (2) an outreach coordinator

Community Outreach

- Develop webinars regarding police oversight and relevant topics
- Create informational videos for remote access for the community
- Create a Children and Police Guide and partner with youth organizations to conduct sessions with children
- Small group roundtables with community leaders and organizations, host movie screenings, and panels
- Expand the Learn Your Rights in the Community Program (LYRIC)

Mediation

- Build more public facing work product and data regarding mediation focusing on mediation program, acceptance rates for mediation, and survey results.
- Produce more data visualizations regarding survey results, case eligibility, declined cases and mediations held

2024 OIPM Goals

Develop and Determine OIPM Investigatory Work and Obligations under State Law

- Investigatory / audit work re OPSE and ensuring accountability regarding secondary employment
- Work collaboratively with NOPD leadership, OCDM, and other city partners to determine the feasibility of OIPM conducting investigations of allegations referred to OIPM by PIB of high-ranking officials such as the Superintendent of Police, Deputy-Chief and Captain of PIB, to avoid potential conflicts of interest.

Internal Operation and Personnel Priorities

- Conduct necessary hiring including: (1) an auditor; (2) a law enforcement consultant; (3) a second mediation coordinator; (4) contract investigator

Create a resource guide for complainants and community regarding services and partnerships

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
- Create more public resources

OIPM Advisory Committee

- 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

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

Budget

- Start exploring grant opportunities to expand the work of the office and the capacity of the team

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 2022 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 the demands of living through a pandemic require.

In the coming month, the OIPM will be sharing this document with the public and receiving feedback and looking to 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.

