

Background Interviews on Mr. Michael Harrison
Nominee to lead Baltimore City Police Department
March 1, 2019

Prepared by:
Bernard C. "Jack" Young
Robert Stokes
Kristerfer Burnett

Dear citizen,

Beginning in late January, and over the course of several days, a two-person delegation of members of the Baltimore City Council spent nearly 11 complete hours conducting background interviews with roughly 23 individuals in New Orleans and remotely via telephone.

The purpose of the delegation's trip to New Orleans and subsequent interviews was to inform the Baltimore City Council as it prepares to conduct a confirmation hearing for Mr. Michael Harrison, Mayor Catherine Pugh's nominee to lead the Baltimore City Police Department.

What follows are firsthand accounts gathered from subjects who've encountered Mr. Harrison during his time as Superintendent of the New Orleans Police Department.

A licensed court reporter was used to create transcripts of meetings with elected officials and community leaders. The transcript appears in its original format and provides an unedited account of dialogue during interviews conducted in New Orleans. In order to preserve the authenticity of the transcripts produced by the court reporter, we have refrained from editing those sections.

The interviews that were conducted by phone were transcribed by staff to the Baltimore City Council and appear with limited editing.

Contents

Schedule:	4
Telephone interviews	5
Councilwoman Cyndi Nguyen	6
Tania Tetlow, President, Loyola University New Orleans	11
Mayor LaToya Cantrell	13
Day 1 – January 31, 2019	16
COUNCILMAN JASON ROGERS WILLIAMS	20
COUNCILWOMAN KRISTIN GISLESON PALMER	61
MARGARET MONTGOMERY-RICHARD & DAVID ST. ETIENNE	90
COMMUNITY DISCUSSION	122
Day 2 – February 1, 2019	187
FRATERNAL ORDER OF POLICE	188
COUNCILWOMAN HELENA MORENO	235
TENISHA STEVENS	247
MELANIE TALIA	276

Schedule:

- **Friday, January 25, 2019**

- 5:00 p.m. to 6:00 p.m.

Telephone interview with Councilwoman Cyndi Nguyen

(Councilwoman Nguyen's schedule conflicted with the dates members of the Baltimore delegation were schedule to be in New Orleans)

- **Tuesday, January 29, 2019**

- 12:00 p.m. to 1:00 p.m.

Telephone interview with Tania Tetlow, President, Loyola University New Orleans

(President Tetlow's schedule conflicted with the dates members of the Baltimore delegation were schedule to be in New Orleans)

- 6:00 p.m. to 7:00 p.m.

Telephone interview with New Orleans Mayor LaToya Cantrell

(Mayor Cantrell's schedule conflicted with the dates members of the Baltimore delegation were schedule to be in New Orleans)

- **Thursday, January 31, 2019**

- 12:30 p.m. to 3:00 p.m.

New Orleans City Hall – 1300 Perdido Street, New Orleans, LA

- 3:30 p.m. to 4:30 p.m.

CC's Coffee House – 2800 Esplanade Avenue, New Orleans, LA

- 5:30 p.m. to 7:00 p.m.

Corpus Christi – Epiphany Catholic Church – 2022 Saint Bernard Avenue, New Orleans, LA

- **Friday, February 1, 2019**

- 9:30 a.m. to 10:30 a.m.

Fraternal Order of Police, Crescent City Lodge #2 – 101 West Robert E. Lee Boulevard, New Orleans, LA

- 11:30 a.m. to 12:00 p.m.

New Orleans City Hall – 1300 Perdido Street, New Orleans, LA

- 12:15 p.m. to 1:15 p.m.

New Orleans City Hall – 1300 Perdido Street, New Orleans, LA

1:30 p.m. to 2:30 p.m.

New Orleans Police and Justice Foundation – 1615 Poydras Street, New Orleans, LA

Telephone interviews

- 1. Councilwoman Cyndi Nguyen**
- 2. Tania Tetlow, President, Loyola University New Orleans**
- 3. Mayor LaToya Cantrell**

Councilwoman Cyndi Nguyen

Friday, January 25, 2019

Q: Last May, a report in The Times-Picayune noted that Mayor Landrieu's office expected the New Orleans Police Department to come into full compliance by the end of 2018.

According to the article, "if that happens, and the judge is later satisfied that the department remains in compliance during the two-year sustained monitoring period, federal oversight of NOPD will end."

But a December report in The Times-Picayune noted that 'Substantial work' remains on NOPD's consent decree. Can you talk about why you believe the NOPD, under Superintendent Harrison, failed to live up to the promise of exiting the federal consent decree by the end of 2018?

Nguyen: I believe I'm a new city council member. I want to have that full disclosure. I came on in May and prior to that I was a citizen. What I was told was that NOPD was ahead of the consent decree, meaning the department was able to address many of the issues with the consent decree. Under the leadership of Chief Harrison.... You guys are getting an amazing guy. I can share with you, as a citizen, before I came on the Council he was a commander in the district where I lived. The previous commander of the district office and I didn't have a relationship at all. When Commander Harrison came on that whole dynamic changed. He was open to listening and engaging and trying new tactics. This district is the largest district in New Orleans.

We still have work to do in my district to reduce crime but he's been engaged in the community. You guys are going to get a guy who's equipped with all sorts of tactical skills but he's also a very hard working person.

I'm disappointed that I only got seven months to work with him. I'm still trying to get the pulse of the consent decree but I know that we are ahead of the game, which I'm very proud of. A lot of his program has made national news and a lot of people from his department have traveled around the country helping other departments. I'm proud of the record that he's been able to produce for us.

Q: There's a wealth of information online related to NOPD's compliance with the federally-mandated consent decree. Could you talk a little about what, in your experience, Superintendent Harrison may struggle with as he prepares to tackle Baltimore's consent decree?

I'm still trying to get a full understanding of the consent decree because it's thousands of pages. One of the aspects of the consent decree deals with serving bilingual people. Prior to the consent decree, we did not do an extensive recruitment for bilingual officers. When you have officers come out and there's a lack of cultural understanding and language barriers. In the past that's been ignored. When the consent decree identified that as a problem the chief immediately jumped on it. We have at least 15 bilingual officers. That number may seem small to you but it's more than we used to have.

Q: In the first few years after NOPD entered into a consent decree, how did Superintendent Harrison handle that process? Were there areas where he needed improvement?

I don't think I have enough information on when the consent decree came out. I was a citizen and was not engaged in it. This is just my opinion but when you lead a department and a consent decree comes down on you of course it's disappointing. But he also understood that having the consent decree allowed him to address issues within the department. He embraced and tackled the issues and did not avoid them. Working with the police monitoring, the judge and the community and all sorts of advocacy groups he handled it in a way that people had faith that it would be addressed. He's one that would embrace other perspectives. He's open.

Q: In Baltimore, we've heard stories about officers who are afraid to engage in policing for fear that they'll violate the consent decree. Did Mr. Harrison face a similar challenge in New Orleans? If so, how did he manage that process?

I have not witnessed that. Michael Harrison has always engaged well with the community. No, I have not heard that from the rank and file.

Q: How would you describe Mr. Harrison's ability to implement community-based policing practices? Can you speak to specific examples?

My district never had a relationship with our district officer. When Harrison came in it all changed. He met monthly with community groups. It was a standing meeting. The commander at that time would share the data with the community and open up for questions and concerns. He's also engaged in community events. He mobilizes his team to be involved. I just recently did a shop for a cop. I recognize that I also need to be a partner with the chief and the commander. I do community events where I invite officers to attend and speak. You want to create an environment where they see officers out in the community. I witnessed his community involvement. Getting to know people in the community and not just people who look like him. We do Coffee with a Cop and Shop with a Cop. The district office also holds events with the community like Trick or Treating and provides resources to the community.

Q: Can you speak to NOPD's seized asset forfeiture process and whether Mr. Harrison has made improvements to the practice?

NOPD is much better now than it was before, I can tell you that. I'm pretty sure that I have not hit on all of the strategies that Michael Harrison has implemented. When issues come up Michael Harrison is always available to address it with the City Council. He's always been in the front and has a very positive attitude. There was an incident of a new recruiter that came on the force. The officer was off duty, went to a bar and got into a fight with a civilian and beat him up really bad. Instead of covering up the incident, Michael Harrison immediately addressed that matter. He came to the City Council and shared with us what he did and provided the public with the information they needed.

Q (Stokes): My question was has Mr. Harrison made improvements to the practice of seized asset forfeiture?

I would have to double check on that for you. No one has ever asked me that.

Q: Can you speak to Mr. Harrison's ability to conduct and implement "top to bottom" policy review changes?

Most of the programs were in place when I came in. I can't recall any new program that was created.

Q: Did Mr. Harrison incorporate an equity lens in policy implementation and tracking? Was Mr. Harrison able to implement training programs for officers around constitutional policing, implicit bias, and community based policing?

No, I have not been able to attend any of the trainings. I know that the instructor they have has extensive years on the force. I want to sit in on their training sessions. Just to see how things are going. Based on the number of recruitment classes that we've graduated I have to assume, because I haven't been a part of the training, that they are receiving it well. Training is something you do on an annual basis. He recognizes that ongoing training is critical

Q: How would you characterize Mr. Harrison's ability to successfully investigate and discipline officers if necessary?

He is transparent and non-biased. Looks at both sides. I feel like he doesn't have any bias. He looks at everything and makes a decision that is fair and right

Q: How does Mr. Harrison create an environment where his officers can get the support they need?

He's always advocating the City Council. We just had a budget hearing in November and he advocated to make sure there was funding and support there to help the officers as they deal with trauma. He recognizes that and his advocacy through budgeting shows that he thinks it's important.

Q: Why do you think Mr. Harrison wants this job?

I think he's crazy but that's just me. I think the City of New Orleans is the best place to work for. When I ran I felt like I could do more than the position I was in. I feel like he's one that would want to share and give back to community. With his talent and skills, I think it's humbling for him. Many times when you're in a position where moving forward is the right thing. It's a very sensitive question. I think that sometimes people need change in their career. I believe that what he's bringing to you guys is of value. You are getting one that will be proactive. He's a team player. He will take the lead when it's needed but he will engage people in the process. I continue to struggle with that because there are so many components to engaging. He's very intentional and he does care about people. I understand why he's leaving

Q: Who were some of Mr. Harrison's best hires, and what made them assets to the department?

When he left my district and became chief he appointed commander Dupree. He had big shoes to fill and commander Dupree has filled those shoes. When he left us he didn't abandon us. He put someone in place who could continue the work. I was at a ribbon cutting today in the Lower Ninth Ward and commander Dupree was there and I was shocked to see him because it wasn't his area. But the commander for the area couldn't attend and he was there to be a representative.

Q: How are police officers evaluated in performance reviews?

I'm not too well versed in that area but I know that at several meetings we've had they are evaluated psychologically. They're also rated on their community involvement and also ongoing

trainings to sharpen their skills. Those are the three areas that I'm most concerned about. I'm still getting my feet wet

Q: How does Mr. Harrison approach police recruitment?

I would say well because the recruitment class has been in a good number. The last one I attended there were at least 35 officers and the classes are growing in numbers. Now we're able to recruit more people to become officers. As I said earlier his embracement of bilingual officers has helped

Q: Baltimore is tasked with policing gang and drug commerce related activity. Does New Orleans face similar issues? If so, how has Mr. Harrison addressed them?

I'm not a crime fighter. I know that we have had several drug busts in our areas that have been going on quite a long time. Because many of these activities are not shared with us but I know that when I report to commander Dupree they notify me that they are working with different agencies to address these issues. It takes a process or time to address these matters. They don't give up. They continue to work with other law enforcement agencies to address that. In my district we also have dumping and trash. My district is considered the dumping district because we haven't really come back as far as development. Community members have complained over and over. About seven months ago, NOPD busted a guy who'd dumped thousands of tires in my district. We finally arrested the guy and I'm happy to say that he's been sentenced to the maximum. I think this is going to send a strong signal out to people who are illegally dumping

Q: How would you describe Mr. Harrison's ability to explicitly address institutional racism/bias?

Michael Harrison is a very fair person. I have not witnessed any discriminatory behavior from him. Of course the city of New Orleans is predominately black but he has handled situations that involve different races without any bias.

Q: Do you consider Mr. Harrison a responsible steward of the police department's budget?

Yes. Every line item in his budget has been accounted for. I haven't gotten involved in the detail of money management.

Q: Did he ever go over budget?

Yes, overtime for officers. In New Orleans that's something he recognized. They did put some checks and balances in. they came and asked for \$5 million from the City Council to cover for their overtime. But he was able to justify that. With the shortage of officers they have to use overtime to cover for the shortage. Sometimes you go over your budget. But he justified it and the community benefited from the hours that the officers were on duty

Q: How would you contextualize the following information that was published in a recent article in The Baltimore Sun that chronicled Mr. Harrison's tenure leading NOPD:

"While homicides in the Louisiana city of 393,000 fell to 146 last year, the fewest in nearly half a century, the number of killings has fluctuated over Harrison's tenure. Meanwhile, aggravated assaults have increased. Armed robberies were down last year, in part as a result of a targeted enforcement campaign that Harrison launched, but robberies are higher than they were the year before he became chief. From 2013, the year before

Harrison was appointed, to 2017, the most recent year for which crime data is available, the overall violent crime rate increased 43 percent, according to figures tracked by the FBI. Property crime rose 10 percent.”

Oh, wow! But I know now that crime is going down in New Orleans. I’m not a crime fighter. My background is in social work and community development. The chief also believes in prevention to help decrease the percentage of all those crimes that you presented. Hopefully, my statement doesn’t sound like I’m blindly advocating for him, but crime is committed by individuals.

Michael Harrison put resources into crime prevention. I don’t know if that’s an answer but that’s my answer. With where we’re at today he has engaged the programs to help decrease crime in New Orleans. I don’t believe a department should be rated based on the percentage of crime.

Q: Can you speak to Mr. Harrison’s ability to implement data driven policing practices?

He’s one to share the data with everybody. He doesn’t shy away and deals with the real data. For the first time in history the data is on the New Orleans City Council’s website. It’s broken down by neighborhoods to help educate citizens. Every place wants to be crime free and we’re just not there in our society. He didn’t hide away from the real data. He used data as a way of crime fighting as well.

Tania Tetlow, President, Loyola University New Orleans

Tuesday, January 29, 2019

Q: How would you describe Mr. Harrison's ability to implement community-based policing practices?

I didn't work as closely with him on that. Observing from a distance, I'd say he did it very well. Knowing him personally, he is incredibly empathetic and diplomatic. He is very good at listening to people and hearing criticism and taking it and using it. I think that is what emerges from his department: we make ourselves available to the community. They are our customers, the people we serve, and we need to learn from them. I also served on the Civil Service commission, and he was eager to allow the District Commanders to be entrepreneurial problem solvers.

Q: How would you characterize Mr. Harrison's ability to successfully investigate and discipline officers if necessary?

On the Civil Service Commission, I sat effectively as judge on disciplinary hearings. He had an absolute zero tolerance policy for lying. This was a difficult culture change at first, and he lost a lot of officers. But he made it a bright line rule, and he stuck with it. It led to a remarkable culture change in the department. Epic Training (Ethical Policing is Courageous): A program that NOPD itself designed, and now has become a national model. We at Loyola host a national conference of police chiefs to learn about it. The idea is you don't just train officers on how to behave themselves and do the right thing, but also how to make sure the officers around them do the right thing. We teach them how to de-escalate situations where your partner is about to do a "stupid thing." The training is about how to watch out for each other. The consent decree monitor can discuss that. He was on a ride-along. He saw a sergeant dealing with a belligerent, drunk guy on Bourbon Street. The sergeant was about to do something stupid, and a young officer stepped in and said "Sergeant, I got this."

Q: We understand that you have done very important work to reform sexual misconduct policies in New Orleans. What type of partner has Mr. Harrison been in this effort? How did he support reforms to the way the NOPD handles cases of sexual assault?

Before he was chief, there were efforts at reform, but they slipped. The IG did an audit that showed serious neglect in the Sexual Assault Unit. The Mayor and the Chief asked me to lead a reform effort. I'd tried to work on these issues before with other chiefs, and got nowhere. But Chief Harrison admitted there was a problem and wanted to improve.

I've never seen a bureaucracy, especially a police department turn around so quickly. Everything we asked for he gave us. Social workers embedded in the unit to improve relations with victims, check in during the case, etc. He found funding for these sorts of ideas, navigated the bureaucracy, and got it done. If I presented 50 ideas: 1/3 done, 1/3 in progress, and 1/3 to be completed in the near future.

Q: Why do you think Mr. Harrison wants this job?

He likes a challenge. He has skills relevant to Baltimore's challenges. Our new mayor has given

him mixed signals as to whether she needs her own chief; she doesn't trust people from the own administration. That could be a contributing factor.

Q: How would you describe Mr. Harrison's ability to effectively build relationships with community leaders?

He is just remarkable at getting along with everybody, from little kids to members of the business community. He is emotionally intelligent, diplomatic, honest, and transparent.

Q: How would you describe Mr. Harrison's level of responsiveness to community concerns?

He's totally responsive. I'm used to complaining about the police department and being met with resistance. Instead, his response was "I think you're right and we need to do better."

Q: How would you characterize Mr. Harrison's ability to prioritize and connect with marginalized community groups, i.e. race, gender, sexual orientation, people with disabilities, the homeless?

He's been a creative problem solver about how to avoid criminalizing homelessness. He worked very hard with the previous mayor to end veterans' homelessness.

An overlooked problem that the DOJ has recently begun focusing on is gender bias in policing. There was evidence that NOPD had been trying to disprove rapes instead of solving them. He turned that around. He created a culture that does not tolerate that. A mix of "we don't do the wrong thing" and "we are supposed to reach out to the people we serve."

Q: What personal qualities made Mr. Harrison successful/unsuccessful in this role in New Orleans?

He's a great listener, empathic, emotionally intelligent, diplomatic, funny, unflappable, good in a crisis, eloquent, good leader of people.

Q: What concrete steps has Mr. Harrison taken to create positive points of contact between police and the community, like athletic leagues?

I know he's done a lot of that, but I don't know with specificity.

Q: Has Mr. Harrison implemented a standardized method to file complaints against police and track progress of case?

