



Office of the Independent  
Police Monitor

# 2026

# Work Plan



## OFFICE OF THE INDEPENDENT POLICE MONITOR

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# LETTER FROM THE IPM

Dear New Orleans Community,

Each January, the Office of the Independent Police Monitor releases a **work plan with our goals for the year to come**. The OIPM views these goals as a roadmap to provide guidance and direction on where the OIPM intends to go next.

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**. The OIPM must also remain flexible in our commitments in order to respond to the needs of the community and the police department that may arise. This work plan balances our goals with the limitations, capacity, and budget constraints of this small office.

In 2026, there are three realities that may influence our work:

- ➔ Budget uncertainty and limitations in the City of New Orleans;
- ➔ The end of federal oversight;
- ➔ The appointment of the Independent Police Monitor.

Due to these considerations, the OIPM may decide to pivot work or pause projects to prioritize other projects and work as necessary. If there is a change in leadership, the Independent Police Monitor will reassess the landscape to adjust the priorities and work of the OIPM to be responsive to the community and the police department as our limited budget allows.

As the Independent Police Monitor, I understand how to stretch our budget and utilize this small team efficiently, but this will be a trying year. Due to the budget constraints, the OIPM will need to make internal changes in what programming and services we are prioritizing.

In 2026, the OIPM will continue to be a relevant and high performing community-facing city agency. We will strive to be responsive, impactful, and consistent in the services we provide and the oversight we conduct while operating within our budget. The OIPM looks forward to all we will achieve in 2026 together.

Thank you,

Stella Cziment  
Independent Police Monitor

# BUDGET REALITIES

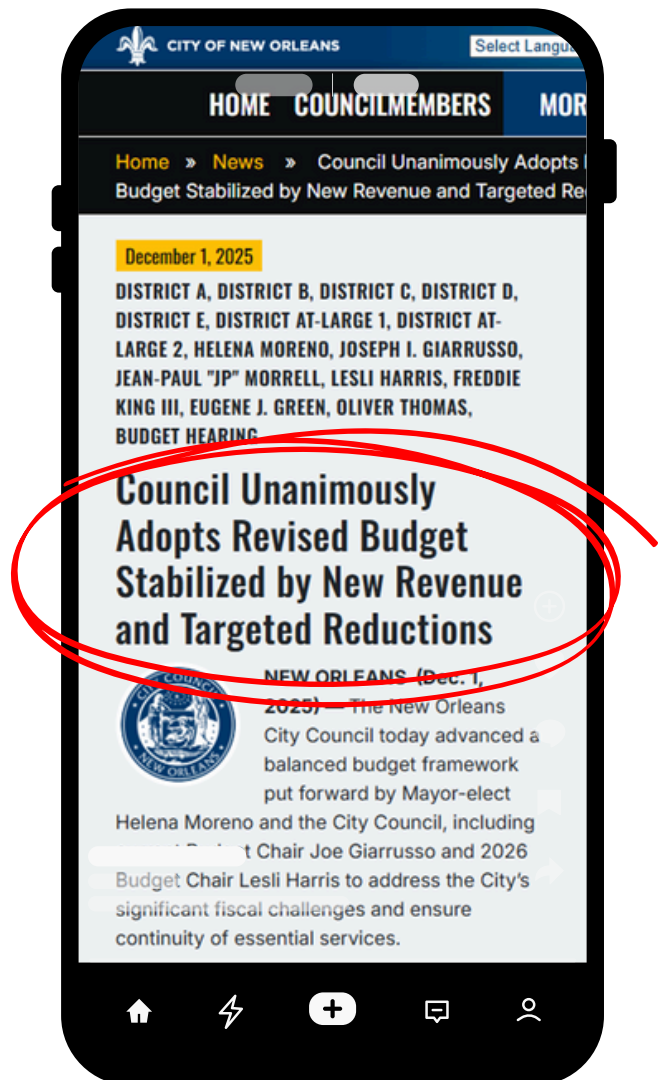
The City of New Orleans is facing a budget crisis for 2025 and 2026 and the Office of the Independent Police Monitor (OIPM) will not be immune. It is estimated that in 2025, the city is operating at a \$160 million budget deficit which will result in a \$222.4 million budget deficit for 2026. The budget for the OIPM is set at .16% of the general fund. However, in 2026, the general fund has been reduced, therefore, the OIPM's .16% of the reduced general fund will be less than in previous years.

