

### **Biographical Sketch**

Dr. Serpas joined the Loyola University New Orleans Criminology and Justice Department as a full time, tenured, Professor of Practice in August 2014. Dr. Serpas has served as an Adjunct and an Assistant Professor of Criminal Justice, Extraordinary Faculty, Loyola University New Orleans, teaching graduate and undergraduate courses from 1993 to 2001. He has also taught graduate courses at Southern University New Orleans and Tennessee State University. Dr. Serpas has published several articles including *Beyond Compstat: Accountability Driven Leadership*; *The Next Step in Accountability Driven Leadership: Compstating the Compstat Data*; *Accountability Driven Leadership: Assessing Quality versus Quantity*; gun violence in America, *Illegal Gun Crimes: A View from the Streets*; police disciplinary systems, *An Employee Disciplinary System that Makes Sense*; the use of termination for police employees who are untruthful, *The Untruthful Employee: Is Termination the Only Response*; a co-author on the topic of crime following a disaster, *Changes and Challenges in Crime and Criminal Justice after Disaster*; *The Future of Violent Crime Abatement in New Orleans*; *Implementing the Principles of Procedural Justice and Police Legitimacy*; *Evidenced-Based Use-Of-Force Policy: How Research Could Improve Use-Of-Force Policy Development and Training*, and the need for actionable research to help guide American police executives.

In October 2017 at the 124<sup>th</sup> Annual Conference of the International Association of Chiefs of Police (IACP), Serpas was designated by an act of the membership as the fifth Honorary President of the IACP. The IACP is the oldest and largest nonprofit membership organization of police executives worldwide, established in 1893 with more than 30,000 members representing 150 countries. IACP's membership consists of the operating chief executives of international, federal, state, tribal and local agencies of all sizes. Throughout his career, Serpas has participated and contributed on the national and international level of police leadership through his unopposed election as the 4<sup>th</sup> Vice President of the IACP in October 2011. When he retired from law enforcement, Serpas was the 2<sup>nd</sup> Vice President, and responsible for providing oversight to the following IACP standing Committees: Civil Rights; Diversity Coordinating Panel; Police Professional Standards, Image, and Ethics; Police Administration; and the Torch Run. Serpas also served for many years as the founding Co-Chair of the Research Advisory Committee (RAC) of the IACP. The IACP RAC Committee unites police executives and academic leaders to create and publish an annual research agenda to identify potential solutions addressing the many and significant concerns throughout the criminal justice system here in the United States and abroad. Serpas is a past Chair of the IACP's Community Policing Committee. He has also served as the Parliamentarian, IACP Board of Directors.

Dr. Serpas is the founding Co-Chair and Executive Director of *Law Enforcement Leaders to Reduce Crime and Incarceration*, a project in cooperation with the NYU-School of Law Brennan Center, which unites nearly 200 current and former police chiefs, federal and state chief prosecutors, and attorney's general from all 50 states to urge for a reduction in both crime and incarceration. Serpas is a member of the Board of Directors of the *National Police Foundation* and a Steering Committee member of the *Vera Institute of Justice Policing Program*. He has served as a member of the National Advisory Board for *Cure Violence* (Chicago Cease Fire) and an *Executive Fellow* to the *National Police Foundation*. Serpas has been elected as a founding member of the *Council on Criminal Justice* (CCJ), a national invitational membership organization and think tank. Independent and nonpartisan, CCJ advances understanding of the criminal justice policy choices facing the nation and builds consensus for solutions that enhance safety and justice for all. Through research, policy development and other projects that harness the experience and vision of its leaders and members, CCJ serves as a catalyst for system improvements based on facts, evidence and fundamental principles of justice.

Dr. Serpas was a career police officer from 1980 to 2014, serving in three police agencies. From 2001-2014 he was appointed to office following nationwide searches, and served as the Superintendent of Police, New Orleans Police Department from May 2010 until he retired from police service in August 2014, as the Chief of Police of the Metropolitan Nashville Police Department in January 2004 and served until May 2010 and was appointed as the Chief of the Washington State Patrol in August 2001 and served until January 2004. Serpas began his police career in June 1980 with the New Orleans Police Department rising through all civil service ranked positions and was appointed Assistant Superintendent of Police and the first Chief of Operations in October 1996. His responsibilities included implementing the COMPSTAT and Community Policing models in the New Orleans Police Department.

Dr. Serpas has more than 13 years of experience as a Police Chief and has successfully implemented the Community Oriented Policing philosophy, innovative and successful crime-fighting strategies and achieved demonstrated success in improved citizen satisfaction and support in each of the three departments he has led. Serpas has been a successful change agent in three major law enforcement agencies, and he has also been a leader in applying the concepts of Procedural Justice and Police Legitimacy, to bring transformational change to American Policing.

While Superintendent of Police in New Orleans, Dr. Serpas worked closely with the United States Department of Justice Civil Rights Team investigating allegations of patterns and practices of unconstitutional policing and the implementation of an extensive Consent Decree in the wake of Hurricane Katrina and the years that followed. Several criminal, civil rights investigations resulted in the conviction in Federal Court of numerous officers for crimes that resulted in the death of citizens and subsequent cover-up by officers and supervisors. Serpas designed and implemented a comprehensive 65-point plan to rebuild the New Orleans Police Department's crime-fighting, arrest/investigation practices, community policing strategies, and employed new integrity and accountability standards including a zero tolerance for untruthfulness by officers. Eighty-six (86) officers were arrested for misconduct and eleven terminated for violating the new truthfulness standards. For decades, New Orleans has experienced one of the highest, and in many years, the highest murder rate per capita in the nation. The year 2013 ended with the lowest number of murders in 28 years, and through the first half of 2014, murder continued to decline by 8% compared to the first half of 2013. During the four years of Serpas' tenure murder was down nearly 13%. Due to dramatic citywide budget pressures during Serpas' time as Superintendent of Police, officer staffing fell 26%. Revised arrest practices resulted in more than a 35% decrease in arrest, while simultaneously experiencing reductions in violent crime.

Dr. Serpas led the New Orleans Police Department during an unheralded series of major events held in the City of New Orleans to include the 2012 BCS National Championship Football Game, the 2012 NCAA Men's Basketball Final Four, War of 1812 Celebration, NFL Super Bowl XLVII (February 2013), the 2013 NCAA Women's Final Four and the February 2014 NBA All-Star game. Each year New Orleans hosts the eleven-day Mardi Gras season, Jazz Festival, French Quarter Festival, Essence Festival, NCAA Sugar Bowl Classic, Bayou Classic, and what is considered one of the largest attended New Year's Eve celebrations in the nation. As the Chief of Operations of the New Orleans Police Department from October 1996 to July 2001, the City of New Orleans led the nation in violent crime reduction for the years 1997, 1998, 1999, 2000 and the numbers of murders fell by more than 40% between 1994 and 2000. The NOPD was at the forefront of many innovations in policing, hosted millions of visitors and NFL Super Bowl XXXI.

During Dr. Serpas' tenure in Nashville, FBI UCR Part I major crime reports fell for an unprecedented sixth consecutive year during 2009 to the lowest level in 24 years, while the rate of crime fell to its lowest level in 31 years – overall major crime continued to decline throughout 2010 during his tenure in Nashville. The overall major crime rate in 2009 was the lowest since 1978, the violent crimes rate was the lowest since 1989, and the property crime rate was the lowest since 1972. The Metropolitan Nashville Police Department's *El Protector* program, established in 2005, was recognized in 2009 as a “*Best Practice*” by the Vera Institute of Justice in providing police service across the language divide. In 2009, the International Association of Chiefs of Police (IACP) recognized the MNPDP as the winner in the extra-large department category for Excellence in

Victim Services. The MNPD was one of the first departments to adapt, evolve and implement "Data-Driven Approaches to Crime and Traffic Safety," a public safety strategy supported by the US Department of Justice - Bureau of Justice Assistance, and the National Highway Traffic Safety Administration.

While Chief of the Washington State Patrol unparalleled increases in trooper activity resulted in a 37% increase in DUI arrest and a 22% decrease in interstate fatalities, as well as evident success in detective functions and statewide Crime Lab efficiencies. The WSP was awarded the International Association of Chiefs of Police's "Chiefs Challenge" and the "Clayton J. Hall Memorial Award" (a prestigious award that can only be awarded once in the history of a law enforcement agency) during his tenure as Chief of the WSP.

Dr. Serpas' expert commentary on crime rates, policing and criminal justice reform has appeared in the *New York Times*, *USA Today*, *The Hill*, *NBC News*, *CBS News*, *Fox News*, *The Atlantic Monthly*, *Wall Street Journal*, *The Washington Post*, *NPR*, *Governing Magazine*, *The Economist* and *MSNBC* among other outlets.

### Areas of Interest and Expertise

Homicide and Violent Crime Reduction  
Community Policing  
Police Legitimacy and Procedural Justice  
Police Media Relations  
Police Leadership and Management  
Change and Crisis Management  
Criminal Investigations - Patrol Operations - Technology and Policing  
Internal Investigations - Administrative, Criminal, and Use of Force  
Police Response to Major Public Events – Planned and Unplanned  
Accountability Policing Strategies  
Reducing the Use of Incarceration and Simultaneously Reducing Crime

### **Recent Publications - Professional Service – Presentations (2015-2020)**

- June 2020. Elected a Founding Member of the Council on Criminal Justice (<https://counciloncj.org>) an independent and no-partisan think tank that advances understanding of criminal justice policies facing the nation. Washington, DC
- December 2019 – March 2015. Conducted staffing and deployment analysis and recommendation for three police departments (Albuquerque, NM, Puerto Rico Police, Baltimore, MD) under US Department of Justice Civil Rights Department Consent Decree.
- October 2019. Panelist. "Innovations in Violent Crime Reduction Strategies." International Association of Chiefs of Police, Chicago, IL
- October 2019. Panelist. "Compstat 360," a collaboration of the Police Foundation, US Department of Justice – Bureau of Justice Assistance, and the MacArthur Foundation. International Association of Chiefs of Police, Chicago, IL
- September 2019. Member. Targeted Violence Task Force. International Association of Chiefs of Police. Identify key actions and steps that public safety agencies can take, in cooperation with communities, to disrupt and prevent targeted acts of violence.
- September 2019. Panelist. "Restoring Higher Education Opportunities for Incarcerated Students," Law Enforcement Leaders, presented at the United States Senate, Washington DC.
- June 2019. Consultant/Strategic Advisor, to PFM, LLC and Arnold Ventures. Fines and Fees Project: Dallas County, TX, Ramsey County, MN, Nashville/Davidson County, TN. Conduct analysis of fines and fees assessed to persons in the Criminal Justice System and recommend policy and financial strategies of removing fines and fees assessed against the indigent. Final analysis to be completed before First Quarter 2020.
- March 2019- February 2016. Investigator-Participant. Police Executive Research Forum and US