Yes. And he's worked hard through the CD process to make sure Public Integrity (IA) works well, is open to the public. We also have a police monitor, and he's been open to that process.

Q: How has Mr. Harrison supported the immigrant community of New Orleans?

He has pushed for much more language access for the department.

Q: My understanding is he is proactive about reaching out to community associations is this true

Yes. That is how he operates.

Mayor LaToya Cantrell
Thursday, January 31, 2019

Q: We have read conflicting reports on whether the NOPD will come into full compliance with the consent decree ahead of or behind schedule. What are your thoughts on the speed with which NOPD has made progress implementing reforms, and how has Mr. Harrison done in terms of leading the reform efforts mandated by the consent decree?

One thing is on Friday we had a public hearing where the federal judge and monitors spoke to the consent decree and where New Orleans is and how we've done under Chief Harrison. It highlighted areas of real progress. It laid out areas in four sections where we need to focus. I think with in regard to New Orleans and coming from the federal judge and is even better than you hearing it from me. All of that has been done for the most part under Harrison's leadership. This past Friday there was a public hearing with Judge Morgan and the DOJ and NOPD and the city attorney where they went over specifically areas of concern but more importantly highlighted the areas where we've made improvement. We're not there yet but we're moving toward full compliance. We have four areas where we need to focus on. Now with this they don't give you a timeline. You're not going to get that. I can't give that to you.

Q: There's a wealth of information online related to NOPD's compliance with the federally-mandated consent decree. Could you talk a little about what, in your experience, Superintendent Harrison may struggle with as he prepares to tackle Baltimore's consent decree?

Struggle with, one is, I would say in terms of a struggle.... Getting the department - the men and women of the NOPD to understand what the consent decree is and what the requirements are that are associated with it and on board so that changes of the culture could be made. There's a challenge that will happen with your police department because you're bringing about change. You will get push back. The men and women of the force had to understand that protocols will change and policies will change. The biggest struggle came from within the organization as opposed to outside.

Q: In the first few years after NOPD entered into a consent decree, how did Superintendent Harrison handle that process? Were there areas where he needed improvement?

Chief Harrison wasn't the chief of police when New Orleans got into the consent decree. He was able to jump into being superintendent after we'd been in a consent decree ... someone who was able to jump in to the role and move the progress significantly under his leadership as chief. This is someone who has retired from the NOPD to come and be your commissioner. In my opinion you've had a hard time getting a chief and you have a man who's proven his ability and you have a man who's teaching other departments throughout the country. I think you need to hire him. He's already retired from his job. If you sense a little frustration on my behalf I'm telling you that it's warranted. You have somebody who is committed, who has a demonstrated track record. When he stepped up he was able to move us faster toward compliance. So what do you need from me because you have a guy who has a demonstrated track-record? I'm excited for you all. This is what you should know, and hopefully you'll move forward with hiring him. What I'm committing to you is that the city of New Orleans stands ready to assist you in supporting him in his role as commissioner. I've told the (Baltimore) mayor and expressed it to her last week.

Q: How would you describe Mr. Harrison's ability to implement community-based policing practices?

Picking a chief who had a reputation of already working with residents and meeting them where they were. He came to being the chief with that track record and that helped tremendously with the consent decree. That helped build trust within the community and that's an area where the city of New Orleans, according to the monitor and the judge, have made progress. I understand your due diligence. Which puts you in an unfortunate situation because it's after the fact and after the man has retired. The further you are from placing a permanent chief the more it hurts you. He's going to need all the support you can give him. I want him to have the tools he needs to be successful. That's what the community needs to get behind. That's the only way he's going to be successful. I don't want him to go and be set up to fail. Support our guy. Give him what he needs to be successful.

Q: Can you speak to NOPD's seized asset forfeiture process and whether Mr. Harrison has made improvements to the practice?

The policies that the consent decree have called for have been fully embraced and alleviated that culture within NOPD. Those accountability measures have been put into place and we've been successful.

Q: Baltimore is tasked with policing gang and drug commerce related activity. Does New Orleans face similar issues? If so, how has Mr. Harrison addressed them?

He's built partnership with multiple police agencies which is key to addressing gang violence. It's been because of the partnership with the FBI, DEA, Probation, U.S. Attorney's Office - across the board and we've been able to push and been able to convict violent offenders and prosecute them as gangs.

Q: In Baltimore, we've heard stories about officers who are afraid to engage in policing for fear that they'll violate the consent decree. Did Mr. Harrison face a similar challenge in New Orleans? If so, how did he manage that process?

That was a part of some of the struggle initially. Everybody you have isn't good. It's just a fact. Some will use it as a crutch.

Q: How does Mr. Harrison approach police recruitment?

That's a problem all across the country. We've seen now an uptick in recruitment. But you also need to look at the retention mark as well. We're graduating more officers than we have in the past. When you have a police force that's perceived as being corrupt it hurts you. When you move toward being less corrupt you'll see an uptick in recruitment and we're seeing that now.

Q: How does Mr. Harrison create an environment where his officers can get the support they need?

Having direct dialogue and having a listening ear. One example was folks dealing with trauma. Creating a crises intervention team where officers get the advice they need to deescalate situations on the street. It's a great thing. It's also embedded in the police academy now. You make the initial improvements in crises intervention training and then you have the issues of

current officers who'll need the training. We made that training voluntary for current officers but we're seeing more and more who seek that training. Now it's a part of the culture.

Q: Why do you think Mr. Harrison wants this job?

I think he wants the job because of the challenge. He's been able to do great in the city of New Orleans. He's been able to change the culture of the NOPD faster than his predecessor did. He's up for the challenge and I encouraged him to do it. He's retired and you all need to hire him.

Q: How are police officers evaluated in performance reviews?

In the evaluation, yes. There's annual community surveys that are completed as well by a local university.

Q: How would you characterize Mr. Harrison's ability to successfully investigate and discipline officers if necessary?

He does what needs to be done when it's called for. But he's fair. He successfully changed the culture of the NOPD. Actions speak louder than words and he's proven himself here in New Orleans.

Day 1 – January 31, 2019

1. Councilman Jason Rogers Williams
2. Councilwoman Kristin Gisleon Palmer
3. Margaret Montgomery-Richard and David St. Etienne
4. Community Discussion

1

2

3

4

5

6

7

8

9

10 CITY OF BALTIMORE TOPIC INTERVIEWS
11 RE: CHIEF MICHAEL HARRISON
12 TAKEN JANUARY 31-FEBRUARY 1, 2019
13 IN NEW ORLEANS, LOUISIANA
14
15
16
17
18
19
20
21
22
23
24
25

2

1	Interviewees:	Page:
2	1. Councilman Jason Rogers Williams	3
3	2. Councilwoman Kristin Gisleson Palmer	40
4	3. New Orleans Regional Black	67
5	Chamber of Commerce	
6	4. Community Discussion	95
7	5. Fraternal Order of Police	154

8 6. Councilwoman Helena Moreno 196

9 7. Tenisha Stevens 207

10 8. Melanie Talia, J.D. 233

11

12

13

14

15

16

17

18 Baltimore delegation:

19 1. Chairman Robert Stokes

20 2. Vice Chairman Kristerfer Burnett

21 3. Lester Davis

22 4. Michael Huber

23

24

25

COUNCILMAN JASON ROGERS WILLIAMS

1 INTERVIEWS DAY 1 OF 2, 1/31/19

2 INTERVIEW OF COUNCILMAN JASON ROGERS WILLIAMS:

3 BY COUNCILMAN STOKES:

4 Q. We have read conflicting reports on
5 whether NOPD will come into full compliance with the
6 consent decree ahead or behind schedule. What are
7 your thoughts on the speed in which NOPD has made
8 progress implementing reforms, and how has
9 Mr. Harrison done in terms of leading the reform
10 efforts mandated by the consent decree?

11 A. Okay. I think it's a little bit of a --
12 I'll try to catch it from the front end and work my
13 way through. I don't believe there was ever a clear
14 deadline or time span for completion of the consent
15 decree as agreed upon by all the parties. That
16 being said, when you look at all the areas that we
17 need to come into compliance on, and you look at
18 where we stand, the checkmarks as the monitors go
19 through it, whether you fall in blue or green, as
20 their category things, Chief Harrison has reached
21 goals that I think the City wasn't expecting and the
22 monitors weren't expecting and Judge Morgan, who is
23 the Federal judge overseeing it, all very pleased

24 with the speed of which we moved. A lot of the
25 things, I think, there was some concern about us not

4

1 being able to get to compliance. So I feel strongly
2 that he has been a big part of us getting as far as
3 we've gotten so far.

4 That being said, can we have him back?

5 Q. Since you brought that up, we came here to
6 steal him. He's already stolen. You can't go back.
7 Go in the 12th District and get your replacement up
8 here.

9 There's a wealth of information online
10 related to NOPD's compliance with federally-mandated
11 consent decree. Could you talk a little bit more
12 about what, in your experience, Superintendent
13 Harrison may struggle with as he prepares to tackle
14 Baltimore's consent decree?

15 A. So I think if history -- if my
16 recollection of history serves me well, when we
17 entered into our consent decree, they didn't have as
18 many categories as they have now. I think they
19 found some new categories of dysfunction when they
20 came here. That being said, Chief Harrison has been
21 able to not only reach compliance, or almost

22 complete compliance, he also has been able to
23 increase transparency, so that the community can
24 watch those steps towards compliance. Because it's
25 not a matter of, like, where we are today, but

5

1 having the community feel like it was getting better
2 as we were making our way there, because it's been a
3 long trip.

4 Other part about it is, it's really hard
5 to get ranking file officers, new officers, even
6 harder with the old officers to get them to believe
7 in these reform measures. Because a lot of times,
8 if somebody is an alcoholic or an addict, or they
9 got a problem, they don't see it. Their whole
10 family sees it, but they don't see it. So he was
11 able to work internally and externally to get there.

12 If I try to pinpoint what I think might be
13 a struggle in Baltimore is, you know, he knows every
14 street in the City of New Orleans. He knows the
15 personalities in neighborhoods, tough spots, easy
16 spots, knows how to communicate with different
17 folks. And I think he's going to have to learn that
18 in Baltimore. Whether he became the chief or not,
19 whether you had consent decree or not, he would have

20 had that innate ability, because it's his hometown.
21 So I think it's going to take him some time to learn
22 it, but I do think he will. I think that's going to
23 be the struggle that he'll find; not in
24 understanding how to implement things, but how to
25 socialize with the different folks he's going to be

6

1 socializing with.

2 Q. We have to make sure, as the Council, to
3 introduce him to the community of people that don't
4 go to community meetings and people that don't go to
5 the churches. Because we get sidetracked with that
6 community, church stuff, and we miss the people that
7 don't participate.

8 A. Right. There's a lot of other folks in
9 other sectors. And one of the things that when he
10 came in as chief, he was focused on the community
11 that was directly affected.

12 Q. Right.

13 A. But the business council was left out of
14 that piece and the business leaders, and they feel
15 like they should be talked to. So I was able to
16 kind of make some introductions. He followed up on
17 those introductions with folks he didn't have to

18 spend time with, as a captain, and make new
19 relationships. It also helped everybody see where
20 they fit in into this thing.

21 Q. Real quick. That is the key, because in
22 Baltimore, a lot of business people talk about the
23 crime. So their businesses suffer, dropping. So
24 that's real key to bring the business people
25 onboard, too.

7

1 A. Right. He understands that. He
2 understands that.

3 BY COUNCILMAN BURNETT:

4 Q. You kind of touched on this a little bit,
5 but just so we continue to ask the same questions in
6 every meeting, so there's continuity: In the first
7 few years of NOPD entering a consent decree, how did
8 Superintendent Harrison handle that process, and
9 what were some things that you think could have been
10 improved in sort of the early phases?

11 A. So --

12 Q. I know it was in place before he became
13 chief.

14 A. Yes. That's one of the interesting
15 things. And so superintendent was Serpas, Ronal

16 Serpas, when we into the consent decree. And some
17 folks might describe us as going into it kicking and
18 screaming on the front end fighting it. And so you
19 had police officers who were supportive of fighting
20 the consent decree, because they were supporting the
21 old chief. I think by Michael coming in when he
22 did, it was clear that the only direction that the
23 NOPD could go was going towards full compliance,
24 whether it was going to be incremental, whether he
25 was going to go right into it.

8

1 So I don't know that he gets credit for
2 the timing of when he got in, but it certainly was
3 an opportunity for a real pivot, and he seized it.
4 And as opposed to moving as slow as things were
5 going before or maintaining the same pace, he
6 actually increased the pace, which caused some
7 heartburn in a lot of different respects, but there
8 was going to be heartburn anyway, because it was
9 somebody new. So he seized that kind of flux period
10 to make some real strides. Then there were some
11 dividends that were paid back pretty quickly from
12 that. I think that kind of bought him some
13 credibility in some areas he might not have had

14 otherwise.

15 Q. Okay. Again, you hit on this, but maybe
16 extrapolating out a little bit: So in Baltimore, we
17 have similar challenges with officers saying that --
18 well, like I said, it's a little bit different --
19 afraid to engage in open air drug markets or
20 confronting drug dealers, for fear that they will
21 violate the consent decree.

22 A. Right.

23 Q. Did you have similar challenges here,
24 where it sort of felt like the stoppage of work,
25 once we came in? I'm not saying it felt that way

9

1 here, but in Baltimore.

2 A. We had a bit of that freeze, for lack of a
3 better word, had a chilling effect on aggressive
4 policing. A lot of times I think some officers
5 confuse the semantics of aggressive policing with
6 overaggressive policing or proactive policing. And
7 they're all very different, right. Aggression is a
8 thing, being an aggressive person. That's not what
9 you're looking for. That's how you get into a
10 consent decree.

11 Proactive policing, on the other hand, is

12 getting involved, looking for crime, looking at
13 reasonable suspicion and probable cause and whatnot,
14 but going through all those channels and steps
15 before you actually put handcuffs on a person. You
16 guys know that. But there's a lot of officers who
17 felt like, man, you know what, I don't want the
18 scrutiny, so I'm just going to -- I think something
19 might be up, but I'm just going to stay in this car,
20 right.

21 And as opposed to pretending like it
22 wasn't a thing, Chief Harrison had some in-service
23 training pieces explaining, you know, look -- one
24 example I remember him doing, talking about body
25 cameras. And he's, like, a lot of you guys looking

10

1 at body cameras as if it is a got-you moment for
2 you. It is also evidence and protection for you for
3 when you're doing good stuff, and somebody accuses
4 you of something you didn't do. So realize, for
5 whatever negative thing you come up with a body
6 camera, there's a positive thing for good policing.
7 So he was able to kind of start showing those
8 things. And I think a lot of the officers started
9 realizing, okay, it's, like, having -- what do you

10 call it -- secret shopper, right. And that's fine
11 when employees are doing their job well. And he was
12 able to sort of ingrain that mentality to get beyond
13 that freeze, because we had that freeze for a while.
14 You saw cases dropping off, arrests going down. But
15 being able to show that the body camera could be
16 used in court to bolster what you are saying you saw
17 in court. Now you got a video to back it up.

18 Since then, we've been able to move into
19 some public safety cameras, as well. The police
20 know they're being watched. Guys doing bad stuff
21 know they're being watched. It has the same impact
22 on everybody.

23 Q. I heard this a couple of times -- divert
24 for a quick second -- about the camera program. Is
25 that something that he pushed or expanded?

11

1 A. He ran to the benefits of it. So I would
2 say you could say he pushed to expand it, because in
3 terms of when he came before the council, talking
4 about the cost it was going to be, when they were
5 going to be used. Like, some departments turn them
6 on and off when they want. So he worked with the
7 monitors to make sure that they would be turned off

8 only if it was sexual assault victim or somebody who
9 did not want their statement being recorded, to
10 protect them. Other than that, it's got to stay on,
11 but, you know, you have to record the piece showing
12 why you're turning it off. So I would say he
13 expanded on it on how we were using it in a way that
14 was a little bit more helpful.

15 BY COUNCILMAN STOKES:

16 Q. That's funny, because when I met with him
17 last Friday, I was talking about -- the police in
18 Baltimore, who I talked to, they said their hands
19 are tied, they don't know if they're going to get
20 fired or sued. He said, well you can still engage
21 people, but you got a job to do. So I get it, you
22 know.

23 A. That's exactly right.

24 Q. How would you describe Mr. Harrison's
25 ability to implement community-based policing

12

1 practices. Can you speak on specific examples?

2 Community-based policing: Full service
3 personalized policing, where the same officer
4 controls and works in the same area on a permanent
5 basis, from a decentralized place, working in a

6 proactive partnership with citizens to identify and
7 solve problems.

8 A. So I met Michael in court. I'm a criminal
9 defense attorney by trade. And he was on the other
10 side of me on cases. So I got to see him be the
11 police officer you're describing and make cases
12 doing that. And there was times when he was, like,
13 man, I don't know, just show what I saw there,
14 right. So he knows that the idea of winning and
15 losing, whether it be in court, whether it be a
16 police officer, that is really not the measure in
17 criminal justice; it's follow all the rules, make
18 your cases.

19 And so as chief, I think he was better at
20 articulating what you're describing when he was
21 talking to the community who don't understand
22 policing, who don't understand what's happening in
23 court. And he didn't assume they knew it, nor did
24 he talk to them like they were stupid. He was able
25 to meet them where they were, whether he was talking

13

1 to millionaires or some folks with no job at all.

2 Yes.

3 Q. Can you speak to a time Mr. Harrison

4 successfully negotiated a difficult item in the
5 police union's MOU such as pension reform, overtime
6 policy?

7 Because in Baltimore, we have a problem
8 with overtime, and because we have a shortage of
9 police. But now we have a new FOP police, they four
10 days off now, it's three days off. So now we're
11 hoping that the overtime won't be as high it is, but
12 we still have a shortage of officers.

13 A. Right. I know personally that's a tough
14 thing, because we have the same issue. There's a
15 lot of similarities between the two places. The old
16 chief struggled with -- one of the reform measures
17 we had was in the office of secondary employment.
18 Because we had not been paying officers a salary
19 commensurate with what they can make in the
20 surrounding parishes. They were making about
21 \$5,000, or close to it, less than what they could
22 make in other parishes with less crime and less
23 incidents and calls for service. So there was a
24 morale issue.

