

November 8, 2010

Superintendent's 2011 Budget Address

Mr. President, members of the City Council and my fellow New Orleanians, I am pleased to present the 2011 operating budget for the New Orleans Police Department. First let me thank the Council for the strong commitment to public safety and the New Orleans Police Department. I want to thank Mayor Landrieu and his administration for the support our department has received, which strengthens our ability to serve our great community. And, it is critical to point out my appreciation to those men and women of the NOPD who have heard our call for service that will be founded upon: integrity; accountability; collaboration; and transparency. I am genuinely proud to serve with these outstanding men and women of the NOPD.

With me today are: Investigation and Support Bureau Deputy Superintendent Kirk Bouyelas, Field Operations Bureau Deputy Superintendent Marlon Defillo, Management Services Bureau Deputy Superintendent Stephanie M. Landry and Public Integrity Bureau Deputy Superintendent Arlinda Westbrook.

The reduction of violent crime remains our highest priority. Building new and strong partnerships with members of our community is critical to our success. We will continue to identify and solve problems with these partnerships to enhance the vision of our Mayor for “One New Orleans.”

In order to move the New Orleans Police Department forward, key changes were made in the command structure and organization of the department last summer. The changes we have made in the department’s bloated and ineffective command structure I found upon my arrival has allowed the department to become more efficient and improve lines of accountability.

To further our goals and place the most effective and talented leaders in positions that accent their unique skills, I have appointed to Deputy Superintendent professional staff experts to lead our Public Integrity Bureau and Management Services Bureau, in lieu of utilizing police officer ranked personnel who do not have the level of expertise desired for these critical commands in today’s modern law enforcement agencies.

The reorganization of the bureaus, reducing senior staff positions and my decision to eliminate the use of provisional majors and forego filling any of the three captain vacancies recently created by separations, will yield an estimated cost savings of \$522,631 in salaries and fringes for 2011. We plan to continue our reorganization efforts in 2011 to advance our mission.

The goal of the New Orleans Police Department is to make significant strides in reducing overall crime in a concerted effort to make our streets safe for all who live, visit and conduct business in the City of New Orleans - building new and reinvigorating existing partnerships with members of our community and Criminal Justice System partners is critical to our success. Increased satisfaction and restoring the community confidence in the NOPD will result in lower crime rates and more successful prosecution of those who commit crime in our community.

The Department submitted eight budget offers and all offers were funded in the Administration's 2011 budget submission, with the exception of the enhancement request. While our enhancement request was not funded, I am confident that the funding we have been recommended will enable us to continue our efforts in 2011.

As you will note, departmental budget priority reflects the four bureaus established during the first days of my appointment: Field Operations Bureau (FOB); Investigation & Support Bureau (ISB); Public Integrity Bureau (PIB) and Management Services Bureau (MSB). A copy of our budget offers was provided to you earlier in this process by Public Financial Management (PFM) and in the offers we included an overview of each bureau created.

Our 2011 proposed total budget of \$118,576,348 is slightly higher than our previous year's budget of \$117,852,205; however, this year's budget is a true budgeting for outcome budget. Our General Fund 2011 budget is recommended at \$109,394,564. The NOPD 2010 General Fund budget was \$109,222,115. Non-General Fund Grants make up the difference, with \$5,590,959 in the 2011 budget, versus \$5,039,265. It is always important to note that grant funding comes with significant restrictions on its use, and places prohibitions to not use grant funds to supplant the budget.

The proposed budget for 2011 funds a total of 1,430 sworn FTE; however our current strength is 1455. Therefore, the Department will need to experience 25 separations from now through December 31, 2010 in order to begin January 1, 2011 within the proposed budget funding allocated. In the alternative, the NOPD can rely on attrition in the 1st quarter of 2011 to handle the unallocated positions. We remain confident that normal attrition will provide the relief necessary to stay within 2011 allocation.