Due to the budget constraints the OIPM will face many challenges and cutbacks. Here are some of the anticipated steps the OIPM will take this year to address our financial limitations:

- The OIPM will no longer operate our radio show: the Monitor's Mic due to no longer having funds in the budget to pay for the program management.
- The OIPM will no longer provide food at public forums and will pivot from the public forum model to save money.
- The OIPM will stop advertising our mediation services and printing any promotional materials.
- The OIPM may delay the scheduled recruitment and training of a new cohort of mediators until 2027 since the OIPM would be unable to advertise the opportunity on radio or in print media or pay for the required trainer and 50 hour training.
- The OIPM may stop advertising for the newly launched 24 hour hotline to report police misconduct or accounts of positive policing. The hotline will continue to operate.

Internally, the OIPM will not replace office supplies, will cut subscriptions and software, stop paying for credentials for staff, and OIPM staff will be unable to attend trainings or participate in the National Association for Civilian Oversight of Law Enforcement (NACOLE) conference.

**These limitations will change the way we work and our impact - but will not eliminate oversight.**



2025 Budget		
Personnel Services	Other Operating	Total
\$905,785	\$400,000	\$1,305,785

2026 Budget		
Personnel Services	Other Operating	Total
\$974,243	\$186,663	\$1,160,906

# END OF THE CONSENT DECREE

On November 19, 2025, Judge Morgan granted the joint motion filed by the City of New Orleans and the Department of Justice to terminate the consent decree. The Office of the Independent Police Monitor (OIPM) was not involved in this determination, nor is it within the role of the OIPM to participate in such determinations. The OIPM recognizes and celebrates the undeniable progress of the New Orleans Police Department (NOPD) in reaching compliance in areas of the consent decree and in implementing real changes to make it a more accountable and transparent police department, but the OIPM shares the belief of community partners that there is still work to be done.

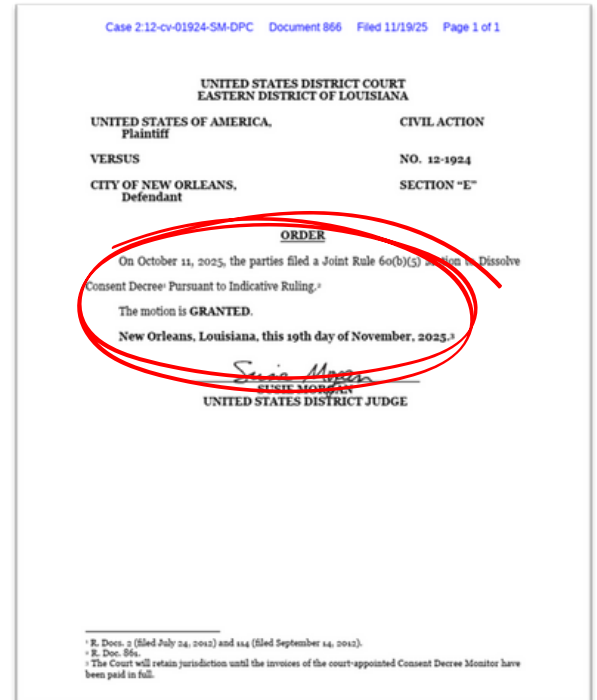
This ruling is based on the joint motion filed by the parties, which concludes that NOPD has met the necessary legal requirements in the Consent Decree. Less than a year ago, the Court said that the NOPD was not in full compliance with the consent decree and there was still substantial work to be done during the sustainment period. Now, Judge Morgan has reversed course and terminated the consent decree and the sustainment period. This ruling releases the NOPD from the obligations of the federal oversight and ends the work of the federal monitors.

Stella Cziment, Independent Police Monitor, stated, “While the Consent Decree is a legal document – a legal document that is meant to come to an end – it is important to acknowledge that this decree and the whole process of creating it, implementing it, and seeing it succeed is viewed as a legacy. A legacy that belongs to the people of New Orleans and to those who are not here today because they were killed by or died at the hands of police officers. This legacy cannot be terminated, and, in this spirit, the work will continue.”

Now that the Consent Decree was terminated, the requirements of the NOPD under the Consent Decree and the Sustainment Strategy end. The NOPD will still be required to follow local, state, and federal laws (and any aspect of the Consent Decree requirements that were codified into those laws). The NOPD will still be expected to follow policy, but will now have the ability to change that policy as determined necessary by the department.

In 2026, the OIPM will stay focused on the areas that are grounded in our creating statute:

- Misconduct and misconduct investigations;
- Disciplinary proceedings and appeals;
- Use of force and use of force investigations;
- Supervision;
- Policy;
- Training and NOPD’s Academy;
- Discriminatory conduct towards the public or within the police department in employment actions;
- Mediation efforts and programs;
- Community Engagement.