25 One of the ways that police officers were

1 able to pay their mortgages, take care of their kids

2 was detail work; you know, showing up at a
3 restaurant or bar or club and they sit there and
4 they just watch it. And before, that was just a
5 deal basically between them and the place and maybe
6 one officer looking at it. After the consent
7 decree, you know, they had to go through all these
8 new checks, there was administrative fees and stuff
9 like that. And Chief Harrison was able to
10 articulate the officers' frustration, right, to the
11 people who were doing the administrative stuff, but
12 also work with --

13 We don't have -- our union situation is a
14 little bit different. They don't have the teeth and
15 the care or the stick that y'all have there. But
16 they still have media goes to them for everything.
17 So they still have some cachet. So he didn't ignore
18 them like some other chiefs have in the past. He
19 would converse with them, as well, about trying to
20 find a balance with that piece. So he didn't run
21 from the challenge. He was able to find some areas
22 of things that could change to help the officers out
23 so they would get more. It wasn't all the
24 administrative stuff, towards just getting a detail.

25 And also, the flip side of it was, he was

1 able to push us to increase pay to get them back to
2 where they should be, and then get them higher than
3 other departments, so the detail work wasn't as big.
4 So he worked both sides to get there.

5 Q. Well, about a year ago, I introduced a
6 resolution about police seized forfeiture, update on
7 how they spend the money. Actually, do one Monday.

8 A. Okay.

9 Q. So my question would be: Can you speak to
10 NOPD's seized asset forfeiture process and whether
11 Mr. Harrison has made improvements to the practice?

12 Because in Baltimore, we don't really see
13 how they spend their money. They have spent money
14 on some, I'll say, corrupt police, and they went on
15 a conference. The only way their bylaws -- because
16 I seen the bylaws out of the police seized
17 forfeiture money, there are bylaws for them to
18 spend, like, 25,000 in the community. But then they
19 got \$2 million sitting over here, they go on trips,
20 they're buying furniture, and all that kind of
21 stuff. I didn't know if --

22 A. That wasn't one of our areas that the
23 consent decree was looking at, largely because how

24 the police department can deal with seized assets is
25 very different from how the sheriffs do it. Now,
16

1 the sheriffs who are elected in other parishes who
2 actually do the law enforcement role, it's exactly
3 what you're describing. Because our guy is
4 appointed by the mayor, and there's some -- by the
5 district attorney's office, he doesn't have that
6 same autonomy on seized assets to do what he wants.
7 So that didn't grow to the problem y'all have, thank
8 goodness.

9 BY COUNCILMAN BURNETT:

10 Q. Can you speak to Mr. Harrison's ability to
11 conduct and implement top-to-bottom policy review
12 changes?

13 Has he incorporated things like equity
14 lens in data tracking? Can you talk a little bit
15 about that?

16 You mentioned a little bit, like, implicit
17 bias, community-based policing or just training
18 protocols. Like, what are some of the real
19 innovative things that he brought?

20 A. So one really exciting thing is, you've
21 heard about the EPIC training. Have y'all heard

22 about this? It's Ethical Policing is Courageous.

23 Q. (COUNCILMAN STOKES) Yes. When I talked
24 to him, he was talking about that.

25 BY COUNCILMAN BURNETT:

17

1 Q. What's the name of it?

2 A. EPIC training. One of the interesting
3 things is, it doesn't just jump beyond policing when
4 there's an issue with a police officer. The first
5 piece is: Keith and I are in the car together.
6 Keith sees me go and do something that he feels is
7 way outside of bounds. It trains an officer on,
8 like, a multi-tier process on how to deal with an
9 officer you think might be making some ethical, poor
10 decisions. First being, you know: Why did you do
11 that? You know, I don't think you need to be doing
12 that. You know this can get you and me in trouble,
13 and it's outside the bounds. Then, you know, it
14 encourages the officer to, one, say, you're right,
15 I'm sorry, let me get back on track, I had a bad
16 day, whatever; or an officer responds and says, you
17 need to stay in your lane, you've been on the force
18 less than a year, I teach you the ropes. And he's
19 like, well, then you got to go to a supervisor and

20 explain to the supervisor, so the supervisor can
21 engage. Guy doesn't change then, go to PID or
22 internal affairs. So it sets up these standards.
23 A lot of times you had a guy who has
24 post-traumatic stress disorder, a real thing.
25 Whether you're in uniform or not in uniform, the guy

18

1 is going through some really rough things. And by
2 the person engaging with him on that level, they're
3 able to catch some stuff before it grew into a real
4 problem. And this ethical policing strategy, FBI,
5 DEA, other police departments from around the
6 country have been coming, seeing what he's been
7 doing. This has been, you know, something that he
8 was pushing, not just outside entities, but, like,
9 ACLU and some other folks were involved, but he
10 claimed that as his own and ran with it.

11 Another thing is his leadership program,
12 first of its kind with the Innocence Project. And
13 it is basically NOPD Innocence Project Leadership
14 Training. So what that's about is bringing in your
15 top -- your commanders, your lieutenants, your
16 supervisors, all the ones on your most serious
17 cases, and explaining to them what has been

18 happening in courts, to make better cases. So that
19 as opposed to saying, we want you-all, from this
20 point forward, do this. One example would be double
21 blind lineups, right. So that the person presenting
22 the lineup doesn't know who should be picked. So
23 you go get somebody else from somewhere else to do
24 the lineup. That way, the guy who might encourage
25 you to pick the guy he thinks it is isn't anywhere

19

1 in the room. But as opposed to just saying this is
2 the new policy, it's a training to explain as a
3 leadership why you're doing it, how it makes a
4 better case, how it's more efficient, so that they
5 believe -- they buy it, and it's not just one more
6 new rule from the consent decree.

7 And then you got the Innocence Project in
8 there. And the other flip side of it is, you're
9 getting the right guys, you know. Innocent people
10 aren't getting arrested. So there's all these other
11 impacts. There's this guy, John Thompson was a
12 defendant, and he was arrested in North Carolina for
13 rape, convicted. The woman who was raped, Cotton --
14 his name was Cotton. The woman, who was raped,
15 picked him out, identified him twice, two separate

16 trials, because it was retried once. Then low and
17 behold, he's in jail, he found, saw a guy who looked
18 a whole lot like him, same height, same build, and
19 he found out the guy was in there for sexual
20 assault. He calls his lawyer, he said, I want you
21 to test my DNA. The case was before DNA was a big
22 thing. He said, I also want you to check that guy's
23 DNA, because I think that might be the guy. His
24 lawyer is, like, man, we check your DNA, and it's
25 you, you're screwed. He's like, I know. I know I
20

1 didn't do this. He said, well, this is your last
2 shot. So they did it. Turned out it wasn't him.
3 He's released.

4 The victim wants to meet him, right. She
5 meets him, she apologizes. Like, look, we were both
6 victims of somebody else's wrongdoing. They wrote a
7 book together. So now they go and teach police
8 departments. They come down a couple times to
9 present. And it's a really heavy piece, because
10 you've got this victim, and all she did was try to
11 remember the guy's features. You got the guy who
12 was picked. Then you got the police detective who
13 became the police chief who handled the case. So

14 they all are showing nobody did anything wrong, but
15 what other steps could they have taken to make sure
16 they were getting the right person. And have NOPD
17 in there listening to all of them sends all those
18 detectives out with a whole new sort of -- this is
19 one of the things the chief has been helping us put
20 together.

21 Q. That's awesome.

22 A. So now we need police to see that, you
23 know, no matter they're brand new or old. The
24 chief, he gets that. He was able to put that in
25 place. He'll probably try to bring that up to

21

1 Baltimore, I'm sure, if y'all want him to.

2 BY COUNCILMAN STOKES:

3 Q. Well, we done stole him already. We're
4 just thanking you for letting us have him.

5 Can you speak to a time when
6 Mr. Harrison's leadership failed the City of New
7 Orleans?

8 A. There was that one time he took that job
9 in Baltimore.

10 Q. You got to come up with a better example
11 than that one.

12 A. Let me think, man. You know, I can't
13 think of a time. There was a time when I was afraid
14 it would, but his call was the absolute right call.
15 He didn't fail. There was -- I can't think of a
16 time that he failed us, no.

17 Q. Okay. I know when I talked to him, he
18 said he did some things, he knew he did them wrong,
19 and he went back and corrected them. That was his
20 personal call.

21 A. That's, like, he knew. A lot of times,
22 nobody ever knows. You catch it before it goes
23 anywhere.

24 Q. Yes, you're right. Can you speak to a
25 time that Mr. Harrison was able to identify a

22

1 weakness in his leadership, seek out training, and
2 successfully implement lessons learned?

3 A. Absolutely. So I remember before he was
4 police chief, because we've known each other since
5 he was a beat cop, and then he became internal
6 affairs, which is hard. That's when all the other
7 police hate you, right. Then he was coming out of
8 that into being a regular detective. And there were
9 courses throughout the country, Boston being one of

10 the ones, where they had some really good training
11 programs early. I ran into him at the Shell Gas
12 Station. I was, like, what's been happening with
13 you? Man, I've been in Boston about every other
14 week in this conference. I was, like, why? He's,
15 like, well, you know, they pay for us to get
16 education, and I want to get better. This was
17 before he was even up for police chief. This was a
18 mayor before the mayor who appointed him.

19 Q. Okay.

20 A. So when we were talking about who to pick,
21 that was one of the things that made me want him to
22 get the job, because he was interested in what he
23 didn't know.

24 Q. How does Mr. Harrison create an
25 environment where his officers can get the support
23

1 they need to get reliable equipment/technology, to
2 handle trauma, to back them up when they are
3 correct?

4 A. Well, I say -- this might have been first
5 year or second year on the job. Probably the first
6 year on the job. We were concerned -- we had a
7 couple of officers who had gotten DWIs, not on duty,

8 but off-duty DWIs. And so we had a conversation
9 about how to -- what to do about it. And what I
10 wanted to do was, I wanted to provide -- they
11 already have insurance, but I wanted to push them to
12 have to go see a therapist, whether -- and let them
13 know, it's free of charge, it's confidential.

14 The issue was, he's like, man, I know how
15 my officers are. If we don't do this right, the
16 officer is going to think, man, they're going to
17 find out I went to go see a shrink, they're going to
18 assume I'm not fit for service. So he was able to
19 articulate with me and the therapist we were working
20 with a way to do it, a way for an officer to go get
21 this without creating a stigma, right. So the
22 officer would realize this can be helpful to me,
23 because they see the worst stuff. They see the
24 worst stuff day in and day out. It's going to have
25 an effect on them.

24

1 Then with regards to technology, he'd be
2 in front of the council on a regular basis asking
3 for expenditures to have force multipliers, whether
4 it's license plate readers, better cameras. I mean,
5 he pushed for technology, to the point that we had

6 to be, like, man, y'all just got some new stuff.
7 You need to use the new stuff you got. He never
8 stopped doing that part of it. He realizes that not
9 having enough officers, he's got to find these other
10 ways to make the officers he have go a little bit
11 further.

12 Q. Why do you think Mr. Harrison wants the
13 job, even though we stole him?

14 A. You know, clearly, an officer who goes
15 into PID, right, becomes a chief and doesn't do --
16 becomes the chief at a bad time, considering it was
17 a bad time to be a chief, right, and then succeeds,
18 and then has numbers go down, I think he sees it as
19 a challenge, frankly. I think there's a number of
20 things he fixed in New Orleans. And if he can get
21 those things right in Baltimore, I think that's
22 going to feel really good to him.

23 Q. Who were some of Mr. Harrison's best
24 hires, and what made them assets to the department?

25 A. I would say there's some folks who he
25

1 hired on the civil side of things who were not your
2 traditional law enforcement folks. Most chiefs
3 before Michael Harrison were only looking at people

4 who are somewhere in the department, right. And I
5 think Chief Harrison went and got some people from
6 the private sector, business sector, who were
7 looking at different efficiencies, and that brought
8 some -- brought a real -- not just a breath of fresh
9 air, but it brought some cost-saving measures, and
10 just doing things the way they have in the private
11 sector, because you have a deadline you have to get
12 things done. I think that was helpful. There were
13 a number of those.

14 Then he had some key promotions that were
15 sort of different promotions. He promoted more
16 women than the other chief had. So there was
17 diversity, from that perspective. More
18 African-Americans were given the choice, but not to
19 the detriment of qualified Caucasian Americans. I
20 think about Nick Gernon, who is a homicide
21 detective, one of the best homicide detectives I
22 know, white homicide detective, moved to the
23 commander of the French Quarter. That's a big leap.
24 He made a lot of leaps like that, because he saw
25 something in them leadership-wise. It wasn't that

26

1 they had done the leadership track. They weren't

2 lieutenant and on and on. But he saw they could
3 handle that jump. He did it, and those guys have
4 gotten numbers down.

5 Q. How are police officers evaluated in
6 performance reviews?

7 Does one of the metrics include successful
8 community building experiences?

9 A. It does, but there's been a lot of flux in
10 terms of -- for a while, we had a strong
11 commemorative community policing. Then there was a
12 redeployment effort because of some public safety
13 issues in certain parts of town. So we've used
14 metrics like that. I know he shifted to some new
15 strategies when new problems presented. And we
16 never shifted back to the community policing model
17 the way that it was before, before he was taken and
18 kidnapped to Baltimore.

19 Q. Okay. I did have a good conversation with
20 him, because I've been talking about this for a
21 while. When you have crime like in Baltimore, we
22 have to go and talk -- commissioner have to go talk
23 to our seniors, because they're the ones that pick
24 up the phone. They're the ones that say, boohoo,
25 doing their thing, or they say, now I can go sit on

1 the steps.

2 A. Right.

3 Q. So what I've been trying to do in my
4 district was to get the commanders to come outside
5 of their police station, because people don't --
6 when they get locked up, they don't want to go
7 there; and if they don't get locked up, they don't
8 want to go there.

9 A. They don't go there.

10 Q. So you got to go meet people where they
11 are, and you go and get your seniors at your senior
12 developments, because they have community room.
13 Once you have your seniors feel safe, that's like a
14 domino effect to me.

15 A. I agree.

16 Q. He said, that's what he do. So I was glad
17 to hear that.

18 A. Look, he doesn't just do it once a year.
19 I think the math on that is doing it on a regular
20 basis, so they get that comfort level again.

21 Q. Right. I believe we council people, we
22 get to see police commissioner when we want. The
23 seniors need to have a direct relationship with him.

24 A. Right.

25 Q. Like, it could be the grandson or son they
28

1 never had. That's the kind of relationship they
2 should have.

3 A. Exactly.

4 Q. If you're not doing that.

5 A. And that trickles down.

6 Q. Right, it's going to trickle down.

7 How does Mr. Harrison approach police
8 recruitment?

9 The reason why I ask that, because we just
10 had something on the news talking about the
11 recruitment in Baltimore and how that they said they
12 hired 227 people. Well, 37 of them only was from
13 Baltimore.

14 A. Right.

15 Q. And that doesn't include that 37 was
16 African-American. In Baltimore, they got to do
17 better in recruiting. We don't have nothing in the
18 high schools. You get somebody 9th grade, introduce
19 that to them, so they'll know the steps to get to
20 that point.

21 So how does Mr. Harrison approach police

22 recruitment?

23 A. So we struggle with recruitment. For a
24 while they struggled because what we were paying,
25 which is something that's out of control of the

29

1 police chief. We were able to fix that part. And
2 then it was just how police are perceived, right.
3 And so I think the one thing I watched him do was
4 try to rebuild credibility of the department, you
5 know, one officer at a time, in the neighborhoods,
6 block by block, so that people see that job as a
7 desirable job, you know. You think about when I was
8 a kid, play cops and robbers, everybody wanted to be
9 the cops. Something changed along the way. Don't
10 want to be the cops anymore.

11 Q. They want to be the robbers.

12 A. Exactly. And I see that Chief Harrison
13 tells his story, number one, of being a kid from New
14 Orleans, who wanted to become an officer, became an
15 officer, now became the chief, goes back to those
16 places he's from, the people that know him, and
17 tries to encourage people to follow that same model,
18 right, because it wasn't like he went to some
19 private school. It wasn't like he got something

20 nobody else did.

21 Q. Right.

22 A. He is that example of what that looks

23 like. I think part of it is, there's even some

24 marketing plans that were put into place in terms of

25 commercials, get behind the badge, and asking people
30

1 to come serve your community. It's all in how

2 you -- like, the language he used when he was

3 talking to people, the language he used for those

4 advertisements was, he was talking to specific

5 neighborhoods. It wasn't as if he was trying to get

6 people to come in, police them. He wanted people to

7 police their own neighborhoods, where they were

8 from. I think that's --

9 Q. You know, that's funny, when I talked to

10 him, I was talking about having good retired

11 officers do two pilot programs in the high

12 schools --

13 A. That's a good idea.

14 Q. -- and let the officer be the recruiter in

15 the high school to recruit young people to become

16 police officers, because they're retired. They

17 still have a pension. All they do -- they have a

18 pension, they just get a salary. Even when we have
19 the hotspot in Baltimore that deal with the trauma,
20 the people that -- opioid, all that kind of stuff --

21 A. Right.

22 Q. -- they got two police to do that. It's a
23 volunteer. You can't force an officer to do that.

24 A. To go do that extra piece.

25 Q. So they have two in the whole city. So I

31

1 also said, why don't you go get the retired good
2 officers and let them be a part of the hot team.

3 A. And most of them would love to come back.

4 Q. Right. They already got a pension. You
5 just give them a salary. So they could be part of
6 the hot team.

7 A. Right. That's a great idea.

8 Q. I think it'll work.

9 Baltimore is tasked with policing gang and
10 drug commerce-related activity. Does New Orleans
11 face similar issues? If so, how has Mr. Harrison
12 addressed them?

13 A. Absolutely. I mean, he implemented a gang
14 task force. And we actually stole from him. We got
15 Jeff Asher, who was working with the mayor and the

16 police department on analyzing, you know, who might
17 be prey to gang violence or participate in gang
18 violence, just because of relationships, using some
19 analytics. So we've actually hired Jeff as our
20 public safety analyst for the council, so we can
21 make sure the policies we write are going to have
22 the impact we want.

