



Personnel Committee Response

ACTION STEPS
January 27, 2010

Search and Evaluations Committee

A committee is being formed to search for and evaluate the selection of a new Alexandria Police Chief. The formation of such a committee is consistent with best practices. The selection of a police chief is provided by the City Charter and state law as an express authority granted to the Mayor. At the same time, it is recognized the community has an extraordinary interest in providing input as a part of the process.

Accordingly, this office will seek the input of a broad-based cross-section of citizens in a multi-tiered process designed to remove politics and institute objectivity in the selection process. The development of search and evaluation goals was begun months ago with an idea toward getting a "jump" on the retirement of the current Chief.

It is also recognized that perhaps no other position involves more interest from the public, and with good reason, than does the selection of a Chief.

As of today, the Assistant Chief of Police is managing and operating the department; however, the assistant chief is not now, nor has he ever been appointed, the interim chief, a designation which carries with it certain legal and civil service consequences.

Erroneous media reporting and assumptions hopefully will be lessened by the release of this document and action plan, which is part of the overall Executive Order pertaining to the I.A.C.P. report.

Proclamation of the Executive Branch

Mayor Jacques M. Roy

Executive Order JMR2009-2

Jacques M. Roy
Mayor



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Organizational Units

The committee shall consist of seven (7) members and one non-voting chairperson or executive director responsible for the daily management of activity and who shall act as spokesperson for the committee. This person shall be the Human Resources Director of the city of Alexandria.

The process will be open, but will necessarily involve confidential assessment aspects until the completion of certain milestones. It is the intent of the Administration, however, to formulate policy to release information at each milestone and to provide full public participation at the *evaluation* and *selection* points.

The committee shall be composed of the following persons or participating authorities, presented to the Mayor in accord with *Alexandria Home Rule Charter*, § 7-10:

1. The President of the Alexandria City Council
2. One member to be selected from the recommendations by the active membership of the various neighborhood groups serving the city of Alexandria
3. One member to be selected from the recommendations of five persons each by the Central Louisiana Chamber of Commerce and Cenla Business League
4. One member to be selected from either the faith-based, or non profit sector (e.g., pastors, NGO executive directors, non profit leaders)
5. One member of the local judiciary
6. The District Attorney or one member of the criminal prosecuting complement
7. The Sheriff or one member recommended by the Rapides Parish Sheriff

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Methodology

The city of Alexandria will approach the process in these four parts: organization and establishment of the process (including policies and philosophy); the search; the evaluative component; and the selection component.

Process

- Establish the bylaws / rules of the road
- Mission Statement / Philosophy
- Policy Drivers (e.g., diversity planning / assurance, national search, best practices)
- Determine whether the Police Chief should have a contract of employment

Search

- Call for an additional test extension to ensure a proper qualified pool of applicants (if a national search is recommended under “Process”)
- Conduct detailed interviews with officers in key leadership roles and the rank and file
- Interview Civil Service Commissioners / receive commission findings and reports (if provided)

Evaluation

- Receive resumes / statements of interest
- Make initial determinations
- Surviving applicants are initially interviewed
- Make secondary determinations
- Surviving applicants subjected to rigorous background, psychological and fitness assessments
- Meet with Administration to compile list of finalists

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Selection

- Administrative evaluations
- Presentation of top-ranked candidate to larger community commission for input
- Presentation of top-ranked candidate to Council for public vetting
- If acceptable, top-ranked candidate investigated (including polygraph), reviewed, and then selected
- If serious flaws in process or concerns regarding the candidate are found, second-ranked applicant proceeds to “Selection” process

Interim Leadership Selection

In the meantime, an interim public safety commissioner will be appointed to conduct certain tasks and oversee the transition of the department. A departmental interim assistant may be established in addition to the commissioner. This may (or not) be established as an assistant chief or interim chief. In any case, the commissioner will have final authority, while the interim departmental leader will aid in the day-to-day operations and management of departmental policy and law enforcement function.

The commissioner shall be:

- *Outside the department*
- *Disqualified* from seeking the Chief's position
- *Demonstrably committed* to implementation of the IACP findings
- Along with the program audit team (CPO, CLO, CFO), *required* to conduct and complete assessment of department service delivery, a detailed S.W.O.T. analysis of select portions of the IACP study, and able to clearly identify obstacles to implementation of the IACP report.

Next Steps

1. Select the interim commissioner and, if desired, chief or assistant to the commissioner on or before 01/29/10
2. Establish the committee on or before 02/09/10

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3. Begin S.W.O.T. on the narrow issue of obstacles to IACP implementation (must be completed before Chief appointment)

4. Receive goals of the interim leadership team on or before 03/23/10

Minimal goals must include the following determinations:

- Drug Intervention through increased aid to the drug court and realignment of the metropolitan drug task force.
- Programming to aid the District Attorney in identifying and weeding out the worst violent and drug offenders, who are insusceptible of rehabilitation. Displacement of the ties of these offenders to this community will be paramount.
- Increased community policing and neighborhood assessments.
- Increased vigilance and correlation of data and intelligence to identify, track, and disrupt felons in possession of firearms.
- Increased intelligence and social networking via community policing.
- A clear address of **burgeoning juvenile crime**. As a correlation of adult crime and offending, the steady increase in juvenile crime is a distress signal. More prolific gang “tagging” and territorial fighting are specific distress signals. Truancy and curfew issues also indicate distress. Juvenile crime is presenting serious challenges; the interim team shall address or modify the following five-pronged plan:
 - After School Interdiction through community police and juvenile team, as well as coordinated plan with the Superintendent of Schools for Rapides Parish.
 - (Inchoate or Serious) Gang Interdiction through community police and an interdisciplinary juvenile team.

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- Drug Intervention through drug court activity, peer diversion programming and aid by the City to the juvenile courts.
- Truancy and curfew violations will involve peer diversion and accountability relative to “offending” parents and guardians.
- A ministerial alliance is being formed for after-school tutorials in a community-based, not City-run fashion.
- A clear address of **underserved populations**: crime victims; youth; the elderly; minorities; the homeless and indigent. In both number of categories and the total population, this clientele base far outnumbers the clientele base deemed to be served well. Meeting the needs of these underserved populations is far beyond the capacity and mandate of the APD. A medical-model/social service/law enforcement partnership is called for as a specific activity of funding and resourcing to be identified by the interim leadership team. District 1 and 3 will additionally receive:
 - Enhanced emergency response and targeted interventions.
 - Zero tolerance, if requested by community, for code enforcement and other enforcement issues; saturation patrols and ALL OUTS.
 - Non-vehicle, highly visible patrolling.
 - Target hardening and situational crime prevention.
 - Completion of the community policing goals already the subject of this executive order—such as providing for the:
 - (i) restructure recommendations for community policing based upon an analysis of the demographics of each area of the City and its particular needs;
 - (ii) information gleaned from community meetings to design, implement, and execute “citizen contracts” and “bills of rights” for neighborhoods;

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- (iii) accurate victim surveys to determine the scope and nature of crime in each area of the City;
- (iv) volunteers who will lead community leadership groups to reconcile public perception of crime, personal safety, and policing with survey results;
- (v) an analysis correlating crime reported to the police with the results of victim surveys by
 - (A) crime reported to automated dispatch,
 - (B) trauma cases dealt with at local clinics and hospitals, and
 - (C) other indicia of crime in the City.

Please note that on or before Friday, January 29, 2010, the appointment of the commissioner will be made. In the meantime, the current Assistant Chief of Police shall have the authority to act in all respects as the Chief of Police would have under law.