# 2026 GOALS

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## Generate Misconduct Case Reviews; Create the Truncated Case Review

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In 2026, the OIPM intends to release a series of **case reviews** evaluating the Public Integrity Bureau investigations into allegations of misconduct. These case reviews will include a variety of topics around investigatory responsibilities, sexual misconduct, criminal allegations, and professionalism.

Due to public demand for more case reviews of investigatory outcomes and process analysis in their Formal Disciplinary Investigations conducted by the Public Integrity Bureau, the OIPM is going to explore creating a **truncated case review** that will provide a review of one question or one component of the investigation instead of the comprehensive (and time demanding) model that the OIPM currently conducts. The goal here would be to generate necessary reviews of investigatory decisions without committing to a time exhaustive review that may not fulfill the initial need of the requestor or the purpose of the review.

## Community Outreach

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In 2026, the OIPM will continue to connect with the public in order to raise awareness of our services and equip the public to have more effective interactions with the NOPD. During 2024 and 2025, the OIPM prioritized larger scale public forums, however this year the OIPM will shift to smaller events with the intent of creating meaningful engagement and new connections in less formal and more accessible ways.

In order to do this, the OIPM will prioritize “Coffee with the IPM” events and other smaller functions enabling the IPM to hold “office hours” at different coffee shops or spaces throughout the city. Additionally, the OIPM intends to collaborate with other organizations, city agencies, and the NOPD to cohost these events around themes, topics, or questions from the public. **The goal is to create more opportunities for not only public input but for public involvement and engagement in our work and policing issues in New Orleans.**

## Finish and Release the Virtual Public Archive and the Police Misconduct, Award, and Force Database

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This year, the OIPM will continue to expand our website to make it easier to navigate and to provide more information. In 2026, the OIPM intends to complete our work compiling a collection of policing documents, old reports, policy guides, and other policing artifacts into a **publicly accessible online archive**. The OIPM wants to offer these services to create historical transparency around policing and oversight in New Orleans that is available to all.

Additionally, the OIPM intends to finish the multi-year project of building a **publicly accessible database with officer disciplinary, force, and award history**. The OIPM will project manage the creation of this database under Resolution 20-175: Police Misconduct Database. In 2024, the OIPM, in conjunction with our project partners at the NOPD, Capital Projects, and Councilmember Moreno’s office, released the RFP and selected a vendor to build a searchable public database with misconduct, awards, and use of force data. In 2025, the OIPM worked with the vendor to build the beta for the site. Now, this beta needs to be connected to the city systems in order to receive data and have the interface finalized. The budget for this project is allocated at \$100,000. After years of work, we look forward to making this project a reality.

## Create Policy and Launch Pilot for Peer-to-Peer Mediation Program

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The OIPM is currently discussing a **peer-to-peer mediation program** to serve employees within NOPD and aid in solving some of the internal issues and conflicts that inevitably come up within such a large and diverse organization. This pilot is at the request of the NOPD to address internal disputes that occur and often bog down the grievance and misconduct systems. The goal would be to provide mediation to supervisors and subordinates or peers who request assistance and to aid employees in resolving ongoing workplace conflict by providing conflict resolution skills.

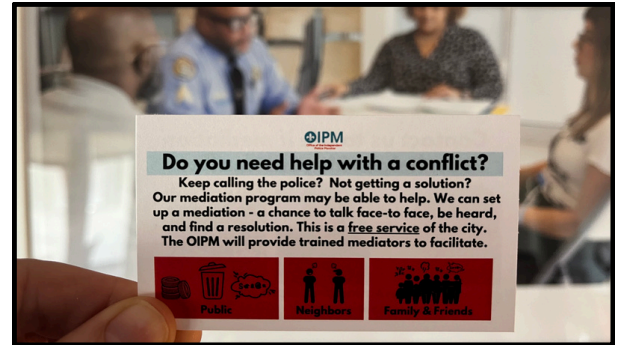
# 2026 GOALS

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## Expand District Based Mediation Pilot

**Offer mediation services to community members outside of police complaints.**

Based on feedback and requests received from District Captains in 2025, the OIPM launched a pilot mediation program to serve members of the community who are utilizing police services for ongoing conflicts that could benefit from mediation. The OIPM seeks to reduce unnecessary police engagement / encounters. This will provide a peaceful and productive environment to address the underlying conflict outside of law enforcement. Now, in 2026, the OIPM intends to extend this pilot to additional districts.



## Pursue Creative Opportunities to Collaborate with NOPD, Partners, and Public

In 2026, the OIPM would like to find new ways to connect with the community, the stakeholders in policing, and the police department.