23 But the gang task force, realizing that
24 just because a young person might be affiliated
25 didn't necessarily mean they were criminally
32

1 affiliated, because in poor neighborhoods, sometimes
2 affiliation is your brother, cousin, whatever, or
3 just the block you live on. Chief Harrison knew
4 that, right. And I think they were looking at it
5 scientifically. And they were trying to make
6 arrests that would not just create a vacuum for
7 other folks to come in and feel, but actually sit
8 back, do a thorough investigation and really arrest
9 the essential figures. So there's a strong amount
10 of analytics.

11 I think there's a lot of similarity
12 between Baltimore and New Orleans. I think you guys
13 might have a little bit more complicated structure.

14 Ours grew out of Hurricane Katrina. People living
15 in one neighborhood getting displaced, now another
16 neighborhood. So we're a gang, we're really just
17 five kids who all came from the same neighborhood,
18 live in the neighborhood, and we don't know anybody.
19 So they called us Third and Galvez. Well, Third and
20 Galvez is where we used to live. It's not really a
21 gang. There's no leader. There's no this. So he
22 was able to look at all of that and figure out what
23 the catalysts were, try to dispel that, and figure
24 out who they need to get off the streets.

25 Q. That's funny. Sometimes you have

33

1 community people calling and say, it's about five
2 African-American guys sitting on the steps on a
3 corner. I was, like, well, what are they doing?
4 Because you don't want to get into just sending the
5 police there because it's five -- I mean, when I was
6 young, we was hanging on the corner.

7 A. Same thing.

8 Q. So you just got to be careful with that
9 sometimes.

10 A. What are you profiling?

11 Q. Right. So what are they doing? And

12 that's from our seniors. I know because they're
13 upset. I'm not trying to be smart, but are they
14 doing anything? Like you said, they grew up there.
15 The neighborhood might be a bunch of vacant houses,
16 so he ran into his friends, and they just stopped
17 and started talking.

18 A. Sitting on the stoop.

19 Q. Right. How would you describe
20 Mr. Harrison's ability to explicitly address
21 institutional racism/bias?

22 A. He doesn't run from that either. I'm
23 going to try to think of --

24 Q. Let me use an example: Systems of power,
25 like government institutions, places of employment.

34

1 It can be anything from unfair policies and
2 practices.

3 A. So we looked at together and addressed
4 together some implicit bias questioning and things
5 on recruitment for the police department. Like,
6 they had some people that put together questions for
7 potential recruits. And the questions or some of
8 the things that can get you disqualified were bad
9 credit -- bad credit, unemployment, things that, by

10 nature, don't really affect who you are, but affect
11 what you look like and where you're from, right.
12 Foreclosure, bankruptcy, stuff like that. So as
13 soon as we talked to chief about it, he was, like,
14 absolutely. There's implicit bias in these
15 questions that is only going to address a certain
16 demographic. He got it. He changed it, or he
17 called the people to make those necessary changes.
18 Other thing is, we had an incident that
19 got a little bit of national attention, where a
20 veteran who was Hispanic was in a bar. And two new
21 recruits were off duty got really, really drunk, and
22 the guy had on some military regalia. And one guy
23 was former military. He was yelling at the guy and
24 asking him, were you in the military. The guy said,
25 yes, but the guy had an accent. This guy, his

35

1 understanding, how can you be an American that's in
2 the military with an accent. They beat the guy up,
3 right. And, you know, 5 years before that, 10 years
4 before that, it would have took 3 weeks before the
5 real story came out.
6 Chief Harrison went to the scene of the
7 incident that night. He treated both officers like

8 they were regular citizens. They were arrested.
9 They were processed. And he treated them like you
10 would treat anybody who had done something like
11 that, and let the investigation fall as it was. And
12 that had the possibility to really turn into a real
13 nightmare, blackout for the department. Had he done
14 anything like what normally happens; we're going to
15 look into it and see if maybe the other guy did
16 something to cause it, it could have turned into a
17 national scene of people coming down here, talking
18 about police brutality. But because of the way he
19 handled it, it actually turned into a highlight of
20 how a police chief should deal with implicit bias
21 and hate crimes. And he didn't run from that
22 phrase. He said, this may be a hate crime. The
23 U.S. attorney and the DA's office will look at
24 everything that we have to figure out if hate crime
25 charges are warranted, you know.

36

1 Q. It's funny, because in Baltimore, part of
2 our bias recruitment is, the police department has
3 their own HR. So they get to determine who can get
4 into the cadet program and become a police. But
5 when the person, they tell them no, when they go to

6 an outside agency, the outside agency hires them.

7 They go into the police cadet program.

8 A. Are you serious?

9 Q. Yes.

10 A. Wow.

11 Q. That's real bias.

12 A. Yes, it is. Built into the system.

13 Q. Yes.

14 Do you consider Mr. Harrison a responsible

15 steward of the police department's budget?

16 A. Absolutely. Absolutely. Try to think

17 of -- there have been moments when he requested

18 license plate readers, and the license plate readers

19 had not gone into effect in the same -- the calendar

20 year was running out from that city council

21 expenditure. And he didn't wait for us to come and

22 say, what happened here. He contacted us with the

23 problems, what was causing them, because it gave us

24 an opportunity to free up that money and spend it on

25 something else for this calendar year if it wasn't

37

1 going to be implemented. So I think he definitely

2 showed good stewardship of public dollars.

3 Q. Can you speak to Mr. Harrison's ability to

4 implement data-driven policing practices?

5 A. That's probably his best asset. That's
6 his best asset, because it's one thing to make your
7 best efforts and give good speeches about the
8 consent decree. It's another thing to convince
9 police officers to collect the data while they're
10 doing the work and condense the data into something
11 that is digestible for a federal judge, for the city
12 council, for the public, to see if you are having an
13 impact that you had before.

14 One of the simple questions we have: Who
15 is getting arrested, right. Who is getting
16 arrested? And you can play with those numbers. You
17 can say who is getting arrested, period, or you can
18 say who's getting arrested for petty crimes, or
19 where are those arrests happening. And if only
20 blacks and Latinos are getting arrested for
21 marijuana, then something is probably wrong, because
22 everybody smoke -- black, white, whatever, you know.
23 That should not have that much racial bias. Who's
24 getting subpoenaed versus who's getting arrested for
25 the exact same crime. And if you see people in rich

1 neighborhoods, and they're getting subpoenas, and

2 people in poor neighborhoods are getting arrested,
3 that would show. But he had all that data out and
4 would use it himself to influence what or how they
5 were directing officers on the street.

6 Q. That's funny, because our state's attorney
7 just made an announcement that she was not arresting
8 people for certain amount of marijuana.

9 A. I saw that. I saw that.

10 Q. That's been, like, all over the screen
11 now.

12 A. I think I saw it in 5 minutes. That's a
13 big deal.

14 Q. I guess she kind of caught everybody
15 off guard with that.

16 A. Wasn't a lot of external conversation --

17 Q. Police --

18 A. Oh, really? Interesting.

19 Q. I don't know what she doing, but she doing
20 something.

21 A. Interesting.

22 Q. In assessing Mr. Harrison's merits, much
23 has been made of the historic drop in New Orleans'
24 murder rate. But we also read in the Baltimore Sun
25 that violent crime has increased 43 percent since he

1 was appointed. Can you help us obtain a more
2 nuanced understanding of Mr. Harrison's impact on
3 violence crime in New Orleans?

4 A. Sure. I'm of the opinion that there's
5 some cyclical components of crime rates, especially
6 as it relates to violent crime. I think the best
7 analogy I can make would be when I played football
8 at Tulane. We didn't win a lot of games. And one
9 of the biggest determining factors of how well you'd
10 do in any given football season is how well coaches
11 were recruiting the years leading up until that
12 season. So a lot of times you might have these
13 building seasons where the effect of who you've
14 recruited and trained doesn't manifest itself until
15 2, 3 years down the road.

16 So with regards to crime, violent crime
17 increasing during his early tenure, I think that
18 wholeheartedly cannot be attributed to his policies
19 and efforts. I think when you look at the
20 trajectory of crime while he was there and the fact
21 that it has gone down, that does go to his benefit.

22 The one area you got to carve out of that
23 is sex crimes, right. We found that our sex crimes

24 division was not properly investigating sex crimes.

25 We found out that, we know still, our district

40

1 attorney was not properly evaluating sex crimes.

2 There was a scrutiny against victims and women

3 suggestive as if they played some role, especially

4 in the known assailant area.

5 And so the chief, and with the help of

6 other agencies, had a real outreach program, a lot

7 of community meetings, as well as revamping their

8 sexual assault crime unit to encourage victims to

9 come forward. So I think in that area, we were

10 getting more complaints, because people felt more

11 comfortable with the police department to say what

12 happened as opposed to just not turning it over.

13 That's the outlier in the piece. But in terms of

14 shootings, stabbings, murder rates, I think, you

15 know, credit has got to go to the guy that was doing

16 the recruiting and the policies during that time,

17 and that goes to him.

18

COUNCILWOMAN KRISTIN GISLESON PALMER

19 INTERVIEW OF COUNCILWOMAN KRISTIN GISLESON PALMER

20 and CHIEF OF STAFF ANDREW SULLIVAN:

21 BY COUNCILMAN STOKES:

22 Q. We have read conflicting reports on
23 whether NOPD will come into full compliance with the
24 consent decree ahead of or behind schedule. What
25 are your thoughts on the speed in which the NOPD has

41

1 made progress implementing reforms, and how has
2 Mr. Harrison done it in terms of leading the reform
3 efforts mandated by the consent decree?

4 A. (Councilwoman Palmer) So I think the
5 problem with the consent decree is that there was no
6 incentive to end the consent decree in terms of the
7 inspector side of things. So there's really -- for
8 us, it's been like this hurry and wait. So I think
9 the initial way the consent decree was established
10 really just kind of put us at the whims of the feds
11 in terms of how that was going to be. I'm not
12 saying positive or negative. That's just the way it
13 was set up. And so I really believe that we could
14 have been out probably, at least, you know, last
15 May.

16 A. (Mr. Sullivan) Even the 6 months they
17 said, okay, we're fine, we'll wait another 6 months,
18 but basically everything is there. One of the
19 things the city attorney has brought to our
20 attention is that the federal monitors have started
21 sort of to deviate from the consent decree and say,
22 well, you did such a good job in this area we agreed
23 on, now why don't you go fix that.

24 A. (Councilwoman Palmer) Right. So there's
25 nobody holding the federal monitors to
42

1 accountability, right. I don't necessarily -- I'm
2 not putting that on this administration. I'm not
3 putting this on Chief Harrison. I just think it was
4 the way it was structured initially from Mitch
5 Landrieu.

6 So I was in office from 2010 to 2014, and
7 then I left, and I came back. So I was there kind
8 of like on the ground level when that happened. But
9 Serpas was chief. And then I think the last year I
10 was in office, when I was leaving office, I think
11 that's when Harrison came onboard.

12 When did he become chief; was it in 2014,
13 2013?

14 A. (Mr. Sullivan) Yes.

15 A. (Councilwoman Palmer) And he was very
16 well received at that point, too, because of
17 somebody coming from the ranks, rank and file.

18 I'm sorry, did I answer all your questions
19 on that?

20 Q. Yes. Second question is: There was a
21 wealth of information online related to NOPD's
22 compliance with the federally-mandated consent
23 decree. Could you talk a little bit about what, in
24 your own experience, Superintendent Harrison may
25 struggle with as he prepares to tackle Baltimore's

43

1 consent decree?

2 A. (Councilwoman Palmer) First of all, let's
3 remember the mandated consent decree. I don't know
4 if this is semantics, but the previous mayor, Mayor
5 Landrieu, invited the feds to come in. It wasn't
6 them coming in from the outside and just saying you
7 need to have a consent decree. I think it was at
8 the time the mayor requested that this action to
9 occur.

10 So, I'm sorry, was the next part?

11 Q. Could you talk a little bit about what, in

12 your experience, Superintendent Harrison may
13 struggle with as he prepares to tackle the consent
14 decree in Baltimore?

15 A. (Councilwoman Palmer) I don't have the
16 knowledge base to answer that question, because I
17 don't know what the environment is in Baltimore. I
18 think from Harrison -- from my perspective on seeing
19 Harrison, I think -- when did your consent decree go
20 into effect? Has it gone into effect yet?

21 Q. 2017.

22 A. (Councilwoman Palmer) So I think he was
23 able to watch it at a different level the way it was
24 initially implemented with Serpas, which I think is
25 good, because I think from a secondary level of

44

1 management, it's probably better to see it than to
2 tackle it as leadership. I think he was, like, the
3 closer then, in terms of when he came onboard after
4 Serpas left. So I think he has the value of those
5 two different perspectives in terms of how a consent
6 decree is implemented and then actually doing it
7 after that. So he could probably see when perhaps
8 some of the mistakes were made. He had the
9 opportunity to rectify it.

10 I think what I find really interesting
11 about Chief Harrison is his temperament. I think
12 his temperament is very well suited for dealing with
13 the consent decree in a manner that is approachable
14 from the public and then also relatable to the rank
15 and file.

16 Q. That makes sense.

17 A. (Councilwoman Palmer) If that makes
18 sense. He was a cop, too; so I have a little bit of
19 insider information, if I'm allowed to say that.

20 A. (Mr. Sullivan) I think one of the things
21 we see a lot of cops talk about is they sometimes
22 they get frustrated with some of the restrictions on
23 the consent decree, as police officers will. But
24 then when you say, how do you think Chief Harrison
25 is handling it, they always respond positively.

45

1 A. (Councilwoman Palmer) Right.

2 A. (Mr. Sullivan) They're always, like, no,
3 we really appreciate the work that he does, how he
4 goes and speaks about us and supports us in this.
5 Like, we might not like it, but at least our
6 leadership understands that and is working with us.

7 A. (Councilwoman Palmer) Yes. Like, he

8 never deviates from lifting up the rank and file and
9 appreciate that they've had a hard time with it,
10 because it is. I mean, you know, the consent
11 decree, if you're rank and file, it can be a lot of
12 bullshit in terms of what is going to add to your
13 guys, men and women. It's is just multiple layers
14 of paperwork, which can be so demoralizing, and then
15 add 2, 3 hours to their shifts. If y'all have the
16 type of crime we have in New Orleans, it's a very
17 hard thing to manage, you know. So you're stuck at
18 the end of the day doing 3, 4, 5 hours more of just
19 paperwork than you had before. I'm not saying that
20 this is not necessary. I'm just saying there's a
21 certain reality that the rank and file have to deal
22 with that's very challenging. And that's one of
23 them.

24 What else did I hear complaints about?
25 Interestingly, initially, there were complaints and

46

1 concerns about the body cameras. But then over
2 time, they realized that it was so beneficial for
3 them, because y'all know what happens when people
4 complain about them, make an accusation, if you're a
5 patrol cop, you know. So that was able to actually

6 kind of help them. It was interesting watching that
7 progression within the police department. They
8 totally recognized that some things, you know, are
9 difficult to implement, but they also saw the
10 benefit. At the end of the day, these men and women
11 are there for their service. I mean, they want to
12 do the right thing, the vast majority of them. I'm
13 sorry.

14 BY COUNCILMAN BURNETT:

15 Q. We've heard that pretty consistently
16 around the body cameras, sort of the transition.

17 A. (Councilwoman Palmer) Right.

18 Q. So one of the things that we hear in
19 Baltimore, obviously, on the front end of the
20 consent decree still, is sort of officers feel like
21 they are -- they feel reluctant to engage and to do
22 their jobs for fear of violating the consent decree
23 or being sued. Have you heard that?

24 A. (Councilwoman Palmer) Yes.

25 Q. Can you sort of expound on how he's tried
47

1 to address that issue?

2 A. (Councilwoman Palmer) That was initially
3 on when I was first in, first tour of duty, right.

4 So I don't know -- but then we also -- I don't know
5 if y'all are fully staffed or not. So that was a
6 whole another issue that we had in New Orleans, was
7 that you had single cop cars. And if you don't have
8 a partner, I mean, you don't want to pull over folks
9 in a traffic stop violation if you don't have
10 backup. So there are very strong realities about
11 having that kind of limited size, not being able to
12 chase or engage. A lot of that probably came from
13 higher up, as well. But I don't know if that was
14 because of the consent decree, or if that was also
15 because of the fact that we just weren't fully
16 staffed.

17 Q. How would you describe Mr. Harrison's
18 ability to implement community-based policing
19 practices? And any specific examples that come to
20 mind on community strategies. Building that trust
21 is really what we're trying to get with the
22 question.

23 A. (Councilwoman Palmer) I tell you what --
24 again, we were sworn in not even a year ago. So I
25 wasn't here for the bulk of the last -- the 4 years

1 when he was really putting things into place. I

2 will say that the caliber of the commanders in my
3 districts have changed radically. They're much
4 better from when I was in office the first time.
5 And that's across the board. I was very, very
6 surprised at that change. And I would have to -- I
7 guess I have to attribute that to Harrison. So I
8 thought that the caliber changed.

9 I also felt like, again, with his
10 personality, there's not a concern of lifting up
11 other folks in leadership positions, which I also
12 think speaks of a good leader. I'm trying to think
13 of something specific.

14 A. (Mr. Sullivan) We have the non-PAC
15 system.

16 A. (Councilwoman Palmer) But that's kind of
17 always been there.

18 Q. Can you talk a little bit about it? I
19 don't think we covered that in the previous meeting.

20 A. (Mr. Sullivan) That's just, like, the
21 monthly meetings that each district hosts that they
22 bring in. Any citizen can come in. The commander
23 will be there to give crime stats and sort of talk
24 about initiatives that are going on. And citizens
25 are allowed to sort of raise their concerns that

1 they have. Yes, we've been to a few. It seems like
2 you always want more engagement, but it is a nice
3 avenue. You do feel like people go in and get real
4 face-to-face time. This isn't just, like, a desk
5 sergeant taking notes. Literally, the commander is
6 standing in front of that group answering questions
7 directly.

8 A. (Councilwoman Palmer) I also think he's
9 been very receptive to new things that I'm seeing
10 this time out that I didn't last time; the LEAD
11 program in the 8th. Obviously, Commander Gernon's
12 been doing some really interesting diversions
13 programs for the homeless. So the 8th District
14 encompasses the French Quarter. So you can
15 imagine -- I represent the French Quarter. So you
16 can imagine how difficult that is. And that
17 commander has done some really kind of innovative
18 stuff.