There are two areas of the budget that is of importance that I would like to highlight. First, we are very pleased to acknowledge that the Department has requested and received support for overtime in the amount of \$4,483, 000, up from \$2.4 million from last year. Candidly, and I think we all can agree, funding the NOPD in 2010 with \$2.4 million total Overtime dollars, knowing that Mardi Gras alone is about a \$2.4 million expense, ignored the known and predictable cost of Holiday OT, Court OT, Special Events OT, Shift Differential, and Case OT. We have requested that the CAO's Budget Office create line items, easily identifiable in our budget, for overtime categories as mentioned above to assist in identifying all overtime spending for better tracking, monitoring and management purposes. Furthering this point of Overtime management, in June this year the department began using J & T time (compensatory time) to offset overtime usage.

We will continue this practice in 2011 to better manage our overtime dollars while we simultaneously, and very often, have to respond to unexpected or unscheduled events that REQUIRE a police response.

Second, fifty (50) recruit vacancies have been funded for 2011. It is important to continue recruitment efforts to offset annual attrition of commissioned personnel. We have lost 129 commissioned officers thus far this year. The NOPD has an annual attrition rate of 125-150 officers each year. This rate is consistent with my experience here and in other departments. Therefore, the NOPD must continue to hire in 2011 to answer the demand for our service and staffing that is needed to provide that service. To further explain, it takes approximately 12-16 months from the time a Police Recruit candidate begins the testing process until that person will complete all academy and field training and then be assigned to police officer duties in our community.

In regards to the current Department of Justice investigation, the Department will have some undetermined costs associated with the findings and likely corrective action which has not been included in the 2011 budget. The Department of Justice has made a commitment to provide some funding, and has in fact provided some valuable funding assistance already; however, since the final findings and requirements of the Department of Justice have not been issued, the City may have to allocate funds to meet the ultimate requirement of a Consent Decree. While it is true that the admitted behavior of some has caused a tremendous insult to our community and those officers who serve with pride and dignity, we will become a stronger department based upon the work we are doing with the Department of Justice Civil Rights Team.

Knowing, that public safety is a top priority of this Administration and our community, I would like to talk of the tremendous opportunities we have to improve public safety in the months and years ahead.

I am very excited about the innovative concepts that we have already put in place that are beginning to show positive results. Transparency was one of the first core concepts of our team that was introduced by opening departmental and district Comstat meetings to the public and media. Publicly conducting Comstat allows our community to observe how major crimes are investigated, crime trends proactively responded to, how quality of life priorities are analyzed, relentless follow up on our field commands and how the crime statistics are reported.

I am also very proud of our partnership with the ATF, US Attorney, and the Orleans Parish District Attorney in our Project Safe Neighborhoods initiative to remove from our community persons carrying illegal firearms, and particularly those who are convicted felons in possession of a firearm. The NOPD assigned one new detective to each District and SOD to work collaboratively with ATF, District Attorney and US Attorney staff to analyze each and every firearm arrest case in the city for 2010. Our focus is on ensuring the finest case preparation possible, and most importantly in regards to convicted felons in possession of a firearm, that the strongest prosecution at the State or Federal level is initiated. This team meets every Thursday in the NOPD HQ building since June of this

year. As of November 3rd, this team has reviewed 342 arrest cases (28% accepted; 12% guilty, 51% pending; 4% further review; 5% refused). Our collaborative efforts have become one of our very successful tools in removing guns and violent offenders from the streets of our city.

Our newly formed Violent Criminal Abatement Team, fully operational in late August, has become very successful in identifying repeat violent offenders by their own means and in coordination with our eight District Commands. VCAT detectives then create investigative strategies to ensure that these targeted violent offenders are held in compliance with the laws of our community, terms or conditions of parole/probation that they may be under, as well as review prior criminal cases against these targeted violent offenders wherein new investigations may bring a criminal prosecution. To date the VCAT team has arrested 18 known targeted violent offenders due to their investigative efforts, and seven (7) other VCAT targeted offenders arrested by District personnel, for a total of 25 VCAT offenders arrested since late August, 2010.