- Department of Justice Bureau of Justice Assistance, “Homicide Investigations Technical Assistance Project.” Studied cities to date: Chicago, Philadelphia, Baltimore, Cleveland, Wilmington, DE.
- January 2019. Subject Matter Expert, Department of Justice Community Oriented Policing & International Association of Chiefs of Police Collaborative Reform: Knoxville Police Department
  - November 2018. Appointed a Steering Committee Member – Vera Institute of Justice: Policing Program. New York, NY.
  - November 2018. Appointed a member of the Board of Directors – National Police Foundation. Washington, DC
  - October 2018. Facilitator/Investigator. “Training on the Investigation and Intersection of Homicide and Nonfatal Shootings.” US-DoJ BJA, National Resource & Technical Assistance and Police Foundation. Washington, DC.
  - October 2018. Presenter/Lecture. “Citation in Lieu of Arrest,” and “Justice and Legitimacy in American Policing – Keynote Address.” Data Driven Decision-Making Symposium – New York State Division of Criminal Justice Services. Albany, NY.
  - October 2018. Discussant/Subject Matter Expert. “Improving Clearance Rates for Serious Crimes.” International Association of Chiefs of Police Annual Conference. Orlando, FL
  - October 2018. Presenter. “Alternatives to Arrest – How to Reduce Crime and Incarceration.” Hennepin and Ramsey County MN prosecutors and police. Minneapolis, MN.
  - August 2018. Presenter/Lecture. “Procedural Justice and Police Legitimacy.” Mississippi Chapter of the Federal Bureau of Investigations National Academy Associates. Gulfport, MS.
  - April 2018. Presenter – Webinar. “The Case for Cite and Release – The Safety and Justice Challenge.”
  - April 2018. Panelist. “Disrupting the Cycle: Mental Health Reforms in the Criminal Justice System.” NYU Law School, Just and Fair Prosecution, New York, New York.
  - March 2018. Panelist. “The Roadmap to Equal Protection Under the Law – How Do We Get There?” National Organization of Black Law Enforcement Executives (NOBLE) Winter CEO Symposium, Birmingham, AL.
  - January 2018. Participant. Advancing Compstat 360 Planning Session and Site identification for implementation – Evolution of Compstat to a community centered and enhanced performance metrics accountability system. US-DOJ-OJP-Bureau of Justice Assistance, Police Foundation and the Vera Institute of Justice, Washington, DC.
  - December 2017. Co-Lead Investigator. “Virginia’s Response to the Unite the Right Rally – After Action Review.” The International Association of Chiefs of Police, Washington, DC.
  - December 2017. Panelist. “Criminal Injustice in America,” Jewish Community Center of Greater Boston, Boston, MA.
  - November 2017. Co-Author. Ronal Serpas, Kelly Frailing and Dee Wood Harper, “*Murder Rates Before and After Katrina: Examining the Characteristics of Areas with Large Changes.*” American Society of Criminology, Philadelphia, PA. Presented by Dr. Frailing.
  - October 2017. Designated Honorary President of the International Association of Chiefs of Police, by the membership, at the 124 Annual Conference, Philadelphia, PA.
  - October 2017. Panelist. “Justice System Accountability.” John Jay College of Criminal Justice, the Center for American Progress, and the Draper Richards Kaplan Foundation. New York, NY.
  - October 2017. Panelist. “What is Smart on Crime?” John Jay College of Criminal Justice, the Center for American Progress, and the Draper Richards Kaplan Foundation. New York, NY.
  - August 2017. Site visit, Kewaunee County Sheriff Office, WI, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services.
  - August 2017. Panelist. “Smart on Crime,” National Conference of State Legislatures, Legislative Summit, Boston, MA.
  - August 2017. Site visit, Hennepin County Sheriff Office, MN, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services.

- August 2017. Member, President’s Advisory Board, the University of Holy Cross, New Orleans, LA.
- June 2017. Site visit, Columbia Police Department, Columbia, SC, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services.
- June 2017. Site visit, Doral Police Department, Doral, FL, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services
- June 2017. Panelist. “Forum on 21<sup>st</sup> Century Policing in the Digital Age.” Garda Siochana of Ireland and the International Association of Chiefs of Police, Dublin, Ireland.
- June 2017. Site visit, Louisville Police Department, Louisville, KY, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services
- May 2017. Keynote Speaker. “A Path Towards Solutions: A Summit on Curbing Violence in Chicago.” Chicago Bar Association, Chicago, IL.
- April 2017. Site visit, Atlanta Police Department, Atlanta GA, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services
- April 2017. Panelist. “Policing in the Age of President Trump.” Yale Law School. New Haven, CT.
- April 2017. Robin Engel and Ronal Serpas, “*Evidenced-Based Use-of-Force Policy: How Research Could Improve Use-of-Force Policy Development and Training.*” *The Police Chief*, Volume 84, Number 4 (April 2017): 28-38.
- March 2017. James Fox, Ronal Serpas, Kathleen Kelly, “*Building Solid Relationships Through Community Policing: Promises Practices from the Field.*” *The Police Chief*, Volume 84, Number 3 (March 2017): 24-28.
- March 2017. Member – Standing Committee on Law Enforcement – Transportation Research Board - National Academy of Sciences, Engineering and Medicine. Three-year term, April 15, 2017 – April 14, 2020. Washington, DC
- March 2017. Keynote Speaker – Local Initiatives Support Corporation (LISC) and US Department of Justice Bureau of Justice Assistance, “Building Partnerships for Crime Reduction.” Washington, DC
- March 2017. Site visit, South Dakota Highway Patrol, Sioux Falls, SD, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services
- March 2017. Site visit, Indio, CA, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services
- February 2017. Site visit, Lowell, MA, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services
- February 2017. Site Visit, “Identifying Effective Police Investigative Practices: A National Study using Trajectory Analysis.” George Mason University. Detroit, MI
- January 2017. Investigator-Participant. Police Executive Research Forum and US Department of Justice Bureau of Justice Assistance, “Homicide Investigations Project Site Convening.” Studied sites: Baltimore, Cleveland. Washington, DC
- January 2017. Site visit, Tucson, AZ, International Association of Chiefs of Police – 21<sup>st</sup> Century Policing Initiative – US Department of Justice Community Oriented Policing Services
- November 2016. Participant – Author, “*New Orleans’ Success and Challenges in Implementing a Comprehensive Approach to Violence,*” American Society of Criminology, New Orleans, LA
- November 2016. Discussant, “The Post-Election Outlook for Criminal Justice,” American Society of Criminology, New Orleans, LA.
- November 2016. Discussant, “Identifying Effective Police Investigative Practices: A National Study using Trajectory Analysis,” American Society of Criminology, New Orleans, LA.
- November 2016. Participant – Author, “*The Future of Lethal Violence Abatement in New Orleans,*” American Society of Criminology, New Orleans, LA.
- November 2016. Participant – Presidential Plenary, “Voices on the Ground: Justice Organizations in

- New Orleans,” American Society of Criminology, New Orleans, LA.
- November 2016. Presenter - Co-Author, *“Neighborhood Correlates of Violent Crime in New Orleans Since Katrina,”* American Society of Criminology, New Orleans, LA.
  - October 2016. Parliamentarian, Board of Officers – International Association of Chiefs of Police. One-year appointment.
  - October 2016. Member, Executive Leadership Advisory Council of the Council for a Strong America - Fight Crime: Invest in Kids - Police Training Institute. Three-year appointment.
  - October 2016. Speaker, “Leeuwenhoek Lecture – How to Create More Guardians and Less Warriors in American Policing.” University of Illinois at Chicago. Chicago, IL.
  - September 2016. Panelist, “Progress and Promise: Momentum in the Reform of Justice Debt and Bail Practices – Widening the Lens: Additional Justice System Stakeholders.” United States Department of Justice, Washington, DC.
  - August 2016. Instructor, “City Roles in Reducing the Overuse of Jails for Young Adults Leadership Academy.” The MacArthur Foundation’s Safety and Justice Challenge and the National League of Cities, Denver, CO.
  - July 2016. Facilitator, “Compstat 2.0.” The Police Foundation, the Vera Institute of Justice and the US Department of Justice Office of Community Oriented Policing Services, Washington, DC.
  - May 2016. Panelist, “Realities of Implementing Change in Police Culture Plenary.” Safety and Justice Challenge supported by the John D. and Catherine T. McArthur Foundation, Chicago, IL.
  - April 2016. Panelist/Participant, “Police Practitioners Roundtable,” the National Research Council’s Committee on Law and Justice – the National Academy of Sciences, Engineering and Medicine.
  - March 2016. Ronal W. Serpas and Remi A. Braden, *“Reply to Community Policing Revisited: Implementing the Principles of Procedural Justice and Police Legitimacy,”* Ideas and Insights, *The Police Chief* 83 (March 2016): 46-47.
  - March 2016. Panelist, “Justice and Legitimacy: Building Trust and Mutual Respect,” State Legislative Leaders Foundation & Loyola University, New Orleans, LA
  - March 2016. Panelist, “Driving Behavioral Change in Traffic Safety – Examining Core Strategies: The Current Status of Behavioral Safety Countermeasures,” The National Highway Traffic Safety Administration – Department of Transportation, Washington, DC
  - February 2016. Panelist, “The Case for Federal Sentencing Reform: A Perspective from Law Enforcement,” Dirksen Senate Office Building, United States Senate, Washington DC.
  - January 2016. Panelist, Atlanta Bar Association – Equal Justice in Law Enforcement Symposium
  - January 2016. Patrick Walsh and Ronal Serpas. *“Changes in the Illegal Drug Market in New Orleans After Hurricane Katrina and the Law Enforcement Response.”* In Harper, D., and Frailing, K., Editor (Ed.) *Crime and Criminal Justice in Disaster.* Carolina Academic Press, Durham, NC
  - December 2015. Ronal Serpas, *“The Future of Lethal Violence Abatement in New Orleans.”* In Voigt, L, Harper, D., and Thornton, W., Editor (Ed.) *Preventing Lethal Violence in New Orleans, a Great American City.* University of Louisiana at Lafayette Press.
  - December 2015. *“Homicide Investigations Enhancement and Training Project,”* Bureau of Justice Assistance and the Police Executive Research Forum, publication pending.
  - October 2015. DOJ-COPS and International Association of Chiefs of Police, *“Officer Involved Shootings: A Guide for Law Enforcement Leaders.”* Advisor/ co-editor, published 2016.
  - October 2015. IACP Community Policing Committee Annual meeting, Chair, Chicago, IL
  - October 2015. IACP Conference panelist. *“Police Enforcement Against Gun Violence,”* reporting on a joint research project with the University of Chicago Crime Lab, Chicago, IL. Publication pending
  - October 2015. Co-Chair, “Law Enforcement Leaders to Reduce Crime and Incarceration,” a collaboration with the NYU School of Law-Brennan Center. National Launch at the Press Club, Washington DC, with a presentation to Barack Obama, President of United States.
  - September 2015. Frailing, K., Harper, D., and Ronal Serpas. *“Changes and Challenges in Crime and Criminal Justice After Disaster.”* American Behavioral Scientist, September, Vol 59 1278-1291
  - August 2015. “Procedural Justice and Police Legitimacy,” presentation, National Black Police Officers

Association Annual Training Seminar

- June 2015. “Applying Procedural Justice and Police Legitimacy,” John Jay College of Criminal Justice National Network of Safe Cities, panelist, New York, NY
- April 2015. “Procedurally Fair Policing,” presentation Sam Houston State University LEMIT
- March 2015. “Safety and Justice Challenge – The Role of Law Enforcement in Reducing Unnecessary Use of Jails,” Plenary Session Co-Chair, sponsored by the MacArthur Foundation, Washington, DC
- March 2015. Mid-Year Meeting of the IACP Community Policing Committee, Chair, Phoenix, AZ
- March 2015. “Police Community Relations Town Hall Meeting,” American Universality, panelist
- February 2015. “President’s Task Force on 21<sup>st</sup> Century Policing – 5<sup>th</sup> Public Listening Session on the Topic of Training and Education,” presenter, Washington, DC

### **EXPERIENCE**

#### **LOYOLA UNIVERSITY NEW ORLEANS**

August 2014 - Present

Department of Criminology and Justice  
6363 St. Charles Ave – Box 55  
New Orleans, LA 70118

#### **Professor of Practice**

Dr. Serpas joined the Loyola University of New Orleans Criminal Justice Department as a Professor of Practice in the fall of 2014, teaching graduate and undergraduate courses. Dr. Serpas has also served as an Adjunct and an Assistant Professor of Criminal Justice, Extraordinary Faculty, Loyola University New Orleans, teaching graduate and undergraduate courses from 1993 to 2001. He has also taught graduate courses at Southern University New Orleans and Tennessee State University.