19 Obviously, I think, again, he was
20 allowed -- and I think some alternative policing,
21 things that this commander has been open to in terms
22 of, I know we're trying to get the serving center
23 opened, but then also the alternative housing right

24 outside of the VA.

25 What am I thinking of?

50

1 A. (Mr. Sullivan) The L'Auberge.

2 A. (Councilwoman Palmer) Been a long day,

3 I'm sorry.

4 The L'Auberge. I do think that there's an

5 emphasis on understanding the interconnectivity of

6 good policy, and it's not just about policing. So I

7 think that's been refreshing. You can tell I really

8 would rather him not leave.

9 Q. That's been pretty consistent.

10 A. (Councilwoman Palmer) Yes. He's also in

11 my district, the best district. So I would -- yes,

12 I think we're losing a really good guy, so y'all are

13 fortunate.

14 BY COUNCILMAN STOKES:

15 Q. Can you speak to a time when Mr. Harrison

16 successfully negotiated a difficult item in the

17 police union's MOU, such as pension reform, overtime

18 policy?

19 A. (Councilwoman Palmer) I don't know if he

20 did that. I'm not aware of that.

21 A. (Mr. Sullivan) There were the raises a

22 couple of years ago. This was when you weren't in
23 office.

24 A. (Councilwoman Palmer) No. I pushed for
25 the raises the last year I was in office. I also

51

1 pushed for an additional recruitment class, but
2 Harrison wasn't the chief then. It was Serpas, and
3 Serpas was doing whatever the mayor told him to.

4 Q. Can you speak to NOPD's seized asset
5 forfeiture process and whether Mr. Harrison has made
6 improvements to the practice?

7 A. (Councilwoman Palmer) I can't speak to
8 that either. So I was not, even when I was in
9 office, I was not on the criminal justice committee.
10 So that wasn't an issue that I was really focusing
11 on. I'm on the criminal justice this time out, but
12 I'm focusing more on juvenile justice than I am with
13 the police department.

14 BY COUNCILMAN BURNETT:

15 Q. Okay. You mentioned earlier -- sorry,
16 we've also been to a lot of these --

17 A. (Councilwoman Palmer) Right.

18 Q. -- sort of the issues around
19 constitutional policing. Can you talk about some of

20 these strategies, policy review changes that you
21 think that he's made under his leadership that have
22 been particularly successful around this issue of
23 constitutional policing or implicit bias?

24 A. (Councilwoman Palmer) I think he's been
25 very clear about it. A lot of those issues came

52

1 down from the consent decree, as y'all know. But I
2 think it's just been a wholehearted embrace of them.
3 And there's never been any substantive pushback that
4 I've ever seen from Harrison.

5 A. (Mr. Sullivan) I think that's the most
6 interesting thing about what he can do, is he can
7 hear sort of the frustrations of the rank and file,
8 but also stay consistent in the message of, the
9 improvements we are making are right and are just,
10 and we will continue making them.

11 A. (Councilwoman Palmer) Right.

12 A. (Mr. Sullivan) And he continued to have
13 people believe in him as he's doing that. Even as
14 they are frustrated, they still say, you're right,
15 we will still follow you.

16 A. (Councilwoman Palmer) And I do think it's
17 important to note about New Orleans -- I mean, I

18 know we all have serious issues of crime and what
19 have you throughout our districts, and I'm sure
20 Baltimore, y'all have the same types of issues. I
21 don't know what the breakdown is, demographics of
22 Baltimore, but, you know, one of the interesting
23 things about New Orleans is, on top of the fact that
24 we have a smaller police force, but our population
25 size right now, we also have 17 million tourists a
53

1 year that come through this city. And I do think we
2 have probably one of the -- probably one of the best
3 police departments in the country, if not in the
4 world, when it comes to putting on special events
5 and dealing with issues that can also be
6 controversial.

7 The monument issue was the big issue, when
8 he was chief during that time. So I think that's a
9 whole another skill set that people, you know, often
10 don't really understand about this place down here.
11 And I think our police do an outstanding job when it
12 comes to that type of engagement. I think that's
13 really important when you look at constitutional
14 policing and how it's a multiplier effect with the
15 people that you serve.

16 Q. You mentioned monuments. That was a big
17 issue in Baltimore, as well. Can you expound a
18 little bit?

19 A. (Councilwoman Palmer) Again, I wasn't
20 there. I was out of office at the time. I think it
21 was -- I have different issues on it. I absolutely
22 think that they should have been taken down, but I
23 think it should have been started, you know, first
24 time you're in office, then let's start doing it and
25 saying this is our value system. And every
54

1 opportunity that we have to take something down and
2 put something back up and mark it, it should have
3 all gone in tandem. Because that didn't happen, I
4 think there's been a void left over from that.

5 That has nothing to do with the police. I
6 think that the police were put in a very difficult
7 situation, because I think one of the issues that
8 happened here was also that who was in office in DC.
9 And I think, unfortunately, a lot of that has -- you
10 know, we had a lot of folks coming in from out of
11 town, right, not from New Orleans, these protesters
12 espousing these ideas of hate. And so I think our
13 police handled it very, very well, you know, very,

14 very well.

15 A. (Mr. Sullivan) You ever heard Gernon's
16 story about the crane? Commander Gernon, it was his
17 first day on this. There were threats against all
18 operators of cranes in the surrounding areas. So --

19 A. (Councilwoman Palmer) Yes. And none of
20 the contractors -- yes, there were threats against.

21 I mean, it was horrible.

22 A. (Mr. Sullivan) So one guy brought -- was
23 willing to do it, brought his crane in. Well, it
24 was very old equipment that was actually leaking
25 oil. So they had to use a blowtorch to solder it

55

1 shut. So, like, fuel is pouring out, and Gernon is
2 on the radio telling these guys, like, just take a
3 couple steps back, because we don't know if this
4 thing is going to explode or not.

5 A. (Councilwoman Palmer) Again, I think,
6 like, our police are the best police to the deal
7 with that kind of situation. I really, really do.
8 I have full faith in them when it comes to crowd
9 control, when it comes to situations like this.
10 They're just very well equipped in that regard.

11 Q. Okay.

12 BY COUNCILMAN STOKES:

13 Q. Can you speak to a time when

14 Mr. Harrison's leadership failed the City of New

15 Orleans?

16 A. (Councilwoman Palmer) Again, I just feel

17 like I'm at a disadvantage, because I only had,

18 like, 8, 9 months with him this time out and then

19 probably almost the same when I was leaving out.

20 But, I mean, I've been an engaged citizen. Nothing

21 that comes to me.

22 I think it also speaks -- I could speak to

23 the mayor. I thought it was good that chief kept

24 him on through a transition and recognizing that. I

25 think we all felt -- I know I felt very strongly

56

1 that he should stay on, because I thought it was

2 important to have consistency to get through the

3 consent decree, because we really felt that it

4 should have been over with by the end of May, June.

5 And a lot of -- again, I really hope y'all

6 structured it with, like, very concrete timelines

7 and incentives, because you'll get to meet how they

8 are, you know; come down for a couple of weeks at a

9 time, vacations, stay at nice hotel, you know, and

10 there's just no sense of urgency on their part, none
11 whatsoever.

12 Q. How does Mr. Harrison create an
13 environment where his officers can get the support
14 they need, to get reliable equipment/technology,
15 handle trauma, or back them up when they are
16 correct?

17 A. (Councilwoman Palmer) I can't answer that
18 either. I mean, there's been some innovative things
19 like we mentioned before, I think the Realtime Crime
20 Center. I don't know if y'all had an opportunity to
21 go look at it. I think that kind of happened all
22 under the watch and partnership of Harrison. That
23 might be a really good thing for y'all to go check
24 out, the cameras. That's really allowed the
25 officers to --

57

1 It's kind of scary technology-wise, but,
2 like, literally with the cameras that are all
3 interconnected around New Orleans, like, if there's
4 a corner and intersection, say, on Canal Street, an
5 officer can go in and pump in, I need to see every
6 white car that went through this intersection
7 between these hours. And it filters instantly. All

8 the other cars go away, and you only see white cars
9 going through that are time stamped. So you can
10 imagine with the officers, it cuts their time in
11 half in terms of doing any kind of, like,
12 investigatory thing. So there's been things like
13 that, that have assisted, I would assume. But I'm
14 not saying he was -- yes, I'm not saying he's the
15 instigator of that or the initiator of it, but I
16 know there has been a pretty good partnership with
17 it.

18 Q. Interesting.

19 A. (Councilwoman Palmer) Yes, it is
20 interesting. We've actually seen our clearance
21 rates, like, in the French Quarter go down --

22 A. (Mr. Sullivan) Go up.

23 A. (Councilwoman Palmer) I mean, clearance
24 rates go up. Sorry. I mean, like, triple, because
25 of this instantaneous information.

58

1 BY COUNCILMAN BURNETT:

2 Q. Why do you think he wants the job?

3 A. (Councilwoman Palmer) I don't know. I
4 don't know. That's -- I'm not even going to
5 surmise, you know.

6 Q. Fair enough. Can you speak to his
7 approach to police recruitment at all or just
8 recruitment, retention? Some of your colleagues
9 have mentioned, I think you mentioned it as well,
10 like, the pay raise issue. That sounds like that
11 may have been beforehand, but...

12 A. (Councilwoman Palmer) Yes. We started
13 pushing that early on.

14 A. (Mr. Sullivan) But it actually happened
15 during his --

16 A. (Councilwoman Palmer) It happened during
17 him. I think he understands that.

18 A. (Mr. Sullivan) I think there was also
19 that issue of police classes. There were some
20 waivers that were given to officers that probably
21 weren't appropriate. And I think recognizing that
22 the recruitment practices were wrong sort of even in
23 the midst of sort of trying to get people in, also
24 recognizing, like, if we don't get the right people
25 in, it doesn't matter whether or not you get a lot
59

1 of people. Like, sort of having the ability to say,
2 we actually need to stop here for a second and make
3 sure that this is --

4 A. (Councilwoman Palmer) Well, I thought it
5 was really good, too, that the two officers that
6 were brand new recruits, just got out, they beat up
7 that guy in the Quarter, and there was, like, no
8 hesitation for him to go out in front of the media
9 and say, there's no two ways around this, this is
10 wrong, they're off, and we're going to do better.
11 It was, like, immediate, which I thought was
12 important, too.

13 Q. Swift response?

14 A. (Councilwoman Palmer) Yes, very swift.

15 A. (Mr. Sullivan) He was in front of the
16 council the next day, I think, at one of the
17 committees.

18 A. (Councilwoman Palmer) Yes.

19 Q. We've heard that a couple of times.

20 A. (Councilwoman Palmer) Look, he's
21 accessible. As a council member, I would always
22 say, I could pick up the phone, he'll brief me or
23 whatever. So he totally understands that aspect of
24 it.

25 Q. Okay. One of the big challenges that we
60

1 have in Baltimore is policing gangs and drug

2 trafficking. Is it similar here? And if so, how

3 has he really addressed that?

4 A. (Councilwoman Palmer) We have gangs, but

5 I don't think we have the same type of gang culture

6 that other cities have. I think we have wards,

7 different neighborhoods and areas. I don't know, I

8 can't speak to it. I know we have some. I don't

9 know if it's as big as other areas.

10 A. (Mr. Sullivan) It's much more fragmented

11 since Katrina. Katrina actually destabilized a lot

12 of sort of the major players. So when population

13 was returning, there were a lot of new people who

14 sort of were fighting for territory. So I don't

15 think --

16 A. (Councilwoman Palmer) That also created a

17 lot of conflict a few years after Katrina, because

18 people coming back, and they couldn't go back to

19 their neighborhoods, so they were in other

20 neighborhoods. We're very provincial around here

21 and protective of our neighborhoods.

22 Q. Same in Baltimore, 255 of them. Okay.

23 BY COUNCILMAN STOKES:

24 Q. How has Mr. Harrison approached police

25 recruitment?

1 A. (Councilwoman Palmer) Well, I think
2 there's been -- obviously, you know, we have the New
3 Orleans Police Justice Foundation, other, like, kind
4 of nonprofits out there that have really been kind
5 of focused on recruitment and assisting that
6 process. Don't you think?

7 A. (Mr. Sullivan) Yes.

8 A. (Councilwoman Palmer) I'm not sure. I
9 think this would be a really good question to find
10 out from somebody who was here before and maybe saw,
11 or within the academy to see, you know. I know when
12 we were really hitting that low point, I guess it
13 was a year ago, they started having smaller classes,
14 just because they were waiting too long between
15 classes.

16 A. (Mr. Sullivan) Yes.

17 A. (Councilwoman Palmer) You know, to kind
18 of be more responsive and not wait for a class to
19 fill up, and just start trying to do smaller classes
20 just so you always had a couple going at any one
21 time. I know the council waived off, at one point,
22 the residency requirement, because we just couldn't,
23 you know, get the officers that we needed to get as

24 quickly as we did. That was a big deal.

25 A. (Mr. Sullivan) I do think the pay raises
62

1 helped.

2 A. (Councilwoman Palmer) More than anything,
3 the pay raises have helped.

4 A. (Mr. Sullivan) Transfers, or people who
5 have originally been NOPD, might have transferred
6 out and transferred back in, because they're
7 realizing now it actually is financially viable for
8 me to be a cop here. Based on that, they take them
9 back.

10 Q. Do you consider Mr. Harrison a responsible
11 steward of the police department's budget?

12 A. (Councilwoman Palmer) Yes, I think so. I
13 think we were having, though, some pretty major
14 budget -- it just came in, why was there overage?
15 Oh, we had a higher rate within the recruitment
16 classes, right. So we went over, and we had higher
17 overtime --

18 A. (Mr. Sullivan) Yes.

19 A. (Councilwoman Palmer) -- this last budget
20 season. So I think in the middle of the summer, we
21 had to transfer, was it, \$6 million.

22 A. (Mr. Sullivan) Yes.

23 A. (Councilwoman Palmer) Why did that
24 happen?

25 A. (Mr. Sullivan) It was, like, we're in
63

1 sort of a screwy place right now, where you had the
2 raises going into effect. Also, we are
3 understaffed, right. So overtime costs are higher.
4 But we are staffing up, but overtime is still sort
5 of going along with that. So they are making the
6 adjustment now to cut into those overtime hours.

7 But it was just one of those situations
8 where those two things sort of had crossed paths,
9 and the adjustment hadn't been made yet. I don't
10 think it was -- I think it was an inevitable thing.
11 I don't think it was one of those things where you
12 could have gamed it out; so we start dropping
13 overtime hours as soon as we reach this number.
14 That's just something where you have to wait until
15 you see the pay, and then realize, hey, we got to
16 restructure.

17 A. (Councilwoman Palmer) Right.

18 BY COUNCILMAN BURNETT:

19 Q. Okay. So this is more of, I guess, a

20 context question. We have a big paper, Baltimore
21 Sun, did an overview of his tenure here, and there
22 was -- I'll just read sort of the line that is in
23 here.

24 A. (Councilwoman Palmer) Okay.

25 Q. And just try to see if we can get some
64

1 context as to what may be going on. It says:
2 "While homicides in the Louisiana city of 393,000
3 fell to 146 last year, the fewest in nearly half a
4 century, the number of killings has fluctuated over
5 Harrison's tenure. Meanwhile, aggravated assaults
6 have increased. Armed robberies were down last
7 year, in part as a result of a targeted enforcement
8 campaign that Mr. Harrison launched, but robberies
9 are higher than they were the year before he became
10 chief. From 2013, the year before he was appointed,
11 to 2017, the most recent year for which crime data
12 was available, overall violent crime increased
13 43 percent, according to the FBI. Property crime
14 rose 10 percent."

15 So can you help give us a little nuance?

16 It seems like -- and even our driver on the way here
17 mentioned that murders were down significantly, and

18 he was happy about that.

19 A. (Councilwoman Palmer) Yes, everyone has
20 been so focused on the murder count as opposed to,
21 like, the armed robbery counts. I don't know if
22 that is reporting. I'm not sure why. I think
23 that -- who's our guy they should talk to on the
24 council?

25 A. (Mr. Sullivan) Jeff Asher.

65

1 A. (Councilwoman Palmer) Have y'all
2 interviewed Jeff Asher yet? Is he on your list?

3 A. (Mr. Sullivan) He's, like, a contractor
4 with the council who solely deals with criminal --

5 A. (Councilwoman Palmer) So he's not from
6 the administration side, which is why I think you
7 should talk to him.

8 Q. Okay.

9 A. (Councilwoman Palmer) So one of the
10 things that we've been trying to do, a lot of
11 criminal justice reform over the years and bring
12 down our prison populations and have some better
13 policy, but we wanted the policy kind of based in
14 data. And so he was hired as our criminal justice
15 coordinator -- not coordinator, but more like a data

16 guy. So, like, you can ask him for information from
17 my district, very specific; what are the trends,
18 what's happening. He's always giving us, you know,
19 daily prison numbers, intake numbers, you know.

20 Q. He works with the department or the
21 administration?

22 A. (Councilwoman Palmer) No. He works for
23 us, for the city council. That's what I'm saying.

24 Q. Okay.

25 A. (Mr. Sullivan) With 538, he is, like, a
66

1 total data nut.

2 A. (Councilwoman Palmer) So I think you
3 should talk to him about those numbers, because I
4 don't want to...

5 Q. We had another one around
6 data-driven practices, but it sounds like --

7 A. (Councilwoman Palmer) I think he would
8 be -- he's a data geek. So he would be very -- he's
9 just about the numbers. So I think it would be
10 helpful. He doesn't mince anything.

11 A. (Mr. Sullivan) He actually just did a
12 presentation a couple of months ago talking
13 specifically about how you measure crime rates and

14 why do we see sort of these fluctuations and that

15 kind of stuff. He would be able to speak on that.

16 A. (Councilwoman Palmer) Where was he before

17 we got him again; he was on the administration side,

18 wasn't he?

19 A. (Mr. Sullivan) No -- well, yes.

20 A. (Councilwoman Palmer) Yes, he was.

21 Q. Anything else we need to know? Anything

22 else we missed or should know about?

23 A. (Councilwoman Palmer) No. Just wish he

24 wasn't leaving.