We have established a District Based Narcotics Unit in each district to concentrate on the street level drug offenders in their respective districts. This is another tool that provides District Commanders a resource to solve identified problems in our communities. The District Based Narcotics units provide a much faster and more effective response to deliver service to combat street level narcotics and its terrible impact in far too many neighborhoods. This unit also follows up directly on Crime Stoppers calls regarding narcotic, firearm and gang activity in our neighborhoods.

We also established two District Based Task Force teams; each team is staffed by one sergeant and six officers. The Task Force teams are able to quickly and effectively follow up on criminal concerns brought to the attention of District Commanders. In doing so, District Commanders can provide real responses to real problems in our neighborhoods, thereby increasing citizen satisfaction and belief that the NOPD can make a difference.

To help ensure that there is room in the Orleans Parish Prison to hold the repeat dangerous and violent offenders that we will pursue legally and professionally, every single day, I am committing this department to the use of a “summons” versus “physical arrest” in any and all cases possible. I fully support this concept, and likewise call upon all to recognize and continue to support the fundamental necessity of officers using their discretion based upon a logical and rationale assessment of the events before them. We look forward to updates to our City Ordinances which has the potential of providing more circumstances where officers can choose “summons” over “physical arrest.”

Recently I attended a presentation concerning the proposed construction of a new jail facility here in New Orleans. During this presentation I learned that in the 12 month period ending September 2010, there were about 60,000 persons released from Orleans Parish Prison. Of that number, 20,111 persons had been incarcerated for a “warrant” charge. Of these warrant charges, an audit of randomly selected persons showed that 98% of those warrant charges were for crimes committed in other parishes (primarily

Jefferson) for crimes such as: failing to pay a citation; failure to appear; out of compliance with a court order, etc., Further, as a result of Jefferson Parish (and other local parishes) policy that DOES NOT require or authorize a physical arrest for misdemeanor crimes such as these, if these persons were confronted in Jefferson Parish with such warrant, these persons would NOT BE physically arrested, but yet here in Orleans Parish we have been physically arresting these persons.

Times have changed, and so has the law! It serves little purpose for the NOPD to make physical arrest in circumstances like this when the ONLY presenting criminal issue is that warrant from another jurisdiction for crimes such as those listed, noting of course that the originating jurisdictions would not make a physical arrest.

To consider that 20,000 persons physically arrested, for crimes that would not result in a physical arrest in the Parish of origin, but becomes a physical arrest here in New Orleans, is a tremendous drain of resources on our community and equally important the consumption of police resources and our officers time. It simply does not make sense, economical or common, to continue these arrest policies. Recent changes in state law pave the way for us to now adopt a rationale policy to deal with these types of offenders.

In an effort to increase visibility and provide faster response times, we have put a one person car concept in place; we have added walking beats in many neighborhoods; we have expanded our Mounted Patrol activities to neighborhoods throughout the city; we will be expanding into bicycle patrols in 2011; and, we have recently purchased and are using the "Segway" vehicle, which is a very popular tool throughout American policing, in the French Quarter and DDD area.

One of our most notable projects is the establishing of New Orleans Police Community Coordinating Sergeants (CoCo). This unit is responsible for developing and maintaining relationships between citizens, businesses, neighborhood associations and the spiritual community. As these CoCo sergeants educate, communicate and interact with the community, they become an integral part of reducing crime and elevating the overall quality of life. Our CoCo sergeants have recently received best practice training in Problem Oriented Policing, Crime Analysis and Crime Prevention through Environmental Design and Neighborhood Watch development to advance their ability to serve.

Another very important concept that we have developed is the relationship with local ministers, Cops, Clergy & Community Coalition," (CCCC). The CCCC is a faith-based community coalition which serves as a uniting force and catalyst to rebuild faith, restore citizen trust and enhance the quality of life services. They also serve as a resource clearing-house conduit for community policing, crime prevention, problem solving and collaboration strategies. We are currently planning a new initiative to maintain contact with the families of murder victims, and the CCCC will play a critical role in making this outreach effort a success. Our CCCC initiative will soon partner with our Homicide Unit to work more closely with the NOPD and the families of homicide victims.