Dr. Serpas has published several articles including *Beyond Compstat: Accountability Driven Leadership; The Next Step in Accountability Driven Leadership: Compstatting the Compstat Data; Accountability Driven Leadership: Assessing Quality versus Quantity*; gun violence in America, *Illegal Gun Crimes: A View from the Streets*; police disciplinary systems, *An Employee Disciplinary System that Makes Sense*; the use of termination for police employees who are untruthful, *The Untruthful Employee: Is Termination the Only Response*; a co-author on the topic of crime following a disaster, *Changes and Challenges in Crime and Criminal Justice after Disaster; The Future of Violent Crime Abatement in New Orleans; Implementing the Principles of Procedural Justice and Police Legitimacy; Evidenced-Based Use-Of-Force Policy: How Research Could Improve Use-Of-Force Policy Development and Training* and the need for actionable research to help guide American police executives.

#### **Professional Consulting**

Dr. Serpas has provided professional consulting in a wide range of areas of law enforcement and criminal justice reform as noted below:

Consultant to Dr. Alexander Weiss, LLC, creating staffing and deployment plans for the Albuquerque, NM Police Department Consent Decree, the Puerto Rico Police Department Consent Decree and the Baltimore, MD Police Department Consent Decree. Staffing and Deployment plans for the Adams County, CO Sheriff’s Office and the Cleveland Clinic Police Department.

Consultant to the Police Executive Research Platform “Homicide Investigations Technical Assistance Project.” conducting analysis and best practice recommendation of Homicide Investigations to the Baltimore, MD Police Department, the Wilmington, DE Police Department, the Cleveland, OH Police Department, the Philadelphia, PA Police Department, Chicago, IL Police Department

Consultant to the National Police Foundation to create and bring to the field *Compstat 360*.

Consultant to the International Association of Chiefs of Police to provide technical assistance to the Knoxville, TN Police Department in the area of Homicide and Non-Fatal Shooting investigations. Co-Lead investigator, “Virginia’s Response to the Unite the Right Rally – After Action Review,” provided to the Virginia Governor. Conduct site analysis and reporting in furtherance of assessing the impact of policing of President Obama’s 21<sup>st</sup> Century Policing Initiative to 15 local and state police jurisdictions in the nation.

Consultant to George Mason University’s study “Identifying Effective Police Investigative Practices: A National Study Using Trajectory Analysis” site visit Detroit, MI Police Department Homicide Unit.

Senior Policy Advisor to PFM, LLC – Center for Safety and Justice Finance which stands at the intersection of policy, operations and finance, building 21<sup>st</sup> Century criminal justice and public safety systems. Major works to date: Harris County, TX review of Criminal Justice System; Fine and Fee Initiative (Ramsey County, MN – Dallas County, TX – Nashville Davidson County, TN); National Resource Network (analysis of police operations) Rockford, IL; Savannah, GA; Trenton, NJ; Seaside Heights, NJ; Cheltenham, PA; Lancaster, PA; Norristown, PA.

Qualified as an expert in Police Administration and Discipline, US Federal Court and Florida State Court as an expert in General Police Practice. Provided expert consulting in the following cases:

1. Ambre P. McGinn, Individually, on Behalf of Minor Children, Joseph L. McGinn, IV and Shane P. McGinn, and on Behalf of the Estate of Joseph L. McGinn, III

Versus

Crescent City Connection Bridge Authority Through Its Director Peter Maggiore, Officer Lance Lavigne and ABC Insurance Company  
NO: 2011-12039 Civil District Court for the Parish of Orleans, State of Louisiana, Division G-11

2. HRH 818, LLC and Britto Central, Inc., Plaintiffs

Versus

The Denison Corporation. In the Circuit Court of the Eleventh Judicial Circuit in and for Miami-Dade County, Florida, Circuit Civil Division.  
Case No. 2018-017484-CA-01, Section: CA 13.

3. Sharon Powell, as Executrix of the Estate of William David Powell, and Sharon Powell, Plaintiffs

Versus

Patrick Snook, Annie Davis, Andrew Talbert, Matthews Davis, Ashely Janicak, in their individual capacities, Don Ash, Director of 911 Communication sin his individual and official capacities, and Henry County, defendants.  
USDC Northern District of Georgia, Atlanta Division.  
Case Number 3:16-cv-564

4. Brette Tingle

Versus



Troy Hebert, In His Official Capacity as the Commissioner of the Office of Alcohol and Tobacco Control of the Louisiana Department of Revenue  
USDC Middle District of Louisiana  
Case Number 3:15-cv-00626 -JWD-EWD  
Qualified as an Expert in Police Administration and Discipline (August 3, 2018).

5. Lucille Catron, et al  
Versus  
City of Memphis, et al No. 2:16-cv-02661-JDT-dkv
  
6. In the State of Texas CAUSE NO. MDL-16-00001 Cause No. DC-15-07599 Transferred to the 160th District Court of Dallas County, Texas  
IN RE TWIN PEAKS WACO LITIGATION  
  
Mary E. Rodriguez, et al, Plaintiffs, Yvonne Reeves, Individually and on Behalf of Richard Jordan, Plaintiff/intervenor  
  
Versus  
  
Chalak Mitra Group, LLC, et al, defendants
  
7. Todd Schnitt and Michelle Schnitt, Plaintiffs,  
  
Versus  
  
Cox Radio 1 Inc., and Bubba Radio Network, Inc., and Bubba Clem  
Case No. 08-05738 Division J in the Circuit Court of the Thirteenth Judicial Circuit of the State of Florida, and for Hillsborough County Civil Division  
Qualified as an Expert on General Police Practice.

**NEW ORLEANS POLICE DEPARTMENT**

May 2010 – August 2014

715 S. Broad Street New Orleans, LA 70119

**SUPERINTENDENT OF POLICE**

Following a nationwide search, appointed Superintendent of Police of the New Orleans Police Department (NOPD) by Mayor Mitchell Landrieu. The NOPD had an authorized staff of 1,490 (1,260 sworn) personnel and operated with an annual budget of more than \$135 million. Oversee the day to day management of the Field Operations Bureau, the Investigative Support Bureau, the Public Integrity Bureau, the Management Services Bureau, Consent Decree Compliance Bureau and the Chief of Staff. The City of New Orleans is one of America's oldest cities and includes the historic French Quarter, Port of New Orleans and is home to the NFL's New Orleans Saints and the NBA's New Orleans Pelicans. The city had a population of 378,715 with a land area of 170 square miles. New Orleans has been a majority African American city for more many decades. In 2014 tourist visitors numbered over 9.5 million, attending such events as the annual eleven-day Mardi Gras celebration, Jazz Festival, French Quarter Festival, annual NCAA Football Sugar Bowl, and many other activities. The NOPD provided police coverage to 2012 NCAA BCS National Championship, 2012 NCAA men's Final Four, Super Bowl XLVII (February 2013), the 2013 NCAA Women's Final Four and the February 2014 NBA All-Star game. *Travel + Leisure* magazine recently publicized that New Orleans is the best city in the United States to visit, and *National Geographic Traveler* announced that New Orleans was a "must-see" place in 2014. New Orleans continues to be one of the most visited cities in America. New Orleans is a city rebuilding

from one of the worst natural disasters in the history of America, the 2005 Hurricane Katrina landfall. The post-Katrina impact on the NOPD was dramatic and far-reaching. According to an investigation by the US Department of Justice Civil Rights Team as stated in the findings letter of March 16, 2011, *“The challenges confronting the New Orleans Police Department are serious, systemic, wide-ranging and deeply rooted.”* The City of New Orleans and the NOPD are in the preliminary stages of implementing a Federal Consent Decree to correct the post-Katrina transgressions of the NOPD. Significant reforms had already been applied to ensure a successful transition to a modern Community Policing oriented agency.

**Problem:**

- Complete implosion of NOPD leadership, policies, discipline practices, training, etc., in the five years following Hurricane Katrina
  - ✓ At least eight open Federal Criminal Civil Rights Investigations
  - ✓ Numerous officers pending federal trial in the death of Henry Glover
  - ✓ Numerous officers pending federal trial in the death of James Brissette and Ronald Madison in the “Danziger Bridge” case
  - ✓ Two officers pending federal trial in the death of Raymond Robair
  - ✓ Two officers pending federal trial in the death of Danny Brumfield
- Per capita Murder rate 8-10 times the national average
- An out-of-date use of Compstat and crime-fighting techniques had not kept up with national trends
- No community policing philosophy or strategies and significant lack of support from the community – independent survey data showed respondent’s total satisfaction with NOPD at 33%
- Complete destruction of any professional relationship with local media – a policy of “no comment”
- Complete loss of confidence, internally and externally, of the legitimacy of the Public Integrity Bureau (Internal Affairs) investigations
- Outdated or non-existent technology to deploy resources, analyze and fight crime or process evidence
- A bloated and fractured senior command staff, including a dysfunctional organizational alignment of civil service classified Police Captains and Majors - overpopulated, insular, resistant to change, disruptive, significant in-fighting of the command staff
- NOPD significantly spending beyond the budget authority
- Employee Evaluation System outdated and inconsistent with a customer service culture or a community policing philosophy driven agency
- Police Officer in rank career path promotions (Officer II, III and IV) stalled since December 2009 due to inability to deliver required training and lack of predictable funding to fulfill promotions
- Promotional examinations for Sergeant and Lieutenant stagnant
- No formalized outreach programs to educate and encourage citizen volunteerism with the NOPD