25

MARGARET MONTGOMERY-RICHARD & DAVID ST. ETIENNE

1 INTERVIEW OF NEW ORLEANS REGIONAL BLACK CHAMBER OF
2 COMMERCE, MARGARET MONTGOMERY-RICHARD, Ph.D.
3 and DAVID ST. ETIENNE:

4 BY COUNCILMAN STOKES:

5 Q. How would you describe Mr. Harrison's
6 ability to implement community-based policing
7 practices? Can you speak to specific examples?

8 A. (Mr. St. Etienne) I would say that he has
9 been successful in implementing community-based
10 policing based on his implementation of a
11 neighborhood type of patrol. He went to more of a
12 hands-on approach in the neighborhood; meaning
13 that -- those of you who may have come from a
14 socially economic-challenged environment; meaning,
15 poor black neighborhood, like myself, you did not
16 know an officer's name. I mean, you only saw an
17 officer when it was an issue in the area. So going
18 back to community-based policing, in which he
19 reinstituted, he wanted to get more personal between
20 police and making a relationship with the youth,
21 which I think is critical, you know. I didn't grow
22 up knowing an Officer Robert or an Officer Harry or
23 Officer Larry. I had no idea, you know. We didn't

24 see them as someone that you would have a

25 conversation with, per se. So by doing that, I

68

1 think that is substantial, and much more of that is

2 needed in all of the environments.

3 In particular, what we have read about

4 Baltimore and, of course, some of the challenges

5 that you have because of urban environment, because

6 of the white flag, because of the lack of revenues

7 in urban area, which are needed more in there than

8 less, because, you know, they have deteriorated,

9 infrastructure, so forth and so on. So you got all

10 kind of financial challenges, as well as social

11 challenges. But his policing and his implementation

12 of that, I think, is critical.

13 A. (Dr. Richard) And I think Mr. Harrison

14 is, in his work, he's a very personable guy. So he

15 established the kind of relationship that a

16 community policing -- he's approachable. He

17 interacts well with all levels, you know. There's a

18 thing that they say, walk with kings and keep a

19 common touch; keeping a common touch, still being

20 very stern and deliberate in the programs that he's

21 implemented, you know, getting the districts back,

22 looking internal at the talent, collaborating with
23 community, being in the presence.

24 And, you know, in our communities, they
25 want you to be present with the community

69

1 organizations. They want you, as a council person,
2 as they call you about an issue in the community.
3 He understands the importance of being responsive to
4 those calls, you know. It may not be a lot of the
5 shooting or killing or whatever at that moment. It
6 could be Ms. Jones who's calling you saying I have
7 these people who keep a racket going on all the
8 time. As council people, you get all kinds of
9 calls. So I think he's very engaging; yet, very
10 strategic in how he has gone about reinstituting
11 some of what he knew as a younger police officer.

12 He was on the force when Richard
13 Pennington was here, if y'all know that name. Y'all
14 don't know that name? Well, he came out of your
15 area to New Orleans under the Morial administration.
16 So I saw him do and try to reinstitute a lot of the
17 things that worked when crime started going on
18 decline in that area.

19 Q. Right.

20 A. (Mr. St. Etienne) A little bit about
21 this: Prior to Pennington, the news every night
22 10 o'clock was, like, how many murders versus how
23 many days of the year.

24 Q. That's where we're at right now.

25 A. (Mr. St. Etienne) So, hey, we're 300 days
70

1 in the year, and we're 323 murders. That was the
2 report every night. Okay. So in your position,
3 when you're trying to do positive things and build
4 up stuff, and 10 o'clock news every night, you get
5 this report. And it's something that you can't
6 personally control, right. Otherwise, you would
7 have wiped it out.

8 So brought Pennington in. Pennington
9 started the community policing as well, along with
10 just identifying the hotspots. So basic math, where
11 the majority of crimes is, you got these hotspots,
12 boom, boom, let's focus in.

13 A. (Dr. Richard) So he instituted the
14 camera.

15 A. (Mr. St. Etienne) And it started coming
16 down.

17 A. (Dr. Richard) And you notice -- y'all

18 probably got the last report on what happened last
19 year -- that was the lowest we've experienced since,
20 what, 80-something, in terms of murder.

21 Q. Homicides, yes.

22 A. (Dr. Richard) In homicides. And so the
23 instituting and installation of the crime cameras,
24 which was one of his big initiatives, has seemed
25 like it has a positive impact. And the results are

71

1 what we see right now.

2 So in terms of community, I think he
3 understands and knows how to assess a situation,
4 pull the right people in to -- because you can't do
5 community policing without community. So he has the
6 ability and the sensitivity and compassion; yet,
7 still stern as the one who's responsible to protect
8 and to serve. So that's what you're going to get,
9 and transparency. I've known him a long time. I
10 was very proud of him to get selected for that
11 position and thought it was a good decision.

12 A. (Mr. St. Etienne) And me, I have no
13 history with him, besides being over the New Orleans
14 Regional Black Chamber, we're over 575 members, and
15 being raised in New Orleans in a challenging

16 environment, to see the importance of that. So
17 we're different in relationships, because I have no
18 past relationship, other than when he made chief and
19 talking to him at that point.

20 A. (Dr. Richard) And part of why I know, I
21 was actually provost of the community college. So
22 my experience with the police department, the
23 community college here, and probably in Baltimore,
24 too, you are the one connected to some of the
25 training and the academy and them getting associate

72

1 degrees and things like that. So he was getting
2 that mix, so was Eddie Compass, so was Warren Riley,
3 and all those guys.

4 A. (Mr. St. Etienne) Riley was a prior
5 police, as well.

6 A. (Dr. Richard) All those. So I have a
7 different experience with police and watching them
8 institute programs and recruit and even going into
9 the community working with kids.

10 A. (Mr. St. Etienne) Margaret is being a
11 little bit modest. She was over the technical
12 college for all of Louisiana.

13 Q. (Councilman Burnett) Wow.

14 A. (Mr. St. Etienne) We have a large one
15 here, close to where we are, that interfaces with
16 the police academy and so forth.

17 A. (Dr. Richard) Which we mirror so much of
18 what you guys have to deal with in Baltimore. I
19 used to go to Morgan State. I was --

20 Q. (Councilman Burdett) Go Bears.

21 A. (Dr. Richard) -- part of the speaker's
22 bureau and their community, higher ed., Ph.D.
23 program they have there. So I have some experience
24 and know y'all challenges are pretty much like ours.

25 So y'all have limited time. We can talk,
73

1 so you got to stop us, David and I.

2 Q. What ends up happening is, you'll cover
3 multiple topics.

4 A. (Dr. Richard) And we've never been
5 elected to anything, and we're not running.

6 Q. But y'all sound like politicians.

7 A. (Mr. St. Etienne) No. We actually get
8 things done, but go ahead. I'm sorry.

9 Q. How would you characterize Mr. Harrison's
10 ability to successfully investigate and discipline
11 officers, if necessary?

12 A. (Mr. St. Etienne) All right. So you know
13 across the nation, we've been having, obviously,
14 this issue with young black people, men in
15 particular, being isolated or profiled, in some
16 cases killed, if not just reportedly as relates to
17 an incident happened that he may or may not have
18 participated in. He kind of neutralized that. Even
19 when it has happened, he has done a full
20 investigation. We have never seen an outcry or
21 outbreak among the community. There have been no
22 rallies or protests coming about, that I can think
23 of, under his.

24 A. (Dr. Richard) The grand scale things.
25 You're going to have -- because we've had just last
74

1 week -- I mean, it's a two-edged sword, because you
2 have the community piece and what is viewed as
3 brutality. We've had several police officers killed
4 in their role. Just last week, one officer that was
5 killed, you know. That whole piece on police right
6 now, he's handled it well. He's addressed it. He
7 doesn't shy away from it, because every situation is
8 going to be different. So does he sweep them under
9 the carpet? No. He does the due diligence to get

10 to some sense of resolution. If not resolution, to
11 be able to understand what actually happened in the
12 process.

13 Last week, the officer that was killed,
14 Marcus, he was, you know, shot by a man who's now
15 been declared incompetent to stand trial. But then
16 you had another Marcus who was accused of child
17 molestation, and that Marcus was probably his
18 classmate in the academy. But he had to do what he
19 had to do. So he has been able to discern and then
20 make the best decision for not just for the
21 department, but for the community.

22 A. (Mr. St. Etienne) Our poverty, if you
23 will, at areas where a lot of these crimes are is
24 not concentrated on an area. New Orleans is kind of
25 diverse. You can educate me on Baltimore, how

75

1 geographic is out there. Over our 300 years, the
2 French Quarter, Vieux Carre, if you will, initial
3 city, grew out from there. So you'll have a million
4 dollar house here, and around the corner you'll have
5 a hundred thousand dollar house, right. So we're
6 not concentrated with crime in one area. It's
7 really spread in different projects throughout the

8 city. So it's not like you put a rope around it, if

9 you will.

10 We've got those ignorant folks that say,

11 "oh, my baby didn't kill nobody," but, you know, the

12 camera saw him with the gun. "But he ain't kill all

13 of them." Okay. Something stupid, crazy, right.

14 So we have that, as well, you know. I'm sure you

15 come back and try to be as political as possible and

16 as compassionate as possible. "Why is he living in

17 your house selling drugs?" That kind of crazy

18 stuff, you know. So you got -- he's been able to

19 deal with all of that. That's just our environment.

20 I'm not saying it's right, not saying it's wrong.

21 It's a tough environment.

22 A. (Dr. Richard) But the measure of a true

23 leader actually is when you are promoted from

24 within, and you can make decisions around people who

25 have been your colleagues, you know. And that's the

76

1 hardest job to do. So he has had to, coming up

2 through the ranks, getting to be the top chief, top

3 cop, and make decisions around people you worked

4 with most of your career. So that's a very

5 difficult thing to do. And he's been able to do it.

6 And that's a true measure of a good leader.

7 BY COUNCILMAN BURNETT:

8 Q. You guys are hitting a lot of topics that
9 we had written out. So we understand that you've
10 done very important reform work around sexual
11 misconduct policies here in New Orleans, human
12 trafficking as well, which I coach human trafficking
13 collaborative in Baltimore City. I started it and
14 have been running it for a year now. What type of
15 partner has he been in that effort and that work,
16 and how did he support reforms in handling those
17 type of issues around the assault and/or human
18 trafficking? I know those are very different
19 issues.

20 A. (Dr. Richard) I can speak a little bit.
21 We just had a symposium last Saturday, the Delta
22 links sponsored it. It was at my church, that's
23 why. And Chief Harrison and his wife have been very
24 engaged in it. Case in point, we actually had a
25 young lady who was participating in some programs

77

1 with one of our links who was a principal, who she's
2 the lady who was thrown out the car and rolled over
3 in Metairie.

4 Q. Oh, my goodness.

5 A. (Dr. Richard) She was part of that. So

6 he had to collaborate, just because it crossed

7 counties -- parishes for us, and that whole process.

8 And, you know, we were able to get some resources

9 actually in this community. I don't know if y'all

10 got any grant money to actually begin to educate.

11 That was what last weekend was about; educating on

12 human trafficking. So he was instrumental in that.

13 I didn't see the grant, but I know usually

14 police -- you have to get, from your criminal

15 justice department, support letters and all. So it

16 was a really big turnout last weekend. And he was

17 engaged in that, as well as his wife was engaged in

18 that.

19 Q. We've gotten -- I don't want to go too far

20 off, but an issue I'm really passionate about. We

21 definitely got some funding to create -- we have a

22 coordinator that works in the mayor's office, the

23 state's attorney's office and the police department

24 to sort of coordinate the response. And then we

25 have this collaborative that has over 55 members

1 with something I got off the ground that has, like,

2 school system, every law enforcement agency. We do
3 that, education piece where we're going in the
4 communities and training and awareness piece, and
5 trying to dedicate more resources within the
6 department.

7 But the real thing that the reason we
8 started it was because it was a lack of
9 coordination, specifically in the police department,
10 and then sort of extrapolating out between other
11 agencies. It just really wasn't happening. To see
12 in here that that's something he's been supportive
13 of is very important to me.

14 A. (Dr. Richard) And we're a big festival,
15 service industry. We didn't -- our antennas were
16 not up on it as much as until we started hearing
17 about the young women, really paying attention. But
18 it had to be some of us in there to really
19 understand what happens to some of these young women
20 and when it gets started, how it gets out of
21 control, and, for them, how they get attracted to
22 it. And that's really how you're going to see --
23 and you probably know, all the sororities are
24 getting involved in it, fraternities. All the
25 professional, African-American organizations are

1 really tuning in.

2 Q. Yes, the Deltas have been doing training.

3 A. (Mr. St. Etienne) We were kind of numb to
4 it, because, let's face it, New Orleans, you come to
5 party, and women are part of it, right. So we've
6 been having story-ville, if you will, going back 300
7 years. We had the real life district, and that's
8 what you did, and that's what you still do. So you
9 get kind of numb to it when that's part of your
10 culture. But then when you started seeing that
11 people are forced into it, that's a whole different
12 story. So we were acceptant of the profession, but
13 now when you get this other element coming in that I
14 think we really wasn't looking at years ago, and
15 it's probably been sneaking in and going on all
16 along. So now there's some focus on that.

17 Q. That's good. Why do you think he even
18 wants the job? You have that personal relationship
19 with him.

20 A. (Dr. Richard) Well, I didn't talk to him
21 about this piece. Didn't know he was even in it.
22 But probably, when all of this got started, he
23 came -- he was part of the carryover from the former

24 administration. In his mind, he probably started
25 thinking -- and we all understand how that operates,
80

1 you know -- that maybe I should be thinking, I'm not
2 ready to, like, stop this work, but I'd like to be
3 able to do it in another environment. So that
4 probably was part of the decision-making factor.
5 I just briefly chatted with his wife.
6 She's a Delta. I said, you're packing? I said,
7 it's a nice place. I mean, they got nice people
8 there. She said, yes, we're getting it together.
9 So I think it was a decision, you know, as a family,
10 to take this work to another environment. And
11 sometimes you have to recognize, as a leader, if
12 you've done as much as you could in this
13 environment, and maybe you can go somewhere else and
14 effect change, you know. Having been one who had to
15 make a decision like that, can you make a difference
16 in another place; have you come to the point where
17 you've done everything you could, and recognizing
18 you need to pass the baton to someone else who you
19 believe can take it to another level.
20 A. (Mr. St. Etienne) The mayor has already
21 appointed someone?

22 A. (Dr. Richard) Yes, his name is -- is it
23 Sean? I can't remember his last name, because I
24 don't know him. But the fact that you have somebody
25 in place that you can move to the next level.

81

1 What happened to y'all's chief? It's
2 transitioning to new mayor --

3 Q. Which one? We've had three in the last 4
4 years.

5 A. (Mr. St. Etienne) That's terrible.

6 Q. (Mr. Huber) The last chief that the
7 council confirmed lasted for less than a year. The
8 feds brought him up on charges. He hadn't been
9 filing his tax returns for a long, long time. So he
10 resigned. And we've had an interim chief for -- how
11 long has it been?

12 Q. May, April. But he didn't apply.

13 Q. (Councilman Stokes) Then the one before
14 the one they got on taxes was fired by the mayor.
15 We had three.

16 A. (Dr. Richard) So that was, like, a
17 transition.

18 Q. I think that was more of a transition.

19 A. (Dr. Richard) It's still part of our

20 transition, but she didn't get a lot of takers

21 probably on the first round out, you know.

22 Q. (Councilman Stokes) That's the fourth

23 one.

24 A. (Dr. Richard) Because somebody turned

25 down the job?

82

1 Q. (Mr. Huber) He withdrew. He's the chief

2 over in Fort Worth.

3 A. (Dr. Richard) Yes. You know, he had been

4 through probably a lot, too, with all that happened

5 in the Dallas/Fort Worth area with those killings.

6 So, you know, these are tough jobs. These are tough

7 jobs. And you got to be tough enough to be able to

8 do it.

9 A. (Mr. St. Etienne) And I'm glad that he's

10 coming from an environment that's very similar to

11 yours, you know, so he can associate.

12 Q. You covered a lot of ground. I would say

13 if we could jump to: What concrete steps has

14 Mr. Harrison taken to create points of contact

15 between police and community; like, athletic

16 leagues, internship programs, recognizing community

17 leaders? I mean, we've heard pretty consistently in

18 these conversations that he's done a really good job
19 at building relationships.

20 A. (Dr. Richard) He's in the community. He
21 shows up. He is not a guy that's going to send
22 somebody. If he can show up, he's going to be
23 there. And he probably will hit the ground running.
24 In this interim period, he'll be out there meeting
25 with groups, meeting with your constituents. He's

83

1 used to having --

2 Are y'all districts council districts?

3 Q. 14 districts.

4 A. (Dr. Richard) So he'll have 14 district
5 meetings.

6 How many precincts?

7 Q. 9.

8 A. (Dr. Richard) 9 police precincts?

9 Q. Yes. And he's committed to all 9.

10 A. (Dr. Richard) So he's going to have 14
11 district meetings with you, your staff, as many
12 people as you want. He's going to do his due
13 diligence and getting a sense of what the needs of
14 your particular constituents.

15 Who has Prince George's county?

16 Q. That's outside.

17 A. (Dr. Richard) That's outside, okay.

18 Q. (Mr. Davis) It's about 50 miles south of
19 Baltimore.

20 A. (Dr. Richard) So, I mean, he's going to
21 do his due diligence to get to know.

22 A. (Mr. St. Etienne) You said you got 14
23 council districts. Is it 14 council people?

24 Q. (Councilman Stokes) Single member
25 districts.

84

1 A. (Mr. St. Etienne) You got 14 council
2 people?

3 Q. (Councilman Stokes) Yes.

4 A. (Dr. Richard) And no at-large people?

5 Q. Well, one at large. 14 districts, and one
6 at-large.

7 A. (Dr. Richard) So that's 15.

8 A. (Mr. St. Etienne) That sounds like a
9 circus.

10 Q. Used to be more.

11 Q. (Councilman Stokes) Each council had
12 three council people.

13 Q. (Mr. Huber) It's a large council.

14 A. (Mr. St. Etienne) It's a very large

15 council.

16 A. (Dr. Richard) He will make his point to

17 go to your district, meet with your people, hear

18 what y'all have to say, because that's what he's

19 done.

20 BY COUNCILMAN STOKES:

21 Q. Okay. How would you describe

22 Mr. Harrison's level of responsiveness to community

23 concerns?