In August 2010, I implemented a 65 point plan entitled “Rebuilding the New Orleans Police Department First Steps.” This 15 page document begins with 10 principles statements that provide overall guidance to the NOPD, and contains 65 specific points that, in a very direct way, mandates accountability for each and every employee of the department. The 65 points are broken down into four categories, Crime Fighting, Community Outreach and Transparency, Integrity-Accountability, and Hiring-Training-Labor Relations (attached in your packet is a copy of the 65 point plan). We are currently working on our “Second 100 Day Plan of Rebuilding the New Orleans Police Department.”

One of the primary departmental measures in the budgeting for outcome process is overall Uniform Crime Reports (UCR) in the categories of crimes against person and property, as indicated previously with new crime fighting measurements we anticipate reductions for 2011. Another primary departmental measure we will be monitoring is the outcome of the bi-annual Citizens Satisfaction Survey which is completed independently by the New Orleans Crime Coalition.

Additionally, we are very proud of our newly revised Public Integrity Bureau. For the first time in the history of the New Orleans Police Department, we have a civilian attorney as the Deputy Superintendent of the Public Integrity Bureau. The Public Integrity Bureau working in conjunction with the Independent Police Monitor assures fair and impartial investigation for all. And, let me be very clear, our relationship with Ms. Susan Huston these early months has been remarkable and based upon mutual respect and cooperation.

With regards to grants for 2010, the department was successful in obtaining a COPS federal hiring grant of \$2,523,345 which will pay the salary and fringe for 15 new hires for three years. In addition, once this council approves the Ordinance submitted by the Office of Criminal Justice Coordination we should also be receiving \$651,000 in ARRA stimulus grant monies which will provide 25 Mobile Video Units with lapel microphones, a deployment analysis software package and customer service survey as part of the Department of Justice investigation/analysis of the NOPD to be conducted as part of the work we are engaged in with the Department of Justice (attached in your packet is a list of all NOPD grants).

In reference to a deployment analysis software package, the NOPD has never advanced its strategy of field deployment with any of the powerful deployment analytic tools available to assist the department in analyzing, assessing and accurately deploying manpower based on crime trends, calls for service, geographic area and population. Upon implementing this initiative we can provide a more realistic and accurate police officer strength level needed to respond to calls for service and implement full Community Policing to serve the citizens of New Orleans as we move forward. Deployment analysis software, as far as we know at this time, does not estimate Detective and other critical support officer positions (e.g., SWAT, Mounted, K9, etc); however, the accuracy to predict calls for service and Community Policing staffing levels is the vast majority of officer assignments in any department. The backbone of our department and our

responses to the community will always be the strength and dedication of our patrol and community response officers.

To further enhance efficiency and reduce cost, in the upcoming year we are continuing our efforts to make the NOPD more efficient by fully implementing the Electronic Police Reporting System allowing for expedited viewing of reports by the public, and transferring reports electronically to the DA's Office and the Sheriff's Office.

We are also pleased that the Civil Service Commission approved our recent request to change the minimum qualification standards for police recruit applicants. The new qualifications include a minimum of 60 earned college credit hours, enhanced physical agility and an update of the written exam and scenarios exams which had not been revised in a decade. NOPD is the only municipal Police Department in the State that requires a minimum of 60 college credit hours to sit for the police recruit exam.

I am very excited about our recent partnership with the Louisiana National Guard who recently started a program to provide NOPD with core leadership training for sergeants and lieutenants. This valuable on-site training will cover areas of supervision, leadership, accountability, mentoring and counseling which will assist in solidifying the department's position and expectations for all supervisors. At the end of this week our training will have been completed.

Please know that the last nine years, both as the Chief of the Washington State Patrol and the Chief of the Nashville Police Department, our teams have never overspent our total budget allocation. I take as serious my responsibility to responsibly manage the budget of my department as I take my responsibility to fight crime. Managing the taxpayer's money must be, and is, one of our highest priorities. Truth in budgeting is the answer, and we stand in complete support of Mayor Landrieu's call for competent budget management.

Thank you for your time and continued support of the New Orleans Police Department. We will make a difference for our city.

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