**Response:**

- Developed and implemented a comprehensive 65-point plan to rebuild department, see “Rebuilding the New Orleans Police Department 2010”
  - ✓ Crime Fighting
  - ✓ Community Outreach and Transparency
    - To advance the idea of Police Legitimacy, initiated a “sell the stop” program to encourage officers to provide more information and explanation for their interaction with citizens.
    - Ordered the purchase and use of Body Worn Cameras for all uniformed field service officers
    - Entered into a contract with A&E's *The First 48* to advance the community’s appreciation of the work of the NOPD and Homicide Detectives
  - ✓ Integrity and Accountability
    - Implemented presumptive termination for untruthfulness in the workplace policies
    - Implemented presumptive termination for submitting a false or inaccurate oral or written

report policies

- ✓ Hiring Criteria
- ✓ Training (Recruit, annual In-Service and leadership)
- ✓ Labor Relations
- ✓ 68% of the 65-point plan would become components in the negotiated Consent Decree
- Called for the independent review of the NOPD Homicide Unit by the US-DOJ Bureau of Justice Assistance, see “BJA NOPD Homicide Assessment March 2011”
- Called for an independent review of the Sexual Assault investigative practices of the NOPD by the Louisiana Commission on Law Enforcement
- Implemented Professor David Kennedy’s “Group Violence Reduction Strategy,” November 2012
- Implemented an NOPD led Multi-Agency Gang Unit (local, state and federal law enforcement and prosecutors) in November 2012
- Implemented “Social Network Analysis” tools and techniques following the work of Andrew Papachristos
- Implemented a joint NOPD and State Probation/Parole weekly “Knock and Talk” to follow up on those persons in the community under court supervision for prior illegal use/possession of firearms charges
  - ✓ 2013 strategy expanded to include known or suspected Gang/Group members under the active supervision of Probation/Parole
- Implemented a weekly Project Safe Neighborhood (PSN) meeting where NOPD, state and federal officials review and refine investigations of the arrest of convicted felons in possession of firearms and other firearms related arrest cases
  - ✓ Increased NOPD assigned PSN detectives from one to nine
- Implemented Community Coordinating Sergeant program in all eight patrol districts
  - ✓ Began the formalized institution of Community Policing techniques and strategies
  - ✓ Extensive training in Community Policing, Problem Oriented Policing, SARA model, Neighborhood Watch development, Crime Prevention Through Environmental Design
- Secured training from the US Department of Justice Community Relation Service for all NOPD supervisors in Conflict Resolution skills and Responding to Allegations of Racial Profiling
- Secured training for 100 NOPD supervisors through the International Association of Chiefs of Police highly acclaimed, “Leadership in Police Organizations”
  - ✓ In 2013 secured philanthropic funding for 14 “train the trainers” and began offering LPO training to supervisors. The NOPD has approximately 300 supervisory officers
- Worked with the New Orleans Crime Coalition (a private organization of diverse business and community leaders) to provide for bi-annual professional surveys of residents’ perception of NOPD performance to establish independent data to gauge and monitor the success of new strategies implemented
- Implemented a “Sell the Stop” program to advance the ideas of Police Legitimacy and Procedural Justice
  - ✓ See PERF/US-DOJ-BJA Report, “*Legitimacy and Procedural Justice: the New Orleans Case Study*,” March 2014  
 ([http://www.policeforum.org/assets/docs/Free\\_Online\\_Documents/Leadership/legitimacy%20and%20procedural%20justice%20-%20the%20new%20orleans%20case%20study.pdf](http://www.policeforum.org/assets/docs/Free_Online_Documents/Leadership/legitimacy%20and%20procedural%20justice%20-%20the%20new%20orleans%20case%20study.pdf))
- Hired a trained and experienced professional to manage the Public Affairs Division
- Signed for the first time a Memorandum of Understanding with the Office of Independent Police Monitor
- Appointed for the first time in NOPD history a licensed attorney, with no prior NOPD experience, to be the Deputy Superintendent of Police in command of Public Integrity Bureau (PIB)
  - ✓ Partnered with the FBI to permanently assign two Special Agents to the NOPD PIB
- Appointed for the first time in NOPD history a licensed attorney, with no prior NOPD experience, to be the Deputy Superintendent of Police in command of the Consent Decree Compliance Bureau
  - ✓ The Consent Decree outlines 428 paragraphs of deliverables required of the NOPD and the City
- Purchased and implemented state-of-the-art crime analytic software, deployment analytic software and policy development/delivery system software

- ✓ Corona Ops Force
- ✓ Omega Crime View
- ✓ CopLink
- ✓ Lexipol
- Obtained grant funding through the National Institute of Justice to engage Marshall University and the Louisiana State Police Crime Lab to conduct DNA testing on over 800 backlogged Sexual Assault Kits that had not been acted on since 2005 and later
  - ✓ Successfully negotiated a hiring contract with State Police Crime Lab to provide two NOPD DNA analyst, while simultaneously planning to rebuild a new NOPD Crime Lab with DNA capacity
- Revolutionized the Firearms Examination Lab
  - ✓ Secured new NIBIN firearms examination equipment
  - ✓ Secured new training opportunities to increase NOPD certified BATF Firearms examiners
- Secured external funding to install audio/video equipment in eight patrol districts for the recording of in-custody interrogations
- Petitioned and received permission from the Civil Service Commission to provide, for the first time in NOPD history, the ability to select 16 Police Commanders as the third highest ranked NOPD leadership position from the pool of existing Lieutenants, Captains and Majors
- Inherited a multi-million-dollar deficit in the General Fund, resulted in eliminating all overtime for 12 months, laying off personnel and managing a 10% furlough for the last five months of 2010. Severe budget austerity measures in place for multiple years prohibited the continual hiring of police officers
  - ✓ As of August 2014, the NOPD had lost 26% of sworn officers (1,540 vs. 1,133 a loss of 407)
- Raised \$250,000 in a combination of private and public funds to contract with internationally known author David Osborn, *The Public Strategies Group*, to develop a new employee evaluation system that will measure customer service and community policing behavior. Additionally, individual and team performance goals created for every unit of the NOPD have been created and linked to the new employee evaluation system. Pending Civil Service Rule changes, the new evaluation system will be used to make continued employment and promotion decisions
- Working closely with the Fraternal Order of Police, created an online training protocol to deliver the necessary 40 hours of additional training for each rank of Police Officer (II, III and IV). Worked closely with the Chief Administrative Officer of New Orleans and secured predicable funding in 2013 and 2014 operating budget to provide for Police Officer promotions
- Received support to plan and provide Sergeant's examination in 2013 and a Lieutenant's examination in 2014
- Opened the department's, and each of the eight-patrol district's, weekly COMPSTAT meetings to the public
- Created a Volunteers Can Lead (VoCal) program, rejuvenated a Citizens Police Academy and helped form a "Krewes for Kops" which is a support group of the major Mardi Gras parade organizations

**Results:**

- Implemented the 65 Point Plan to Rebuild the NOPD
  - ✓ Substantial reforms of the 65-point plan in place
    - "NOPD Reform Status Report May 2010 through December 2012"
- United States Attorney General Eric Holder, *New York Times* July 24, 2012, "...meaningful progress has already been made....and Chief Serpas did not wait for our findings to begin the reform process." when referring to the work of the NOPD during the investigation, and subsequent Consent Decree negotiations with the Department of Justice from May 2010 until July 2012
- Implemented 82 specific DOJ-BJA recommendations to rebuild the NOPD Homicide Unit
- Sexual Assault unit leadership replaced, and investigative strategies realigned with current trends
  - ✓ More than 800 Sexual Assault DNA Kit backlogged cleared
  - ✓ Since May of 2010, there has been a 62% increase in the NOPD reporting of UCR Rape cases
- 2013 Year End Homicide and Gang Member Involved (utilizing Group Violence Reduction Strategy):
  - ✓ Total Murders declined 19% in 2013 to the lowest number of murders in one year since 1985

- Murder declined by 8% through the first half of 2014 compared to 2013
  - ✓ 2013: 156 total murders, with 52 Gang Member Involved (33.3%)
  - ✓ 2012: 193 total murders, with 114 Gang Member Involved (59.1%)
  - ✓ At the end of 2013, Gang Member Involved murders were down 54.4% compared to 2012
- Non-fatal shooting victims through the first quarter of 2014 declined by 13% vs. 2013
  - ✓ Declined 12% 2013 vs 2012
  - ✓ Declined 18% 2013 vs 2011
  - ✓ Declined 20% 2013 vs 2010
- NOPD led Multi-Agency Gang Unit identified 40 gangs/groups with approximately 600 members
  - ✓ Investigated and secured RICO type indictments on eight gangs, and more than 90 gang members in both state and federal courts during 2013
- A Social Network Analysis is completed on every victim of homicide or a non-fatal shooting which significantly advances detectives ability to solve these crimes
  - ✓ Social Network Analytics preliminary data suggests and identifies approximately 1% of the City's population is disproportionately involved in gun violence as a victim or perpetrator accounting for 34% of the total homicide or non-fatal shooting events
    - This level of analytics advances efficient and effective investigations and provides greater clarity in the deployment of social service type responses to these offenders/victims before they become involved in a violent criminal act
- Knock and Talk strategy resulted in 1,417 visits with 246 arrests for probation violations or crimes present
- PSN weekly meetings have reviewed and refined over 1,040-gun arrest cases to be presented for prosecution
- Community Policing initiatives led by Community Coordinating Sergeants and Patrol District Commanders in all eight patrol districts and centralized detective functions (i.e., homicide unit) has led to increased public confidence in the NOPD in general, an increase in NOPD specific Crime Stoppers tips and increasing confidence in NOPD officers by the community
  - ✓ From August 2010 – July 2014, Community Coordinating Sergeants have:
    - Led more than 3,904 meetings using principles and techniques such as:
      - SARA Model
      - Community Policing
      - Crime Prevention Through Environmental Design
      - Building Neighborhood Watch
      - Quality of Life Enforcement Strategies
    - Meetings have been attended by more than 88,439 residents and business owners
  - ✓ To institutionalize government-wide support for Community Policing, for the first time, directly linked the NOPD Community Coordinating Sergeants to the Chief Administrative Officer of New Orleans to have full support in fighting blight, quality of life concerns, lighting, sanitation, codes enforcement, etc.
- Independent polling data continued to show marked improvement in serving the people of New Orleans, particularly: total departmental satisfaction; police performance in neighborhoods; getting drugs off the streets; cooperating with the public; honesty/integrity of officers; professionalism; attitude; overall competence; and perceptions of neighborhood safety
  - ✓ See Citizen Satisfaction Surveys (<http://www.crimecoalitionnola.com/>)
- Crime Stopper tips increased by 10% 2013 vs. 2012; 25%, 2012 vs. 2011; and, 11% 2011 vs. 2010
- To begin testing officer's acceptance of "Selling the Stop," in the March 2013 independent survey new questions were added. Data showed that 61% of New Orleans respondents said officers were clear in explaining the reason for the contact or interaction. In August 2013 respondents reported 70% of interactions with officers the officers were clear in explaining the reasons for the contact
- Media relations are professional and responsive, including a decentralized approach to interviews and communications strategy
  - ✓ More than 17,500 subscribers to NOPD email alert system