24 A. (Mr. St. Etienne) I think we covered

25 that.

85

1 A. (Dr. Richard) I think so.

2 Q. How would you characterize Mr. Harrison's

3 ability to prioritize and connect with marginalized

4 community groups; race, gender, sexual orientation,

5 people with disabilities, the homeless?

6 Can you speak to specific examples;

7 putting liaisons on in the field?

8 A. (Mr. St. Etienne) Well, I mean, we have

9 everything you mentioned. When you talk about the

10 homeless environment, that pretty much circles

11 around the central businesses, little tent city.

12 When you talk about marginalized communities -- I
13 like that term. So we have a large LGBT, before the
14 term even came out. So we have actually a gay
15 parade and gay festival, if you will. So I'm just
16 describing diverse communities, as well as when you
17 said marginalized to the socially,
18 economically-challenged people. So we have exactly
19 what you described on these communities. They're
20 all within -- you know, New Orleans is really
21 geographically not that large, you know, in a tight
22 space, if you will. And he has, in my opinion,
23 worked with all those groups.

24 A. (Dr. Richard) I can give you an example.

25 All right. We have, part of our culture, is second
86

1 lines, every Sunday, parades that happen, that pop
2 up.

3 A. (Mr. St. Etienne) This is a social club.

4 Okay. So I don't know if you use the term barroom
5 or lounge. So your lounge, that's where you've been
6 going all these years, y'all have a club inside your
7 lounge.

8 Q. (Mr. Huber) The el --

9 Q. The DasBier, that kind of thing.

10 A. (Mr. St. Etienne) Well, y'all getting a

11 little too fancy.

12 Q. I was just throwing out stuff.

13 A. The Blue Suit Social and Pleasure Club is

14 disbarred, and y'all give a second line every year.

15 And so that's where you coordinate your band, your

16 police. Y'all dress up, and y'all have a route that

17 y'all walk and do music and blah, blah, blah. Well,

18 lounge over here has got one, lounge uptown got one.

19 There's multiples all around all the time. And

20 that's really the grass roots of that particular

21 little community.

22 A. (Dr. Richard) When you talk about

23 marginalized people, that is part of the culture

24 that, every Sunday, one organization or another will

25 have a second line. And so that's very important

87

1 that at one point -- it's been a -- you, as the

2 council, had to help make a decision about if they

3 could get permits and what would that look like to

4 parade, because we're Mardi Gras. So every Mardi

5 Gras club has to get a permit.

6 A. (Mr. St. Etienne) These are neighborhood

7 clubs.

8 A. (Dr. Richard) And you have to have street
9 closures and just all kinds of things.

10 A. (Mr. St. Etienne) So they can dance on
11 the street. So there's going to be open drinking,
12 there's going to be stuff, all right.

13 A. (Dr. Richard) So you need the police.

14 A. (Mr. St. Etienne) This is every Sunday.

15 A. (Dr. Richard) It's in your district, you
16 are trying to understand --

17 Q. I've seen it, but I didn't know it was a
18 regular thing.

19 A. (Dr. Richard) Every Sunday.

20 A. (Mr. St. Etienne) Those are the local
21 ones we're talking about. The ones you've seen are
22 the bigger ones.

23 Q. No. I came here right after Katrina, on,
24 like, an alternative spring break. We were
25 definitely not downtown. I didn't see downtown

88

1 until many years later. I was surprised.

2 A. (Mr. St. Etienne) Those lounges in your
3 district, that is huge to them. That is their
4 annual highlight. So they're looking to you for
5 support.

6 A. (Dr. Richard) Protection.

7 A. (Mr. St. Etienne) Yes, no doubt. Okay.

8 And this is happening in every council district,
9 except for the affluent areas. These are all the
10 non-affluent areas, if you will.

11 A. (Dr. Richard) But they started having
12 parades -- you got the --

13 A. (Mr. St. Etienne) The Irish Channel
14 Parade.

15 A. (Dr. Richard) And the Florence -- what is
16 the girl who played on Star Wars; what's her name?

17 Q. Princess Leia.

18 A. (Dr. Richard) Princess Leia had a parade.

19 Q. Oh, wow.

20 A. (Dr. Richard) Yes, she does.

21 Q. So we're going to miss all these parades.

22 We don't have this at all.

23 A. (Dr. Richard) If y'all decided to stay
24 here long enough, and you wanted a Baltimore parade
25 of the council, we could give y'all. Okay, we get a

89

1 band, and we'll give you a parade. They have to
2 support that.

3 Q. A parade.

4 A. (Mr. St. Etienne) That's all the fun
5 stuff. You got drinking, you got barbecue pits out
6 on the neutral ground, blah, blah, blah, fun. But
7 every now and then, something break out, there's a
8 shooting at a second line, all right. So it comes
9 to you whether you want to cancel that for the next
10 year, what you're going to do, blah, blah, blah, how
11 did you investigate that, da, da, da, because that
12 interrupt their flow. And how you going to handle
13 that, Mr. Councilman?

14 A. (Dr. Richard) And chief.

15 A. (Mr. St. Etienne) And chief. It happens.
16 It's not every one that it happens. It's only once
17 or twice a year, someone pops off at one of them,
18 but it's some youngster, and messes up the --

19 A. (Dr. Richard) We had one in July, about
20 five people were shot, about three people were
21 killed.

22 A. (Mr. St. Etienne) That was a bad one.

23 A. (Dr. Richard) That was a bad one on the
24 corner of Claiborne --

25 A. (Mr. St. Etienne) Years ago, they had one
90

1 on Mother's Day, second lines, too.

2 A. (Dr. Richard) So you ask how do he deal
3 with the marginalized folks --

4 A. (Mr. St. Etienne) And those are tough.

5 A. (Dr. Richard) That's a tough thing, but
6 he knows it's part of the culture. You have to be
7 sensitive to -- in this community, you have to be
8 sensitive to the culture. They will go before you,
9 as the council, and complain if they can't get a
10 permit.

11 A. (Mr. St. Etienne) But, yet, it was a
12 shooting. So as a council person, well, I don't
13 want that in my area. But if you don't --

14 A. (Dr. Richard) And I don't think he was
15 chief, but when the chief of the Mardi Gras Indians,
16 Tootie Montana, stood before the council and had a
17 heart attack arguing the point.

18 A. (Mr. St. Etienne) Big chief.

19 Q. (Dr. Richard) Big chief. But he was
20 before you guys.

21 A. (Mr. St. Etienne) There's different
22 chiefs.

23 Q. (Mr. Huber) In front of the council, he
24 died?

25 A. (Dr. Richard) He had a heart attack.

1 A. (Mr. St. Etienne) And he was a major
2 chief.

3 A. (Dr. Richard) He was the chief, Tootie
4 Montana.

5 A. (Mr. St. Etienne) Chief come from all
6 different neighborhoods.

7 A. (Dr. Richard) So that's part of our
8 culture. He is not shy on dealing with community
9 stuff.

10 And I don't know his work with gang
11 violence.

12 Q. That was going to be a follow-up.

13 A. (Dr. Richard) I don't know. We have
14 them. He's dealt with them, but to say specifically
15 some of what has happened...

16 But who's going to tell you? Your next
17 group of people will give you some additional
18 information. Your 5:30 group, they're meeting with.

19 A. (Mr. St. Etienne) Who that?

20 A. (Dr. Richard) Ted Quant and --

21 Q. Yes. This is the list, our next meeting.

22 A. (Dr. Richard) They will give you greater
23 insight on how responsive he's actually been. But

24 what I know about his responsiveness to the second
25 line organizations, that's what he's done. I mean,
92

1 he put police out there on the street, you know.
2 They're out there. And we also have second lines
3 for funerals.

4 A. (Mr. St. Etienne) Yes. They don't break
5 off, though.

6 A. (Dr. Richard) Well, if you're on
7 Claiborne by Louis and them, they break off.

8 Q. The last one I'll ask --

9 A. (Mr. St. Etienne) It depends on how the
10 funeral came about.

11 Q. (Mr. Davis) Same thing happens in
12 Baltimore, where you'll have somebody at a
13 funeral -- we had a couple, not a lot, but a couple
14 of incidents of people at funerals come in.

15 Q. (Councilman Stokes) Actually, I had the
16 intern commissioner at a senior -- shooting up on
17 Broadway. As we were leaving out, they had a visual
18 across the street. Somebody came out the alley and
19 was shooting in front of the commissioner.

20 A. (Mr. St. Etienne) This is pictures of the
21 Indians. This is super Sunday. This is another

22 day. That's the stuff will break out, all handsewn

23 (INDICATING).

24 Q. (Mr. Huber) They do it themselves, right?

25 A. (Mr. St. Etienne) You have to do it

93

1 yourself. You have to. But Tootie was the chief of

2 chiefs. These Indians will come from different

3 neighborhoods.

4 Q. (Mr. Huber) How do you get to be the

5 chief of chiefs?

6 A. (Dr. Richard) Oh, it's a long process.

7 A. (Mr. St. Etienne) He was the chief of

8 chiefs.

9 Q. (Councilman Stokes) You got to go back to

10 your family roots.

11 A. (Dr. Richard) Yes, it's a process.

12 Definitely a process.

13 Q. Okay. You have anything else?

14 BY COUNCILMAN STOKES:

15 Q. Has Mr. Harrison implemented a

16 standardized method to file complaints against

17 police and track progress of the case?

18 A. (Dr. Richard) I'm sure he has a process,

19 because we've been under consent decrees.

20 A. (Mr. St. Etienne) We used to have that
21 CompStat system.
22 A. (Dr. Richard) Yes. Since I haven't filed
23 a complaint against him, I'm not sure.
24 A. (Mr. St. Etienne) But I think the group
25 that you're meeting after us is going to give you a
94

1 lot of grassroots type of activism type of input,
2 from the list that I read.
3 Talking about Ursula Price and them.
4 Actually, Ursula has got an interesting perspective.
5 The group that she is with now is different
6 than when I interfaced with her. She was part of
7 Susan, with the independent police monitoring. She
8 was Susan's right hand. So she was independent
9 police monitor. So she's going to be able to give
10 you very good specifics on that. That would be
11 Ursula Price. She's on your list, but she's with a
12 different organization now.

13 A. (Dr. Richard) Who's she with now?

14 Q. (Mr. Huber) It says Congreso.

15 Q. (Mr. Davis) I think she was formerly with
16 Congreso.

17 A. (Mr. St. Etienne) She was formerly with

18 independent police monitor.

19 Q. (Mr. Davis) There we go. Ursula, it says

20 Congreso now.

21 A. (Mr. St. Etienne) That's a new

22 organization to us. We're not as familiar.

23 A. (Dr. Richard) Who's been out there the

24 longest, I saw Ted Quant was on the list and Mary

25 Howell.

95

1 A. (Mr. St. Etienne) I'm not familiar with

2 them.

3 A. (Dr. Richard) You know Mary Howell. She

4 was the one when the young man in LaPlace, the

5 little boy got killed, years and years ago. What

6 was his name? She's been activist a long time.

7 She's been out there a long time. And she has

8 followed this and been part of it a very long time.

9 Q. Okay.

10 A. (Dr. Richard) And Ted. You know, Ted is

11 with race --

12 Q. Mary Howell is on here.

13 A. (Mr. St. Etienne) Race, race equality,

14 something like that. They do racial --

15 A. (Dr. Richard) Yes.

16 Q. Okay.

17

COMMUNITY DISCUSSION

Attendees

- Ted Quant, Director of the Twomey Center for Peace Through Justice
- Norris Henderson, Founder and Executive Director of VOTE
- Wes Ware, Founder of BreakOUT!
- Tamara Jackson, Director of Social and Pleasure Club Task Force
- Emily Maw, Senior Counsel with Innocence Project New Orleans
- Mary Howell, Civil Rights Attorney
- Zack Orjuela, Supervising Attorney at the New Orleans Public Defender
- Bertrand Butler, Director of Recreating the Environmental Ability to Live

18 COMMUNITY DISCUSSION WITH TED QUANT; NORRIS

19 HENDERSON; WES WARE; TAMARA JACKSON; EMILY MAW; MARY

20 HOWELL; ZACK ORJUELA; BERTRAND BUTLER:

21 BY COUNCILMAN STOKES:

22 Q. My first question would be: How would you

23 describe Mr. Harrison's ability to implement

24 community-based police practices, and can you speak

25 to specific examples?

96

1 Q. (Mr. Davis) Real quick. What we'll do,

2 when the members ask a question, we can rotate.

3 Folks, don't feel like you have to answer every

4 single question, but if folks have more experience

5 in one area, and you want to go in. I didn't want

6 to set the expectation, and everybody didn't have

7 something.

8 A. (Mrs. Howell) Do you need people to

9 introduce yourselves, or do you have it already?

10 Q. We know who all of you are, but if you

11 want to do a quick runaround real quick.

12 Q. (Mr. Davis) I mean, if you want to, but

13 we've been -- go for it.

14 A. (Mr. Butler) Good evening, everybody. My

15 name is Bertrand Butler. I'm the director of a

16 community organization by the name of REAL,
17 Recreating the Environmental Ability to Live; also,
18 the New Orleans Mardi Gras Indian Council.
19 My experience with top dog, Officer
20 Harrison, with the community, we've been doing super
21 Sunday in the community for 37 consecutive years.
22 And before, maybe 30 years, have been rough. Why
23 it's been rough? Because of the New Orleans Police
24 Department. 2005, we had a horrible experience, the
25 children, the female and the senior citizen. They

97

1 actually ran over the community out there on the
2 LaSalle and Washington Avenue. It hit the paper
3 nationwide. But nevertheless, that did happen.
4 But I'm here today to discuss what I know
5 about Officer Harrison. When he came aboard --
6 Chief Harrison, when he came aboard, he changed the
7 attitude with the police and the community. We have
8 a lot of trust in his ability to work with the
9 community. Super Sunday, we had thousands of people
10 out there on LaSalle and Washington, and also in and
11 around the perimeters of the A.L. Davis Park. This
12 guy will get out his car -- I don't have no reason
13 to lie, because I'm not a cop lover. He would get

14 out his car, and he would walk the perimeter inside
15 the park, around, shook everybody hand. Whether he
16 knew you or not, he'll make you know him.

17 We have a lot of tourists in the city
18 doing during this festival. He get out and shake
19 tourists' hand. He get out, shake the New Orleans
20 Mardi Gras Indian Council, the New Orleans Mardi
21 Gras Indian hand, and the second line club, pleasure
22 club, to let them know how he appreciated. That's
23 big time, how he appreciate what's going on out
24 here, because that culture been going on for over
25 165 years.

98

1 So, hey, by him showing us that he want to
2 work with the community, he show nothing but love.
3 His office was open on a daily basis if we had any
4 problems; come on, talk to me, I'm here. And he was
5 there. If he was in his office, either the New
6 Orleans Mardi Gras Indian can go in there and speak
7 on their behalf, social and pleasure club can go
8 over there and speak to him. Of course, every time
9 I seen him at any kind of function, I had something
10 to say to him because of my involvement with the
11 community.

12 So I say he top notch. He a cop, cop, you
13 know. And all the superintendents of police that we
14 had in the city -- I don't know him that well, I
15 just know him from the street, and I'm saying, he
16 was number one. I'm talking about the community,
17 now. I'm not talking about the administrator, how
18 he dealt with the police, how he dealt with city
19 hall, how he dealt with scum. I'm talking about how
20 he dealt with the community at a large event that we
21 have in the city. I think it's second to Mardi
22 Gras. How he not only worked with us, showed us his
23 appreciation; instead of us showing, hey, man, we
24 appreciate. Oh, no, we appreciate you-all.

25 So I don't want to take up all of the
99

1 time, but thank you-all for inviting me to listen at
2 my side. And I speak for the New Orleans Mardi Gras
3 Indian Council and also REAL in the community. So
4 thank you for hearing it out, if that show, that
5 casts a light to what you guys wanted to hear.

6 Thanks again.

7 A. (Ms. Jackson) I'm Tamara Jackson. I have
8 several roles in the City: One, I'm the director of
9 the Social and Pleasure Club Task Force; two, I work

10 with victims of violent crimes. So I'm really
11 engaging with law enforcement on a different level.
12 And I'm also the executive director of a nonprofit.
13 I work with the coroner's office. So I'm on the
14 ground and in the community.

15 Unfortunately, I don't share the same
16 sentiment as Mr. Bertrand. Especially as it relates
17 to victims of violent crime, there's a disconnect
18 with law enforcement. There's a disconnect with the
19 leadership. And what Chief Harrison was
20 spearheading in the community is not necessarily
21 connected with law enforcement.

22 There are a lot of allegations in regards
23 to homicide investigations, sexual assault and
24 domestic violence that really resonates with the
25 community, especially with victims. And also, when

100

1 it's misclassification of crimes, where victims are
2 also labeled as perpetrators and not having that
3 commitment from law enforcement in terms of the
4 investigative processes, being transparent and being
5 able to share your concerns with leadership within
6 that infrastructure without retribution.

7 Culturally, yes, the police department did

8 change, and I think that was on the brink of the
9 lawsuits that both the Mardi Gras Indians had as
10 well as the Social and Pleasure Club community that
11 kind of forced relationships with law enforcement
12 and such that they were working to resolve some of
13 our issues we had culturally, to increase
14 communications where we can work and coordinate with
15 each other and have a peaceful resolve without
16 having that disruption at the second line or
17 disruption with the assembly of the cultural groups
18 that happen with different festivities.

19 The Social and Pleasure Club community
20 houses parades, like, weekly 9 months out the
21 calendar year. And what we seen and still see is a
22 slight disconnect. The fee structure continually to
23 increase on a second line community, the Social and
24 Pleasure Club community, and still not the
25 appreciation of our cultural practices and such that

101

1 we can move forward without having absorbed fees of
2 police escorts being applied to an African-American
3 tradition.

4 I can really go piece by piece, but I
5 don't want to, like, send you down a terrain. But

6 if you have some specific questions.