The OIPM will consider innovative ideas such as taking the model of “ride alongs” and reversing it - instead having the community give a “ride along” to oversight and relevant police officers to show us the issues they are facing and where the police department is serving or not serving them. The OIPM asks, is there an area where the public feels there are too many police? Is there an area you feel is dangerous and needs police presence? This would be an opportunity to engage the public, our partners, and the relevant police officers and leaders on what is happening in New Orleans neighborhoods and to better understand how policing can be responsive to those needs.

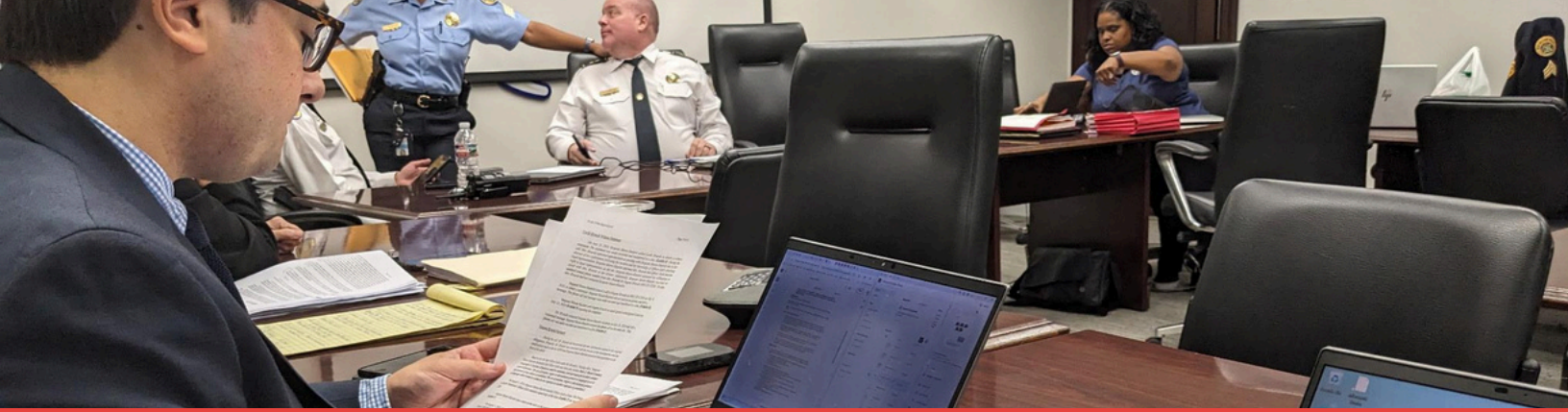
Similarly, in 2026, the OIPM will explore the possibility of partnerships between our office, community organizations providing services, and NOPD. The goal is to embed more community-based service providers into the NOPD instead of replicating work within the department.

## Generate More Public Facing Work Product to Explain Oversight Activities; Policing

This year, the OIPM will try to find more ways to generate relevant, creative, and informative work product to explain what oversight is doing and how the police department works. The OIPM will prioritize work product around issues of concern such as officer discipline, use of force, facial recognition, and supervision.

The OIPM intends to complete documents on lawsuits and claims, disciplinary appeals, and criminal proceedings against officers. The OIPM intends to evaluate these legal proceedings, highlight public safety concerns, analyze data regarding how much car accidents and officer actions cost the city, and provide recommendations regarding NOPD's liability and risk management. The OIPM is also considering creating short documents to explain use of force review board cases and disciplinary hearings that the OIPM monitored once that information is public.

The goal is to keep the public informed of relevant issues, explain processes and policies, and identify areas where the public can better engage with their police department.



# OIPM WORK

## WHAT WE DO



**Misconduct  
Complaints**



**Disciplinary  
Proceedings**



**Data Analysis**



**Community  
Outreach**



**Use of Force**



**Community-Police  
Mediation Program**



**Audits and Policy**



**Commendations**

**We serve the community,  
ensure police transparency,  
compliance, and accountability, and  
make policing a safer and more  
rewarding employment experience.**

The 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 for 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





# What Drives Our Work: Creation Statutes and Legal Expectations

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, parameters, 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.



## **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. 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.



## **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.



## **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.



# MEET THE OIPM TEAM



**Stella Cziment**  
**Independent Police Monitor**

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Responsible for managing the team, creating the vision for the office, high level projects and recommendations, ensuring the office achieves its mission, building partnerships and working with governmental and community leaders and NOPD leadership.