- ✓ Over 2,800 postings to the NOPD *Facebook* page
- ✓ During 2013 and 2014 NOPD PIO staff responded to more than 3,000 New Orleans area media email request for information
- Following convictions in federal trials from the Katrina era, initiated several internal investigations of personnel accused of significant administrative misconduct, resulting in the termination or forced separation of several employees of every rank from police officer up to and including a Deputy Superintendent of Police
- Combination of PIB Integrity Checks, updated in-service training and updated or new policies and training implemented since May 2010, such as Professional Performance Enhancement Program, Complaint Avoidance, Internal Investigations, Performance Evaluation, and Job Performance Improvement Planning, Leadership in Police Organizations and enhanced confidence in PIB investigations resulted in demonstrable outcomes:
  - ✓ 86 officers arrested for criminal misconduct between May 2010 and August 2014
  - ✓ 11 sworn officers terminated for untruthfulness between May 2010 and August 2014
    - One additional officer resigned while under investigation for allegations of untruthfulness
  - ✓ A 19.6% reduction in total misconduct complaints 2013 vs. 2012
  - ✓ A 16.1% reduction in total misconduct complaints 2012 vs. 2011
  - ✓ A 13.8% reduction in total misconduct complaints 2011 vs. 2010
  - ✓ In August 2009, 53% of survey respondents who had contact with an NOPD Officer described it as pleasant or very pleasant
  - ✓ In March 2014, 68% of respondents described officer as pleasant or very pleasant
    - Asking the same question in August 2010, February 2011, August 2011, February 2012 August 2012, March 2013, August 2013 and March 2014 this response data now averages 74%
- NOPD's COMPSTAT and crime-fighting practices, unchanged since 2001, were substantially updated in early 2012 (see: "Enhancement of NOPD Crime Fighting Strategy 2012") and included the use of "Data-Driven Approaches to Crime and Traffic Safety" a nationally recognized accountability and data-driven approach to fighting violent crime, minor crime and reducing motor vehicle accidents and accidents with injury
  - ✓ In the 50 months after May of 2010, compared to the 50 months before:
    - Total sworn actual staffing in May 2010 was 1,540
    - Total sworn actual staffing in August 2014 was 1,133 (loss of 407 officers or 26%)
    - Total Murders were down 12.9%
    - FBI UCR Part I Violent Crimes were down 4.8%
    - FBI UCR Part I Property Crimes were down 5.1%
    - Total FBI UCR Part I Crime was down 5.1%
    - Total arrests were down 41.6%
  - ✓ Significant changes in arrest and investigation practices since May 2010 have improved the outcomes of NOPD investigations as they are presented in Criminal Court
    - ***Metropolitan Crime Commissions Excellence in Law Enforcement Award*** in recognition of establishing a more effective partnership between Police and Prosecutors resulting in significantly higher conviction rates of violent, weapons and repeat violent offenders (February 18, 2014)
    - See Metropolitan Crime Commission (<http://metrocrime.org/>)
  - ✓ Increased the number of BATF certified Firearms Examiners from one to three
    - Eliminated a multi-year backlog of firearms examinations – providing critical evidence
    - Negotiated successfully for a second BATF NIBIN machine to be assigned to NOPD
    - The NOPD for many months has been a top three submitting department of NIBIN acquisitions sites in America, as opposed to near the bottom of submissions in 2010
    - According to the BATF, for FY 2013 the NOPD ranked third (behind Phoenix and NYPD) in the nation for NIBIN acquisitions

- ✓ “Operation Bloodwork,” an innovative strategy to submit ten “no-suspect” property crime cases per month of Cold Case NOPD Property Crime Investigation yielded nearly 100% identification of usable DNA and identification of suspect
  - In 2013 the strategy expanded: monthly submissions of DNA recovered from current Property Crime investigations
    - 50% of DNA scene evidence submissions resulted in a DNA profile hit
- A reorganized NOPD of 16 Divisions/Districts led by Police Commanders, falling under five Deputy Superintendents of Police, has allowed for clearer lines of accountability and eliminated fractured chains of command, redundant and bloated NOPD staffing between Lieutenant and Superintendent
  - ✓ Successfully advocated for and received Civil Service Commission approval to create 16 newly created police commander positions to advance departmental reorganization efforts.
  - ✓ 16 Police Commanders chosen from all eligible Lieutenants, Captains, and Majors has increased the diversity of incumbents and provides for greater opportunities for effective succession planning
  - ✓ The NOPD has 20% fewer leadership positions between Lieutenant and Superintendent
- The NOPD has operated more efficiently within the 2011, 2012, 2013 and 2014 General Fund Operating budgets
- Upon successful passage of Civil Service Reform, the NOPD will implement the newly created employee evaluation system produced in partnership with David Osborne and *The Public Strategies Group*. The new system links individual and unit goals, as well as customer service goals and community policing goals to employee performance. The NOPD will implement the use of 360 evaluations and citizen call back techniques to verify employee performance externally and internally
- Promoted over 200 Police Officer II candidates using the new online training in November 2012, promoted 200 Police Officer III candidates in 2013. In 2014 promoted more than 100 Police Officer IV candidates
- Secured budget authority and online training to provide promotions for Police Officer II, III, and IV candidates, and Sergeant and Lieutenant examination in 2013, 2014 and beyond to provide for paths of success for personnel
- The VoCal program had 69 continuous volunteers each donating at least 12 hours per month assisting in units such as Victims and Witnesses support unit, Homicide Cold Case, Mounted Unit, Patrol Districts
- The NOPD has provided 2-4 Citizens Police Academy classes each of the last three years
- The Krewes for Kops in the last two years has raised more than \$50,000 to purchase a state-of-the-art Firearms Simulation Machine for NOPD training

**METROPOLITAN NASHVILLE POLICE DEPARTMENT**

January 2004 – May 2010

200 James Robertson Pkwy. Nashville, TN 37201

**CHIEF OF POLICE**

Following a nationwide search, appointed the sixth Chief of Police of the Metropolitan Nashville Police Department (MNPD) by Mayor Bill Purcell. The MNPD employed a total staff of approximately 1,800 (1,365 sworn) personnel with an annual budget of more than \$160 million. Oversee the day-to-day management of the Field Operations Bureau, Investigative Services Bureau, the Administrative Services Bureau, the Office of Professional Accountability, the Behavioral Health Services Division and the Public Information Office. The Metropolitan Government of Nashville and Davidson County was the first metropolitan form of local government in the United States when implemented in the spring of 1964. The Police Department is the chief law enforcement agency for a resident population of over 620,000 as well as a land area of 533 square miles. Nashville is the capital city of Tennessee, is known as “Music City USA,” hosting over 10 million visitors per year, and is the hub of three Interstate Highway systems (I-65, I-24, I-40). Nashville is also home to Tennessee State University, Vanderbilt University, Lipscomb University, and Belmont University. The NFL Tennessee Titans and the NHL Nashville Predators are home based in Nashville. Nashville was the nation’s top city for

business expansion and relocation for two years in a row, according to *Expansion Management* magazine (Jan. 2006). Nashville topped *Kiplinger's* magazine's list of smart places to live.

**Problem:**

- Highly centralized managerial philosophy – stifling creativity, risk-taking, mission achievement
  - ✓ Focus of department on “reactive” style of policing
  - ✓ Focus of department on “preserving the status quo”
- Top heavy command resulting in inconsistent messaging, follow through and lack of accountability
  - ✓ Two Deputy Chiefs, five Assistant Chiefs, and one Police Major
- Outmoded organizational structure of centralized functions resulted in conflict among commands and poor community support
- Lack of coordinated, focused, and accountable effort at crime reduction, crime control strategies, meeting the needs and request of the public at large regarding quality of life issues, or employee accountability
- Significant “in-fighting” of the executive staff
- Attempt at COMPSTAT process flawed - monthly meetings with pre-set agendas
- Disciplinary practices seen as retaliatory and preferentially administered
- Budget office poorly supervised with little support from City Administration and Council
- Strained relationships with minority communities
- Dramatic organizational and cultural change needed to advance the agency

**Response:**

- Requested and received Civil Service approval to eliminate the civil service classified positions of Assistant Chief and Police Major, reallocating the five Assistant Chief incumbents to Police Captain, thus flattening out the chain of command
  - ✓ Reallocation action challenged and upheld by courts including the Tennessee Supreme Court (June 2008)
- Reduced the number of Bureaus from five to three
- Appointed executive staff representing minority and majority members
- Civilian Budget expert hired, elevated this position to a Deputy Chief of Police rank, replacing Police Captain assigned to these duties
- Continued the appointment of a licensed civilian attorney as the Commander of the Office of Professional Accountability (Internal Affairs), and elevated this position to a Deputy Chief of Police rank.
- Implemented weekly departmental COMPSTAT meetings and Accountability Driven Leadership model
- Initiated department-wide focus on Community Policing, Crime Fighting, and Quality of Life
  - ✓ One of the founding departments to use the concept of Data-Driven Approaches to Crime and Traffic Safety (DDACTS) with the DOJ-Bureau of Justice Assistance
  - ✓ One of the first major city police department to implement the “Drug Market Intervention – *High Point, NC Model*” program successfully in East Nashville
- Initiated weekly COMPSTAT meetings at Precinct Commands and required open to public
- Departmental weekly COMPSTAT meeting opened to the public with weekly local media attendance
- Initiated directed and focused growth of Neighborhood Watch Groups
- Implemented a new disciplinary process that included:
  - ✓ Zero tolerance for truthfulness and other moral or ethical violations of policy
    - Truthfulness policy challenge - upheld by the Tennessee Court of Appeals, January 2010
  - ✓ Disciplinary Matrix that provides predictability, reliability, and validity in sanctions for infractions
  - ✓ Settlement agreement process that allows for employees to acknowledge error without the need for timely and costly administrative investigations and receive agreed upon sanction according to Matrix



- ✓ A suspension practice that allows employees to stay on the job, with reduced pay, to serve these penalties
- Decentralized homicide, robbery, burglary and narcotics detectives and supervisors to Precincts
- Promoted the first African American Female to Police Captain and assigned as Commander of the North Patrol Precinct, promoted Caucasian Female to Police Captain and assigned as Commander of the Hermitage Patrol Precinct – the first time in MNPD history the assignment of two females to lead a Precinct Commands
- Successfully petitioned the Civil Service Commission to eliminate a “linear” promotion rule of sergeants and lieutenants
- Reconstituted Homicide Cold Case Unit
- Created “Volunteer Chaplin Corps”
- Implemented in 2005 an expanded and specifically designed “El Protector” program for Nashville to engage and serve the Latino community
  - ✓ February 2009 – Vera Institute of Justice, under Department of Justice COPS Grant, named the MNPD ***El Protector Program*** one of “***Six Best Practices***” in “***Bridging the Language Divide: Promising Practices for Law Enforcement,***” of 200 United States Law Enforcement agencies reviewed
- Maintained and expanded victim services the MNPD provides to the community (Counselor Services, Victim Intervention Program, DV Division, Interdenominational Minister’s Fellowship Peniel Project, Volunteer Chaplin program, etc.)
  - ✓ October 2009 – International Association of Chief of Police, ***Excellence in Victims Services Award***, winner for extra-large police departments
- Initiated in June 2005 twice per year polling of residents and businesses to effectively gauge the support and challenges the MNPD faced, with results of the survey made public
- MNPD competed for and was selected as one of four Regional Training Centers for the G.R.E.A.T centers for America, Summer 2009
  - ✓ Appointed a member of the G.R.E.A.T. National Policy Board
- Created a *Parental Enforcement Program - Community Contact Team* in May 2006. The program is staffed by two Juvenile Detectives who identify and meet with the families of children judged delinquent, or likely to be, and share with those family’s information regarding numerous government and private organizations that seek to help parents with children in delinquency type behaviors
- Initiated *Juvenile Probation Compliance Checks*, partnered with Juvenile Court Probation Officers in February 2006. This program seeks to ensure a collaborative follow up on Juvenile Offenders and their families to ensure compliance with court orders, expose PEP Detectives to families to further the Community Contact Team goals, and provide detectives with a face to face meeting with juvenile offenders
- Created shared office facilities in Precincts with Tennessee Board of Probation and Parole to enhance communications and effectiveness in released offenders into the community
- January 2010 implemented the *Leadership Circle – 360 Profile* for all Lieutenants and above, including civilian equivalents, to assess leadership development needs for the agency

**Results:**

- Part I Major crimes declined in each year: 2004, 2005, 2006, 2007, 2008 and 2009
  - ✓ At the end of 2009, the overall Part I Major crime rate lowest since 1978, a 31-year low
    - 2009 the number of Part I reported crimes was the lowest since 1985, a 24-year low
  - ✓ At the end of 2009, the violent crime rate the lowest since 1985, a 24-year low
    - 2009 the number of reported violent crimes was the lowest since 1990, a 19-year low
  - ✓ At the end of 2009, the property crime rate the lowest since 1972, a 37-year
    - 2009 the number of reported property crimes was the lowest since 1989, a 19-year low
  - ✓ 2009 represented six consecutive and unprecedented years of crime reduction which had never occurred in Metro Nashville’s history
- Bi-annual survey data over the several years used showed dramatic and continuing support of the MNPD by residents and businesses with averages (June 2005 through December 2009) of:

- ✓ 81% of adults and 84% of businesses are satisfied/very satisfied with the competence of MNPD
- ✓ 72% of adults and 75% of businesses are satisfied/very satisfied with MNPD cooperation with the public to address their concerns
- ✓ 76% of adults and 76% of businesses are satisfied/very satisfied with MNPD ability to fight crime
- ✓ Survey analysis demonstrates that 83% of Whites, 89% of African Americans and 87% of Other surveyed are satisfied/very satisfied in the MNPD fighting crime (Dec 2009 iteration)
- ✓ 84% of adults and 87% of businesses feel safe in their neighborhood or business
- ✓ 80% of adults and 83% of businesses are satisfied/very satisfied with the quality of service of the MNPD
- ✓ 84% of Nashville crime victims reported their crime in the June 2009, and 78% in the December 2009 survey analysis (Businesses reporting were 81% in each iteration)
  - National Crime Victimization Data generally shows less than an average of a 50% report rate of violent and property crime in the U.S. for the period 1999 – 2008
- Unprecedented and sustained employee performance for six consecutive years with static staffing
  - ✓ There had been an average annual increase in the number of monthly Self-Initiated activity actions by officers of 27.6% over seven years
  - ✓ At the end of 2003, there were 163,976 self-initiated actions versus 694,528 at the end of 2009
  - ✓ MNPD self-initiated activity had averaged a 27.5% increase per year since 2003
- Fatal Crashes and Fatalities trended down for three years, with 2009 crashes and fatalities lowest since 1991
- Injury crashes down 15% in 2009, with six consecutive years of injury crash reductions at the end of 2009
- Total auto crashes down 12% in 2009. Total auto crashes have declined five of six years
- Second Place, 2009 National Law Enforcement Chief's Challenge – Municipal Category over 1,001 officers, International Association of Chiefs of Police.
- Active Neighborhood Watch Groups had grown 68%, since January 2004, to 429 active organizations at the end of 2008 with officers sponsoring or attending 1,424 community meetings
  - ✓ In 2009 MNPD officers sponsored or attended over 1,758 community meetings, a 23% increase
  - ✓ In 2009 total Neighborhood Watch groups increased by 46, to 475 groups, an increase of 11%
- Homicide Cold Case Unit reorganized in March 2005
  - ✓ 382 cold cases reviewed
  - ✓ 38 cases cleared or solved (30 by arrest, seven by exception, and one indictment issued)
- May 2007 (latest nationwide comparison data available) Nashville compared to the largest 75 counties in America:
  - ✓ 5% higher conviction rate on all offenses
  - ✓ 6% higher conviction rate violent offense arrest
  - ✓ 9% higher conviction rate on major property crimes arrest
  - ✓ 11% higher conviction rate on felony drug arrest
- Comparing 2004, 2005 and 2006 to three-year period before:
  - ✓ Arrest up 27%
    - 2007 year end up 8.2%
    - 2008 year end up 2.7%
    - 2009 year end estimate up 9%
  - ✓ Warrants Served by Arrest up 241%
    - 2007 year end up 3%
    - 2008 year end up 3.6%
    - 2009 year end estimate up 3%
  - ✓ Traffic Stops up 118%
    - 2007 year end no change (warnings issued in 46% of stops)
    - 2008 year end up 11% (warnings issued in 54% of stops)
    - 2009 year-end estimate down 5% (warnings issued in 64% of stops)

- ✓ DUI Charges Up 6%
  - 2007 year end up 32%
    - Fatal accidents and deaths at 15 year low
  - 2008 year end up 9%
    - Fatal accidents and deaths maintain 15 year low
  - 2009 year end estimate up 9%
- ✓ Narcotics charges up 34%
  - 2007 year end up 3%
  - 2008 year end down 3%
  - 2009 year end estimate up 4%
- ✓ Calls for Service up 20%
  - 2007 year end up 8%
  - 2008 year end up 2%
  - 2009 year end estimate up 20%
    - Highest number of CFS in the history of MNPDP
- ✓ 2009 maintained an average of 1,330 of 1,365 authorized sworn strength
  - Awarded 50 new police officer FTE through COPS office, August 2009
- MNPDP employed 2.10 officers per 1,000 residents
  - ✓ Comparable cities employ 2.74 officers per 1,000 residents
- As a result of changes requested to Civil Service Promotional Rules, MNPDP Chief now can consider candidates based upon full work history and diversity of experiences, replacing a linear promotion standard
- Every budget cycle finished within allocation
- To enhance employee communication implemented an anonymous “in-touch” phone call system, receiving nearly 1,200 calls
- Initiated and continued monthly meeting with all Labor organizations in the agency
- Created a Volunteer Chaplain Corps that numbers over 50 members of the Nashville area clergy who on a rotational, on-call basis provide pastoral services to the MNPDP and community at scenes of violent crimes or deaths
  - ✓ Majority of members are of the African American community of churches
  - ✓ Significant increase in support and understanding between the MNPDP and diverse communities
- *Parental Enforcement Program – Community Contact Team* meet with 3,394 children and parents in its first three years of existence (May 2006 – December 2009)
- *Juvenile Probation Compliance* teams visited 6,716 homes between February 2006 and December 2009
- *“Under the leadership of Chief Serpas, the MNPDP has become a benchmark agency in driving operations and resource deployment based on data evaluation and mapping technologies...The MNPDP epitomizes 21<sup>st</sup> century policing. Its use of state-of-the-art data analysis and mapping technologies has made it a leading example in crime and crash reduction activities.”* (source: James H. Burch, II, Acting Director Bureau of Justice Assistance, U.S. Department of Justice, and Michael N. Geraci, Director, Office of Safety Programs, National Highway Traffic Safety Administration, U.S. Department of Transportation, July 2009 Police Chief, page 20)  
[http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display\\_arch&article\\_id=1839&issue\\_id=72009](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1839&issue_id=72009)
- Initiated a partnership with the TN Board of Probation and Parole to house Agents in Precinct facilities
- Secured \$11.5 million in capital funding to implement an Advanced Record Management System. The ARMS investment revolutionized the MNPDP’s management of millions of criminal and administrative records, employee efficiency (e.g., automated field reporting) and crime fighting. Additionally, secured on-going operating fund support of just under \$1 million annually to support the ARMS system
- Secured \$7 million in capital funds to build a complete Crime Lab with DNA/Toxicology and other scientific examinations (e.g., firearms lab) capacity. The MNPDP will be the first city in the State of Tennessee to have a fully functional stand-alone DNA and Toxicology Lab. Additionally secured \$1.5 million for on-going operating fund expenses to support the new MNPDP Crime Lab
- Secured \$6.9 million in capital funds to construct a new West Patrol Precinct

- Secured necessary capital funds to build a new East Patrol and Central Patrol Precinct totaling approximately \$ 4 million
- Secured \$500,000 in capital planning funds to assess and determine future locations of two new additional Patrol Precincts
- Calendar years 2007 - 2009 applied for and received over \$19 million in Federal and State Grants to advance the technology, equipment, and staffing of the MNPDP (\$25 million 2004-2009)
- Calendar years 2007 - 2009 the MNPDP received 11,000 applications for Police Officer employment
- Reconstituted the MNPDP Drill and Ceremony Team in 2006. MNPDP DCT was the 2009-10 FOP National Championship team and was the 2007-08 National Championship Team

**WASHINGTON STATE PATROL**

August 2001 – January 2004

P.O. Box 42601 Olympia, WA 98501

**CHIEF – WASHINGTON STATE PATROL**

Appointed the 19<sup>th</sup> Chief of the Washington State Patrol (WSP) by Governor Gary Locke after a nationwide search, and was unanimously confirmed by the Washington State Senate. The WSP is the largest public safety, law enforcement agency in the state. The WSP is a statewide general authority Washington law enforcement agency employing over 2,200 (1,100 sworn and 1,100 professional staff) personnel with a biennial budget of \$362.4 million. Oversee the day-to-day management of the agency's six bureaus: Field Operations Bureau, Fire Protection Bureau (State Fire Marshal), Forensic Laboratory Services Bureau (Statewide Crime Lab), Investigative Services Bureau, Management Services Bureau, and Technical Services Bureau, and the Audit/Inspections, Labor Attorney/Risk Manager, Government/Media Relations, and Department Psychologist.

**Problem:**

- Highly centralized managerial philosophy – stifling creativity, risk-taking, mission achievement
- Very little to no useful data to assess direction, success, or failure of the organization
  - ✓ No accountability of budget at District/Division level
  - ✓ Overtime in Field Force overspent by \$1.1 million in 99-01 biennium
    - No indication of “what was purchased with OT”
    - The lowest level of productivity in the previous ten years
- Significant discord between sworn and non – sworn staff
  - ✓ No sense of “one department or a department mission”
  - ✓ Opportunities for minorities, females, and non-sworn staff perceived as limited
- Disciplinary practices seen as retaliatory and preferentially administered
- 17 separate Collective Bargaining Units, significant discord between labor and management
- Strained relationship with Legislative members and staff
- Adopted Problem Oriented Public Safety (POPS)
  - ✓ Funded by DOJ/COPs
  - ✓ Loss of direction in core traffic law enforcement mission
  - ✓ POPS programs generally did not work in concert with citizens
  - ✓ District Captains had little to no interaction with communities
- Strained relationships with Law Enforcement agencies throughout the state
  - ✓ Perception was that WSP was not on task
- Strained relationships with media (video, print, radio) statewide
- Significant budgetary shortfalls in Washington State, and reductions to WSP
- Dramatic organizational and cultural change needed to advance the agency

**Response:**

- Assistant Chief's position eliminated – flattened out the Executive Staff
- Certified Public Accountant hired as the newly created Management Services Bureau Director

- Accountability Driven Leadership model created and implemented agency-wide through weekly “Strategic Advancement Forums (SAF)” accountability meetings led by Chief and Executive Staff, beginning in January 2002
  - ✓ The SAF meetings created a significant expansion of the **COMPSTAT** strategy for the first time to statewide law enforcement, public safety mission, and the general management needs of a large and diverse agency
  - ✓ The principles of the WSP – SAF/COMPSTAT process was integrated with then Attorney General Christine Gregorie into that office; subsequently, Governor Gregorie substantially expanded and codified these principals into the “Government Management Accountability & Performance” statutes of Washington State
- Core Mission developed for Field Operations aimed at reducing collisions, injuries, and death
  - ✓ DUI, Speeding, Aggressive Driving, Seat Belts, Criminal Interdiction (warrant service & narcotics enforcement)
- Decentralized budget authority and accountability to District/Divisions throughout WSP
- Three of six Executive Staff appointments were minority or female personnel, and half of the Executive Staff appointed were non-sworn personnel
- Appointed three females to Captain and assigned the first female to a District Commander position. Appointed female candidates to lead the Information Technology Division, Human Resource Division, the Labor Attorney/Risk Manager position, and the Public Affairs Officer
  - ✓ All of these positions were formerly held by sworn personnel and were male employees
- Assistant Chief’s position eliminated and replaced with civilian professional. Human Resources and Budget/Fiscal Services Divisions civilianized with career professionals replacing sworn Patrol Captain’s positions after negotiating with Collective Bargaining Unit
- Implemented changes in promotional practices for Sergeants and Lieutenants, as well as negotiated within Trooper and Sergeant Collective Bargaining Agreement an MOU allowing Chief a Rule of 5, up from a Rule of 3 when considering candidates for promotion to Sergeant and Lieutenant
  - ✓ 32% of the top 25 candidates for 2003 Sergeant's exam were women or minorities
    - 16% of top 25 candidates on the 2001 Sergeant’s exam; 24% for the 1999 exam
  - ✓ 32% of the top 25 candidates for the 2002 Lieutenant’s exam were women or minorities
    - 8% of the top 25 candidates for the 2000 Lieutenant’s exam; 8% for the 1998 exam
- Negotiated new Disciplinary process with Collective Bargaining Units
  - ✓ predictable/reliable/valid penalty schedule
  - ✓ A Settlement Agreement process created (112 completed)
    - Agreement includes a "no-appeal" proviso, dramatically reducing the financial, emotional, and political cost of disciplinary actions
    - In 2002, less than ½ of 1% (11 employees) received a suspension outside of the new Settlement Process, compared to 65 employees in 2001
  - ✓ See, “*An Employee Disciplinary System that Makes Sense*,” Police Chief magazine Sept 2003
- Civilian career professionals in Budget/Fiscal Services have been positively received by Legislative and Governor’s budget staff personnel
- POPS refocused, linked to communities more directly
- Community Public Safety Forums (Town Hall Meetings) initiated throughout the state
- Worked closely with Law Enforcement leaders throughout the state, created joint Warrant Emphasis programs, expanded WSP support (narcotics detectives, bomb and narcotics dogs, computer forensic, criminal & administrative investigations) of local agencies
- Public Information Officers trained and assigned to each Bureau, District, and Division
- Continually meet with editorial boards, video and radio news directors
- Hired a professionally trained and experienced Public Affairs Officer

**Results:**

- Two full years of weekly *Accountability Driven Leadership – SAF* meetings, January 2002 – December 2003
  - ✓ Outputs or Efficiencies

- DUI Arrest up 48%
- Speeding citations up 36%
- Seatbelt citations up 58%
- Aggressive Driving citations/infractions/arrest up 192%
- Drug Recognition Expert Evaluations up 63% (last 12 months-July 03)
- Total traffic stops up 20%
- Total arrest/infractions up 43%
- Felony/Misdemeanor Warrants served from traffic stops up 38%
- Felony/Misdemeanor Drug Arrest from traffic stops up 72%
- Commercial Vehicle traffic stops up 32%
- Commercial Vehicle Inspections up 80%
- ✓ Outcomes or Effectiveness
  - Total Fatal Collisions down 4%
  - Total Interstate Fatalities down 21%
  - Total State Route Fatalities up 3%
  - Total Injury Collisions down 9%
  - Total Interstate Injuries down 11%
  - Total State Route Injuries down 7%
  - Commercial Vehicle Involved Fatalities down 23% (five year low at the end of 2003)
  - Collisions requiring seatbelt citation down 32%
  - Total speed related collisions are down 4%
  - **Total citizen-initiated complaints down 34%**
  - **Total complaints of employee misconduct down 25%**
- First Place Winner for Highway Patrol/State Police agencies with more than 1,000 officers for the 2002 ***International Association of Chiefs of Police (IACP) - Chief's Challenge Award***
- Winner of the IACP 2002 ***Clayton J. Hall Memorial Award*** for the law enforcement agency that best represents what a comprehensive traffic safety program should be out of a contestant pool of 410 agencies submitting. An agency can be awarded this honor only once in its history
- “*WSP is the benchmark in performance management,*” according to *Rene Ewing & Associates*, December 3, 2004, page 13, reporting their 2001-2004 analysis and audit findings of the WSP to the Washington State Transportation Audit Board on the question: “*What performance benchmarks have been used in other states to measure the performance of similar programs in similar agencies? How do they compare with those used by the WSP?*”
- According to *Rene Ewing & Associates* analysis of the WSP, “agency strengths were: SAF Process; data analysis; budget focus; management culture; updated measures; alignment; agility; communications; and, focus on results.”
- Completed each budget cycle within the appropriation
- Successfully investigated high profile criminal and administrative investigations of appointed and elected officials throughout the state
- Unprecedented and sustained employee performance
- Secured capital funding from the State Legislature to completely renovate the Seattle based Crime Lab, and new funding to build a full-service Crime Lab in eastern and southwest Washington
- Year 2002 Activity compared to 2001
  - ✓ 10% increase in the number of DNA cases analyzed
    - 2003 Year End up 19%
  - ✓ Fire Marshal inspector activity up by 21%
    - 2003 Year End up 37%
    - reduced average days facility out of compliance Fire Safety codes: 90 to 49 days
  - ✓ Accounts Receivable balances have been reduced by 45%
    - 2003 YTD through October decreased 36%
  - ✓ 337,000 total Criminal History Dispositions in backlog, January 2002, with average Felony backlog of 13 months, reduced to 3 months by 2002 year end: Misdemeanor backlog of 43

- months at year end 2002
- 2003 Year End – all backlog of Misdemeanor and Felony dispositions eliminated
  - ✓ 175,000 backlog of Fingerprint Cards reduced to zero by the end of 2002
    - The 2003 Year End remains current with no backlog
  - ✓ SWAT opened 50 proactive Methamphetamine investigations versus 7 in 2001 while conducting 40 Tactical Operations and 226 Methamphetamine Lab investigations
    - 2003 YTD, October, the arrest of significant dealers/complex narcotics organizations up 88%
  - ✓ Computer Crimes Unit: 123 cases up 6%, and 57 Child Pornography Cases up 37%
  - ✓ Overtime and supply funds placed under the control of District Commanders, underspent, and those dollars reassigned to purchase needed equipment and supplies. Efficiencies gained in FOB budget management of overtime and supplies has allowed for the purchase of new firearms for every commissioned member of the WSP –\$270,000 expenditure, as well as a \$211,000 investment in agency-wide T1 communication lines and email upgrades within 01-03 agency allotments.
  - ✓ According to Washington State University’s 2003 Citizen’s Survey: when asked, “Overall, the Washington State Patrol does a good job of performing its mission. Whites, Latinos, African Americans, Asians, and Native Americans all were over 80% in the categories of agree or strongly agree...” Trends in responses over time indicate that the Patrol has not suffered a decline in ratings on these critical indicators despite a marked increase in enforcement activity...It is important to note that in the past year enforcement activities have increased in the Patrol by over 25%. Of equal interest is a corresponding decline in the number of citizen complaints filed against troopers during the same time period.”

**NEW ORLEANS POLICE DEPARTMENT**

June 1980 – July 2001

715 South Broad Street New Orleans, LA 70119

**Assistant Superintendent of Police and Chief of Operations - October 1996-July 2001**

Appointed as the NOPD’s first Chief of Operations. Responsible for the day-to-day leadership and command of all Patrol, Investigative, Community Policing, special response officers, etc., with a staff of over 1,520 personnel. Directly supervised fifteen senior managers (Police Captains and Majors), and managed a total Operations Bureau budget of \$69 million. Overall event and field commander for all special events (e.g., Mardi Gras, Super Bowl XXXI, Sugar Bowl, etc.) Additional duties included chief disciplinarian, served as second in command of the agency and implemented agency-wide reorganization to initiate Community Policing and the COMPSTAT model.

**Problem:**

- Murder capital of the United States
- Uncontrolled violent and property crime
- Declining personnel resources, the morale of agency at an all-time low
- Outmoded organizational structure of centralized functions resulted in conflict among commands
- Lack of coordinated, focused, and accountable effort at crime reduction or crime control strategies
- Significant and continuing failure to develop and foster community support
- Needed expansion of inclusion of diverse leaders in the organization

**Response:**

- Decentralized investigative functions to local districts
- Implemented accountability strategy, and directed the weekly COMPSTAT meetings
- Implemented weekly COMPSTAT meetings within each district and division command
- Fully incorporated Community Policing Strategies into the NOPD and all local districts
- Integrated investigative strategies of local, state, and federal law enforcement agencies to secure better

cases, higher bail, longer sentences

- Dramatic organizational and cultural change needed to advance the agency
- Appointed two African American males as District Commanders, one African American, and Hispanic American as Executive Officers of the Operations Bureau and Caucasian Female as a District Commander

**Results:**

- Murder cut by 55%, 1999 vs. 1996, and reduced by 42% 2000 vs. 1996. Violent crime cut by 53%, 2000 vs. 1996
- New Orleans led all major cities (population above 250,000) in reducing violent crime, down 24%, 1997 vs. 1996
- New Orleans led all major cities in reducing violent crime, down 37.5%, 1998 vs. 1996
- New Orleans led all major cities in reducing violent crime, down 46%, 1999 vs. 1996
- New Orleans was second in all major cities in reducing violent crime, down 53.24%, following Newark, NJ, down 53.30, 2000 vs. 1996
- Part I UCR Crime Index for 2000 cut by 37% when compared to 1996
- Part I UCR Crime Index for 2000 was the lowest in 32 years
- Part I UCR Crime Index for 1999 was the lowest in 30 years
- During the first three years that COMPSTAT was introduced by the NOPD beginning in October 1996 and ending in 1999, violent crime declined 46.2%, murder declined 55.0%, and overall crime declined 33.7%. Furthermore, starting with the third quarter of 1996 and ending with the second quarter of 2001, New Orleans experienced 19 straight quarters in which violent crime decreased compared to the previous quarter; 15 of these quarters were double-digit decreases
- 1997-2000 average yearly clearance rate for Murder stood at 89% (national average 65.7%), vs. 1994-1996 average yearly clearance rate for Murder of 53.3%
- Overall arrests increased by 72%, 2000 vs. 1996; narcotics arrests up 96%; traffic arrest up 185%, traffic citations up 52%, and motor vehicle accidents down 28% (2000 vs.1997)
- Citizen complaints of Discourteous behavior reduced by 25%, Verbal Intimidation reduced by 66%, and Officer Involved Shootings reduced by 12%
- Successfully incorporated over 641 new officers into patrol duties
- Unprecedented and sustained employee performance
- Directed the development, funding, and implementation of a DNA Lab completed by the end of 2001
- Unprecedented enhancement of citizen satisfaction in the performance of NOPD
  - ✓ Independent voter surveys confirmed the belief that crime was decreasing, reporting that New Orleans voters felt safer in the year 2000 than they had at any other time since 1986
  - ✓ The belief that crime was increasing dropped from 79% in 1994 to 15% in 2000
  - ✓ In 1996 only 23% of voters gave the NOPD a positive rating, but in 2000 that rating increased to 48%, with the most dramatic increase following the 1996 police reform program.

**Police Major - Special Operations Commander-October 1995- October 1996**

Managed 123 commissioned officers, 125 Reserve Officers, and 54 School Crossing Guards. Managed a \$4.3 million annual operating budget. Special Operations includes Tactical Division - SWAT teams (served as SWAT Commander), Tactical Street Patrol unit, Mounted/Canine Unit, Bomb Disposal Unit, Dive Team Unit, and Crisis Transportation Service. Traffic Division - Motorcycle Enforcement Unit, Hit and Run Fatality Investigations Unit, School Crossing Guards. Reserve Division - District Patrol, Tactical Platoon, Motorcycle, and Mounted Units.

**Police Major - Sector "I" Commander - January 1995-October 1995**

Managed and supervised four of the department's eight Patrol Districts. Each district is commanded by a police captain and total Sector "I" personnel strength was 390 commissioned officers. Sector "I" command includes the following defined areas: French Quarter; Central Business District; Warehouse Renovation District, Downtown Development District; Convention Center Area; River Front Developments, and six of the city's nine



low-income public housing developments. Sector “I” population approached 250,000 daily inhabitants and increased to 6-700,000 business hours citizens and tourist.