## How to Reach Me

✉ Email: [scziment@nolaipm.gov](mailto:scziment@nolaipm.gov)

☎ Office: (504) 309-9799

📱 Cell / Text: (504) 427-1724

**I prefer text messages**



**Kirschelle McGowan**  
**Deputy Police Monitor**

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Works as the “Chief of Staff” for the team managing all day-to-day operations, approves all complaint and misconduct work product, responsible for high level projects, conducts community outreach and partnership building.

## How to Reach Me

✉ [kmcgowan@nolaipm.gov](mailto:kmcgowan@nolaipm.gov)

☎ Office: (504) 304-5825

📱 Cell / Text: (504) 250-2360

**I prefer text messages**



**Renee' Livious**  
**Office Manager**

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Manages the OIPM budget, completes all human resource work for the team, works with our vendors and contractors to complete services for the office.

## How to Reach Me

✉ Email: [rlivious@nolaipm.gov](mailto:rlivious@nolaipm.gov)

☎ Office: (504) 309-9799

📱 Cell / Text: (504) 220-8274



**Kiah Howard**  
**Community Engagement and Project Coordinator**

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Completes all outreach work and events, assists with complaint intake and reports as needed, aids the IPM and Deputy IPM with special projects and events as needed.

## How to Reach Me

✉ Email: [khoward@nolaipm.gov](mailto:khoward@nolaipm.gov)

☎ Office: (504) 309-0976

📱 Cell / Text: (504) 945-3237






## **Jules Griff** **Community-Police Mediation Director**

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Responsible for the operation, mediator training, screening, and coordination of all mediations through the Community-Police Mediation Program. Teaches Active Listening at the NOPD Academy and conducts outreach in the community.

### **How to Reach Me**

↪  Email: [jgriff@nolaipm.gov](mailto:jgriff@nolaipm.gov)  
 Office: (504) 304-7886  
 Cell / Text: (504) 330-6932






## **Christian Jamal** **Misconduct and Force Analyst**

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Completes all complaint intakes and prepares the complaint referrals, monitors disciplinary proceedings and analyzes disciplinary appeals, conducts case reviews, and organizes the OIPM intern program.

### **How to Reach Me**

↪  Email: [cjamal@nolaipm.gov](mailto:cjamal@nolaipm.gov)  
 Office: (504) 309-6999  
 Cell / Text: (504) 330-1564






## **Tuwán R. Brown** **Mediation and Misconduct Analyst**

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Completes mediation intake, coordinates mediations and assists in the operation of the Community-Police Mediation Program, conducts complaint intakes and prepares the complaint referrals, monitors disciplinary proceedings, and conducts case reviews.

### **How to Reach Me**

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 Office: (504) 309-2694  
 Cell / Text: (313)-7566






## **Ezra Spira-Cohen** **Data Coordinator**

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Completes data analysis for the OIPM annual reports, subject matter reports, and joint reports and work completed with partner organizations. Works with the NOPD and other data sources to facilitate data requests and improve data quality.

### **How to Reach Me**

↪  Email: [espira-cohen@nolaipm.gov](mailto:espira-cohen@nolaipm.gov)  
 Office: (504) 309-6999  
 Cell / Text: (504) 309-9799



# CLOSING THOUGHTS FOR 2026

## **Right Work at the Right Time**

First things first, the OIPM will structure our goals and the themes for our work into appropriate quarters of the year. The OIPM understands that the impact of our work will increase if it's released in a timely manner and when the work will be the best received by the public or the NOPD because it fits into a particular need or is relevant of the time.

## **Determine How to Engage Our Community and Partners**

The OIPM will strive to include and engage relevant community members and partners in our work - from conception to release - to ensure that their voice is heard.

## **Track the Work**

Throughout the year, the OIPM will ask: is this the best way to track and report out the work that is being done? The OIPM will critically examine our work product to ensure it is accurate, understandable, engaging, and informative.

## **Communicate Our Wins and Work to the Public**

The OIPM intends to be more visible and more vocal about what it is we do, how we are doing, and report out our achievements, our progress, and our efforts to the public. Our commitment to transparency extends to both our work and policing, and we will strive to increase public awareness and encourage reporting.

## **Learn How to Improve and Adapt**

After reports are released, we want to hear from YOU about how to improve. Feedback will make our work more comprehensive and effective. We will use public forums to both showcase the work that is completed and to hear from the community on how we can continue to improve our work product and our services.

Finally, if what we learn is that our services or focus would be better utilized somewhere else, we will adapt and reprioritize as needed. We need to respond to our policing, political, and community reality as it develops and that means we will be flexible and aware of how to change and improve.

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