**Additional Duties**

Added responsibilities included direct command and accountability for the planning, preparation, and presentation of the 1996 operating budget of \$87.4 million

**Interim Assistant Superintendent of Police - May 1994-January 1995**

Managed and supervised the Management Services Bureau. Total personnel: 237 commissioned and civilian employees. Managed a \$5.5 million annual budget. Subordinate commands included: Fiscal Management and Budget Office; Personnel Services and Statistical Division; Asset Forfeiture Division; Research and Planning Division, including grants administration; Police Academy; Municipal Building Security Division; District Attorney's Investigators; and, the Community Services Division (PALS, boy scout troop, crime prevention).

**Police Major - Criminal Investigations - October 1990-May 1994**

Managed and supervised the Criminal Investigation Bureau. Total personnel: 294 commissioned and civilian employees. Prepared and administered \$9 million annual budgets. Subordinate commands: Crimes Against Persons (homicide, robbery, sex crimes) Division, Crimes Against Property (burglary, forgery, auto theft, arson) Division, Juvenile Division, and the Specialized Investigations Division (narcotics, vice, intelligence, etc.).

**Additional Duties**

Supervised the investigation of all Officer-Involved Shootings

Chaired the Police Officer Promotional Committee, creating a new promotional system that rewards employees and not the job assignment. Resulted in returning intrinsic and extrinsic motivational factors to field patrol units. Required the approval of the Civil Service Commission and funding commitments. Over 1,000 officers received promotions that were unavailable before this initiative, specifically patrol officers. New policies congruent with the goals of Community Policing, as well as exceeding the targets rates of police officer promotions in the Affirmative Action Consent Decree

Appointed to the Major Cities Chiefs committee on urban unrest, sponsored by the FBI National Executive Institute. Co-author of the manuscript, "Prevention and Control of Civil Disturbance: A Time for Review."

Researched and presented the department's initial response to the legalization of gaming. Duties included testifying before the State Legislature, City Council, Zoning Boards, etc., and creating the plan for a new police division of 300 officers, including a 9 million dollar start-up budget.

**Police Captain-Commander Crime Lab - December 1989-October 1990**

Managed and supervised the Scientific Criminal Investigations Division (Crime Lab). Total personnel: 40 commissioned and civilian employees. Prepared and administered a \$1.3 million operating budget and a \$1.5 million capital renovation project.

**Police Lieutenant - September 1988-December 1989**

Deputy Commander French Quarter Patrol District. Supervised three lieutenants, 12 sergeants, and 52 police officers. Commander: Royal and Bourbon Street Promenade Units.

Platoon Commander Fourth Patrol District. Supervised three sergeants, and 17 police officers. Responsible for delivery of police service, criminal and personnel investigations.

**Police Sergeant - February 1985-September 1988**

Platoon Commander Motorcycle Enforcement, supervising two Sergeants and 12-15 Officers. Planned, coordinated, and managed over 100 officers on all Presidential Motorcade Movements during the 1988 GOP Convention.

Commander: Driving While Intoxicated Unit. Realized a 20% increase in arrest after implementing new patrol strategies

Assistant Platoon Commander Sixth Patrol District responsible for supervising and scheduling 17-20 patrol officers, managed calls for service response and investigation of crimes. Four of the city's nine low-income public housing developments are within the Sixth District. Conducted investigations of personnel misconduct

**Police Officer I & II - June 1980-February 1985**

Performed routine patrol, investigative, and task force operations in the First Police District (French Quarter, Central Business District, Tremé). Mounted and Foot Beat assignments on Bourbon Street during four Mardi Gras Seasons and the 1984 World's Fair.

**TENNESSEE STATE UNIVERSITY**

August 2009 – December 2009

**College of Public Service & Urban Affairs**

330 10th Ave North Box 139 Nashville, TN 37203-3401

**Adjunct Faculty Member**

Responsible for delivering graduate-level instruction in the course titled "Leadership in Organizations."

**LOYOLA UNIVERSITY NEW ORLEANS**

August 1993-July 2001

6363 St. Charles Ave. New Orleans, LA 70118

**Assistant Professor (Extraordinary Faculty)**

Responsible for the preparation and presentation of the following lecture classes: Community Policing Theory; Community Policing - Implementation/Management/Evaluation; Organizations and Administration (Behavioral Management); Introductions to Criminal Justice Systems; Introduction to Law Enforcement; Community Relations; Urban Issues and Violence.

Additional duties include developing and teaching the Criminal Justice Administration Track of the new Executive Masters in Criminal Justice. Graduate courses created and presented for the new Master's Degree include Criminal Justice Administration I (Budgeting) and II (Leadership, Community Policing), and Seminar in Police Administration: Technology Applications.

**Education**

UNIVERSITY OF NEW ORLEANS

NEW ORLEANS, LA

***Ph.D. - Urban Studies*** (Specializing in Urban Crime)

***May 1998***

Dissertation: Common-Sense Approaches with

Contradictory Results: Does Defensible Space Curb Crime?

CENTRAL MICHIGAN UNIVERSITY

MT. PLEASANT, MI

(New Orleans Program Center)

***December 1988***

***Master of Science in Administration***

OUR LADY OF HOLY CROSS COLLEGE

NEW ORLEANS, LA

***Bachelor of Science Applied Behavioral Sciences***

***July 1987***

**Publications - Professional Service – Presentations (2001-2014)**

- October-December 2014. Stakeholder representative to the “Comprehensive Law Enforcement Review Project” authorized by U.S. Attorney General Eric Holder, publication pending.
- National Advisory Board Member - *Cure Violence* (formerly known as Cease Fire).

- Executive Fellow – *Police Foundation, Washington, DC*
- Top Secret/Special Scope Background Investigation designation, FBI, valid through March 7, 2018
- National Advisory Board Member - National Police Research Platform (NPRP)
- Board Member - “Eden House” New Orleans. Residential program to help women end the cycle of dependence and violence of human trafficking and the sex trade industry.
- “The Untruthful Employee – Is Termination the Only Response?” *The Police Chief*, vol. 77, no. 8, (August 2010): 114-120.
- 2010, February. Appointed by Governor Phil Bredesen to the Governor’s Criminal Justice Coordinating Council, representing Police Chiefs of Incorporated Municipalities
- 2009, November. FBI-HQ, Inaugural Speaker to the “FBI-Strategy Management System” Speaker Series
- 2009, November. Presenter at “Seminar on Transition and Leadership for Newly Elected Mayors – Keeping American Cities Safe.” Harvard University John F. Kennedy School of Government
- 2009, October. Appointed - Executive Committee of the International Association of Chiefs of Police
- 2009, April. Appointed by the Director of the National Institute of Justice as a Technical Review Team member to assist and provide oversight to a first of its kind longitudinal study solicited by the NIJ entitled, “*Advancing Knowledge and Practice in Policing: A Longitudinal Platform for National Research.*”
- “Accountability-Driven Leadership: Assessing Quality versus Quantity.” *The Police Chief*, vol. 75, no. 12, (December 2008): 68-75.
- “The Next Step in Accountability Driven Leadership: “Compstating” the Compstat Data.” *The Police Chief*, vol. 75, no. 5 (July 2008): 60-70.
- “IACP Launches New Committee to Guide Law Enforcement Policy Research.” *The Police Chief*, vol. 74, no. 10 (October 2007).
- “Illegal Gun Crimes: A View from the Streets.” REACTION ESSAY, *Criminology and Public Policy*, Volume 4, Number 4, pp 807-814, November 2005
- “Detroit Police Department: Comprehensive Assessment and Technical Assistance Services.” Co-Principal Investigator to the *Police Foundation*, under the U.S. Department of Justice Office of Community Oriented Policing Services, Agreement #2002-HS-WX-K002, June 2005.
- “Beyond COMPSTAT: Accountability Driven Leadership.” *The Police Chief* vol. 71, no. 1 (January 2004): 17-23.
- “An Employee Disciplinary System That Makes Sense.” *The Police Chief*, vol. 70, no. 9 (September 2003): 22-28.
- “Common Sense Approaches with Contradictory Results: Does Defensible Space Curb Crime?” Doctoral Dissertation, University of New Orleans, May 1998. Ann Arbor, MI: UMI Dissertation Services
- “Prevention and Control of Civil Disturbance: A Time for Review.” Co-author, Department of Justice, FBI Executive Institute, Washington, DC, 1992
- Life Member of the International Association of Chiefs of Police (IACP)
  - Honorary President of the International Association of Chiefs of Police, designated by act of the membership, October 2017.
  - Former Chair – Community Policing Committee
  - Parliamentarian – November 2016 through November 2017
  - Elected, unopposed, as 4<sup>th</sup> Vice President of the IACP October 2011
    - Ascended to 2<sup>nd</sup> Vice President
  - Co-Chair of the Research Advisory Committee
  - Member of the IACP Highway Safety Committee
  - Member of the IACP Resolutions Committee (term ended 2005)
- Life Member Police Executive Research Forum
- Fellow – Police Foundation
- Frequently called upon to consult with other police and government agencies on implementing and

managing the COMPSTAT, Accountability Driven Leadership and Data-Driven Approaches to Crime and Traffic Safety (see: Police Chief Magazine, July 2009) models

- A frequent lecturer at several Universities and Colleges, and the FBI's National Academy
- Lecturer at the Center for Public Safety, Northwestern University, in the Executive Management Program, and Leadership Training for the Chicago Police Department on topics of Crime Control Strategies and Energizing Employees for Performance
- Lectured and consulted on the use of COMPSTAT and Accountability Leadership models styles throughout the United States and Europe (University of Innsbruck, Innsbruck Austria)
- Consultant to the *Police Foundation*, assessing needs and developing strategies to improve performance in the Detroit Police Department
- Consultant to *Linder/Maple and Associates*, the originators of the COMPSTAT model as exported from the NYPD
- Chair of the Washington Statewide Interoperability Executive Committee
- Member of the Washington *Bench Bar Review*, at the invitation of the Chief Justice of the Washington Supreme Court
- Executive Board Member of the Washington Association of Sheriffs and Police Chiefs
- Executive Board Member for the Western States Information Network
- Washington Criminal Justice Training Center Commissioner
- Washington Traffic Safety Commissioner
- Chairman of the Washington State Governor's Methamphetamine Coordinating Council
- Member Washington State Forensic Investigation Council
- Member Governor's Council on Substance Abuse
- Member Governor's Emergency Management Council
- Member the Washington Law & Justice Advisory Council
- Consultant to *The American Association of Retired Persons and Louisiana State University Medical School – Department of Psychiatry* on Work Place Violence Training, Awareness, and Response
- 1998 National Board Member – COPS' National Community Oriented Policing Resource Board – Department of Justice, Office of Community Oriented Policing Services

#### Awards

- Founding Board Member – Eden House New Orleans
- Public Service Award – National Highway Traffic Safety Administration
- "Lion of Zion Award" Nashville, TN
- "Freedom's Light Award" presented by the Washington Newspaper Publishers Association
- Charles E. Dunbar, Jr., Louisiana Career Civil Service Award.
- Algiers Kiwanis's Lawman of the Year
- Our Lady of Holy Cross College, Brother Andre Career Achievement Award
- Victim & Citizens Against Crime, Inc., Law Enforcement Award
- Louisiana Jaycee's State and Local Law Enforcement Man of the Year
- Numerous Departmental Medals and Letters of Commendation