7 BY COUNCILMAN BURNETT:

8 Q. Some of the stuff you hit on around sexual
9 assault, we do have, like, very specific questions
10 about that.

11 A. (Ms. Jackson) Just let me know when
12 you're ready.

13 Q. Yes.

14 A. (Mr. Ware) This is Wes Ware. I have less
15 direct experience with Chief Harrison, in
16 particular, I think primarily because he appointed
17 an LGBT liaison in the department. So we're doing a
18 lot of work around LGBT policing, bias-free policing
19 practices. And I will say that I don't know in
20 terms of his attitude toward kind of choosing that
21 liaison. It was in the paper that LGBT officer
22 approached him and said that he was interested in
23 having some kind of liaison. And Chief Harrison
24 said, well, I know just the guy, and appointed that
25 person to be the LGBT liaison, which was actually a

102

1 huge mistake in the community, because that officer
2 had a really terrible reputation with the LGBT
3 community, and especially black trans. women

4 specifically, and a lot of just LGBT communities,
5 youth and color in particular. So, you know, we
6 sort of hit a brick wall there. So that's just kind
7 of a cautionary thing. We're actually working to
8 revise all of that and appoint new folks.

9 He then later appointed another person, so
10 there are multiple LGBT liaisons, and actually was
11 able to find someone who had even a worse reputation
12 in the LGBT community. So just kind of a note
13 around that. So we're trying to work to reform what
14 that position looks like now.

15 A. (Mr. Quant) My name is Ted Quant. I've
16 been around for a little while. My gray hair
17 probably speaks to that. Usually, it was protesting
18 police brutality. But one time, I was offered an
19 opportunity at Loyola University to bring community
20 police together to talk about how they could do
21 better together. The program was called Community
22 Oriented Police Education. It was in Philadelphia
23 before it came here. It was a semester-long kind of
24 program. And the people who went to it, police and
25 community, have relationships that exist today.

1 That was 30 years ago.

2 What are the lessons learned? I learned
3 that you could have real good programs and things
4 that change police departments, but if there's not a
5 commitment to that at the top, it's a waste of time.
6 The police officers that we trained, two of them saw
7 police officers beating up somebody. Normally, they
8 would have driven past. Instead, they looked at
9 each other and was out passing the word. They went
10 back and stopped that act of police brutality. They
11 were punished when they got back to the
12 headquarters.

13 Now, Chief Harrison inherited an
14 organization that the DOJ described as the worst
15 police department in the nation. He may have
16 resisted even himself -- well, we don't need
17 somebody else to tell us how to do that -- but he
18 embraced it.

19 One thing good about having a consent
20 decree: For police officers to have each other's
21 back, many times it takes the form of a blue shield,
22 which is against the community's interest. And many
23 times, if you've been around a long time, there's
24 been a time, hey, bro, come on, you know; they back
25 each other for something wrong. Well, how do you

1 break that? Well, one thing, by having a consent
2 decree, even someone who is messed up themselves,
3 can say, look, bro, I know you had my back before,
4 and I had your back before, but we can't do that no
5 more. It gives you a little bit of protection.

6 Well, Chief Harrison, to me, embraced it, and then
7 really led the organization in a way that when you
8 compare the report of the consent decree, when you
9 look at the numbers, the transformation is dramatic.
10 It is a dramatic transformation.

11 I know that the chief of police at the top
12 can check a box, so he could tell the public I did
13 good, and never be committed to it, because that's
14 what happened with the coke program. We have a
15 program called EPIC, Ethical Policing is Courageous,
16 which was developed by community people and police
17 departments, and to help a Holocaust survivor, who
18 actually put many principles together on how do you
19 resist the temptation to unite with evil, even when
20 you feel it's in your interest sometimes. That
21 program has now been instituted. And there are many
22 stories, anecdotal, but also factual based on the
23 evidence of the changes that have been made under

24 his leadership.

25 I think that Baltimore would gain
105

1 tremendously to have this leader there, especially
2 since he already said he wants to bring the EPIC
3 program. And I have such confidence in that
4 program.

5 I'm a little embarrassed. My wife is in
6 the hospital, and she's getting off this evening,
7 and I'm going to have to go pick her up. So if you
8 see me leave, it's not because I'm not trying to be
9 here.

10 But I think the main thing I think about
11 Chief Harrison is, he's accessible, he's a leader
12 who is pushing an agenda to change that department.
13 A ship going down the river, and you change the
14 wheel like this, the ship keeps going forward. Even
15 though you turned the wheel, the ship keeps going
16 forward. It takes a while for the ship to turn. So
17 many of the grievances that still exist are going to
18 continue to exist while change is taking place. But
19 I think that's a part of motion in history. Nobody
20 can change a ship to move at a certain speed and
21 turn like a car turns. It takes a minute.

22 A. (Mrs. Howell) My name is Mary Howell.
23 I'm a civil rights attorney here in New Orleans.
24 I've been dealing with the New Orleans Police for
25 about 40-something years, 45 years.

106

1 It's been a long, hard time, because at
2 the same time that we have led the nation in the
3 terms of having one of the most dysfunctional police
4 departments in the country, we also led the nation
5 in crime, in violence in our community. And I've
6 always felt that there was a correlation there, that
7 you can't fight crime when you have a police
8 department that is corrupt or brutal or which is
9 perceived by large percentage of the population as
10 being corrupt and brutal. I understand you-all are
11 facing very serious problems like that in your
12 community now.

13 We have been through periods of reform
14 here. We had a major period of reform in the 1990s,
15 with Chief Pennington, who came in as an outsider.
16 Major reforms happened. Marc Morial was our mayor
17 then, now head of the Urban League. Marc later said
18 that the biggest mistake he ever made was not having
19 a consent decree. They fought the consent decree,

20 because the City wanted to do it on their own. What
21 happened is, within weeks of that reform
22 administration leaving, the rollback started, and
23 many of the gains that we had made were undone.

24 So I think one of the advantages that
25 you-all have, is my understanding, you do have a
107

1 consent decree that's in place. And that has been a
2 really important exoskeleton for us. And as both
3 Wes and Tamara said, there are still problems here.
4 I mean, we still have challenges in the department.
5 There are still people in the department who don't
6 agree with the consent decree; they oppose it.
7 There's been opposition to it. It's not like this
8 has been all smooth sailing. In fact, the beginning
9 of this, the City itself fought it. We spent a year
10 and a half in litigation. The City tried to undo
11 it. So there was a lot of back and forth about it.

12 I will tell you, when Chief Harrison came
13 into the position of being chief, and he came up, as
14 you all know, from being a lieutenant -- he was not
15 necessarily in the command structure -- there was a
16 difference in attitude. And that, we had not seen
17 before. In terms of, as we saw it with Chief

18 Pennington, but there was not the support around it
19 that needed to be done. And with Chief Harrison,
20 what we saw was an embrace. Instead of fighting or
21 resisting the reforms that were there, he was -- it
22 was, like, not just like check the box. It was,
23 like, embracing it.

24 And I've worked most closely with him on
25 the EPIC program. That has been a really -- has the
108

1 opportunity, I think, to be transforming, because we
2 can sue, we can have criminal prosecutions, we can
3 have consent decrees. We can have all this external
4 apparatus. We can have oversight, we can have
5 auditing, monitoring. But if there's not a change
6 from inside in terms of the culture, all of this
7 stuff is fragile and is susceptible of being undone
8 and eroded.

9 And he embraced the EPIC program. The
10 EPIC program is part of the consent decree. It's
11 prevention by police to prevent misconduct as part
12 of the consent decree. But what Chief Harrison has
13 done has gone far beyond that. One of the critical
14 things that they've done in the training here, is
15 that the training here is cross-rank. That was

16 something that NOPD came up with. That it's
17 essential that inside that training, you have PO1s,
18 and you have captains and sergeants and lieutenants.
19 And at the end of that training, the officers tell
20 each other, I promise you if I see you about to do
21 something wrong, I will stop you from doing it. And
22 then the promise back is the permission. I give you
23 permission -- I give you permission to intervene and
24 stop me from doing something wrong. It's hard to
25 quantify the gains we've had from that, because

109

1 we're measuring things that didn't happen. All the
2 reporting requirements are still there. If
3 something wrong does happen, it still has to be
4 reported. There's still consequences, still
5 accountability. But the point is to try to stop the
6 stuff before it happens, try to prevent it. To our
7 knowledge, this is the first application of these
8 teaching ideas through a police department. It's
9 not just a few of them taking the training, the
10 entire department has taken the training. And one
11 of the things that I am encouraged about is what's
12 in the recent interview with the Washington Post
13 that we saw, is the idea of transmitting that and

14 doing that program in Baltimore.
15 I think you-all offer a wonderful
16 opportunity for testing of what's been developed
17 here by NOPD, and to see if this thing can be
18 explored and if it can work. Now, that doesn't mean
19 that everything is perfect here, that all of the
20 problems have been solved. There are still many
21 challenges and problems we face. But I think the
22 general sense for a lot of people, is when the
23 criticisms are in place, is you can go and say,
24 there's criticism, here's a complaint. You have
25 access. It doesn't mean that you're going to always

110

1 get the results that you want, but you at least feel
2 like there's somebody there who is listening. Some
3 of these changes are going to continue to be worked
4 on and fought for long after Chief Harrison is gone.
5 But I think that he, in general, I think when you
6 talk to a lot of people here, you will see he's had
7 a positive role and played a positive role in the
8 community.
9 BY COUNCILMAN STOKES:
10 Q. Can you make sure we can get a copy of
11 that?

12 A. (Mrs. Howell) Of EPIC?

13 Q. Yes.

14 A. (Mrs. Howell) Here's the other thing --

15 Q. On the website?

16 A. (Mrs. Howell) -- it's on the website. The
17 training guide is there.

18 They have now been training -- NOPD has
19 been training officers from all over the country.
20 The FBI came to this last training session. We had
21 a conference here last spring at Loyola University,
22 co-sponsored by a number of groups, but the Southern
23 Poverty Law Center and the Fraternal Order of Police
24 co-sponsored this.

25 Everybody who looks at this material

111

1 realizes it's preventing these issues. If we can
2 stop them before they get going, that's really a key
3 thing. And it's fascinating, the psychology and
4 part of the application of science to law
5 enforcement. This is all based on social science.
6 It's based on this psychological inhibitors to
7 intervention. These are all basic human elements
8 that we all have to face with and deal with. And
9 it's taking that and applying it to development of

10 police tactics. The spinoff of that has been the
11 project with the Innocence Project, which is a
12 direct spinoff of the same idea about applying
13 really progressive, enlightened thinking and trying
14 to be creative in terms of trying to solve this big
15 problem that always exists of how you transform the
16 culture.

17 Q. Thank you.

18 A. (Mrs. Maw) Hi, I'm Emily Maw. I am -- I
19 guess I'm senior counsel at Innocence Project New
20 Orleans. I was the director there for 13 and a half
21 years. I'm now very happily just a lawyer.

22 My office developed a program with NOPD,
23 kind of pursuant to all with the, I guess, the
24 protection of the consent decree in some ways. It
25 sort of gave them license to partner with us to

112

1 develop a detective's training program. That's how
2 it began. Mary came to me and said, we need to do
3 wrongful conviction training for the police. And so
4 we kind of started off thinking about who most
5 needed that. And obviously, detectives, the
6 investigators of the NOPD, where it makes sense for
7 people to understand how serious, major

8 investigations can go wrong.

9 We have, in New Orleans, the highest per
10 capita rate of wrongful conviction of any major
11 metropolitan jurisdiction in the country and of the
12 world. So it's the place to start. Our office does
13 cases all over the state, but we have largely
14 focused -- well, that's not true. We do cases all
15 over the state, but many of our cases come out of
16 New Orleans. So we are in sort of a weird position
17 of seeing cases, you know, starting with
18 police-reported major incidents, largely murders,
19 rapes, robberies, that kind of thing, from 60s
20 through to 2 or 3 years ago. So we definitely have
21 some historic perspective on how practices have
22 changed.

23 But what we had going into this was a
24 sense that for 4 or 5 decades, the way that NOPD had
25 investigated violent crimes, crimes against people

113

1 was, you know, go to the scene, identify somebody
2 you believe to be a witness, usually one person, no
3 matter how many people are there, sit around, wait
4 for a tip, get a name, put that person in a six
5 pack, and get identification and be done, right.

6 There was no kind of thorough, creative
7 investigation going on. There was no understanding
8 that you can do more than that, that actually many
9 times you don't need to do an eyewitness
10 identification. It is the least reliable evidence,
11 blah, blah, you know. I could go on for hours. I'm
12 not going to.

13 So we started doing this work with the
14 detectives, obviously, with Chief Harrison's
15 endorsement. And we have trained about 300 and
16 something detectives in 2 hours for in-service --
17 no, they're 3-hour classes now, either in-service or
18 new detectives training. And we started off
19 thinking, like, we would teach some of the best
20 practices, with feedback from the police department.
21 It very quickly became clear that, actually, no one
22 really teaches detectives how to be detectives,
23 period. It's not just, like, here's how you do an
24 ID, or here's how you do an interrogation. No one,
25 when you get elevated to position of detective,

114

1 talks to you about how to think about investigation.
2 They bring the FBI in, teach them not to beat a
3 suspect, for 3 days, but that's kind of it, right.

4 So it was this very cool thing, I think,
5 we have done with NOPD. We've now taught over 300
6 detectives. But it's a collaborative process. It's
7 not us standing there talking. We do a lot of
8 exercises, talk about investigations; how should you
9 think about a crime scene or major incident when you
10 get there. Who is teaching that? Turns out, no
11 one, except now us, which is odd.

12 Anyway, from that, this is where I think
13 Chief Harrison really sort of shined in this
14 particular realm for me. From that what we heard,
15 from a lot of detective work, it is fine for you to
16 be teaching us this, but if my sergeant tells me,
17 "why are you still looking at this, you've got an
18 ID, move on," it is unhelpful for me. Like, I don't
19 know what to do with that. So repeatedly, we got
20 this sense that, you know, new detectives, some of
21 the really good detectives on serious crimes, they
22 want to do a good job. We're an under-resourced
23 department, so there are challenges there. They
24 want to do their best work. They don't want to
25 either get the wrong person or get no one, right.

115

1 That's not a success. But there is pressure from

2 above. And some of it is CompStat numbers, clear
3 the case. And some of it is just old school; come
4 on, why are still working on that, we can move on to
5 the next one, right.

6 So from that, we said, well, then we need
7 to do the supervisors. If we have -- because it has
8 to be a culture shift. It can't just be, now you
9 know these methods, use them. So we went to Chief
10 Harrison, said we want to do a command staff
11 training, basically an in-depth version of what
12 we've been doing for detectives. He said, yes,
13 let's do it. So he got all his command staff to
14 take 2 days, and he mandated that they all attend
15 this. I don't think anywhere else has done it in
16 the country, a 2-day training where we have experts
17 from all over the country, not just on best
18 practices, but also on how criminal investigations
19 go wrong and an overall sort of psychological sense
20 and confirmation by it. And so we had all of the
21 command staff there doing more than the detectives
22 who got taught on how you can get it right, which is
23 win/win everywhere, right; for victims of crime, for
24 communities, for people who get wrongfully accused.
25 I mean, there's no lose when police do accurate,

1 thorough investigations on violent crimes.

2 So that was really incredible. We started
3 off with -- I don't know if any of you have heard of
4 Jennifer Thompson, Robert Cotton. She was a rape
5 victim who wrongfully identified Robert Cotton, who
6 then spent 11 years in prison before DNA exonerated
7 him. But also they haven't presented all three
8 together for a long time, the detective who
9 identified Robert Cotton as the suspect and did the
10 lineup. And the three of them co-presented as the
11 sort of opening to the 2 days of the commanders
12 symposium we did on best practices and major
13 incident investigation. So it was great.

14 I would definitely recommend our program
15 throughout. I think everybody has -- some of the
16 folks have said, it is a big ship to turn. And he
17 inherited a pretty disastrous department. But I
18 think the thing that sticks out to me about the way
19 Chief Harrison was so responsive to that -- so I'm
20 British, and there's this very strange thing called
21 American exceptionalism. And I think that when it
22 filters down to law enforcement, it is really
23 dangerous, right. And I think there was this

24 culture in law enforcement, if I admit there's any
25 problem whatsoever, I am weak, and I'm, like,
117

1 anti-patriotic in some way. And I think that he is
2 a little different from that. And I really
3 appreciated his ability to say we are not perfect.
4 And he had this mantra that he would always say, and
5 I think it was reflected in what he did, which is:
6 We were never as bad as they said we were. We're
7 not as great as we think we are. I just think that
8 that, for a police chief, to say that over and over
9 again, it just reflects a realistic introspection,
10 that is sort of anti-exceptionalism. I think that
11 was the only healthy way for law enforcement to be a
12 community. So that was my overall assessment of
13 him.

14 And if you have specific questions about
15 the training we did, I would be thrilled to talk to
16 you guys about it. Hope you can influence it in
17 Baltimore. It was really great. We learned a lot
18 from working with the detectives as well.

19 A. (Mr. Orjuela) My name is Zack Orjuela.
20 I'm a supervising attorney at the Orleans Public
21 Defenders. I'm here on behalf of Derwyn Bunton, who

22 wasn't able to make it tonight.

23 I think I'll just say, kind of keep my

24 comments on this question brief, because I see you

25 have stuff that's sort of more specific. My job

118

1 involves, sort of half of it is supervising

2 attorneys who represent people in criminal court

3 here, and the other half is actually representing

4 people, too. I think what we sort of wanted to

5 convey, and I think you've heard it from people

6 here, is that Chief Harrison has been open to

7 reform. He's available on the phone. He's in the

8 room with advocates. And we have been seeing sort

9 of fewer of these, sort of like, throw-down drug

10 cases where the cops just say something, but it's

11 not being recorded, and there's no way to really

12 rebut it. It's just their word against your client,

13 who really can't testify.

14 I think from an anecdotal standpoint from

15 the people I represent, it does feel like we're

16 still a long way from the community policing model

17 that we would like to be at. My clients, almost

18 without exception, are poor, very poor. And they do

19 not have a lot of confidence in the police. Many of

20 them are victims in other cases, right. There's a
21 lot of crossover between people who are prosecuted
22 for things and people who have been on the wrong
23 end, right, of something. And almost uniform they
24 tell you that people don't want to talk to the
25 police because they don't trust them. They feel

119

1 like there might be retribution. They feel like
2 nothing will be done, or they'll be disrespected.
3 That's sort of anecdotal view from where we come
4 from. And that's not just because they're being
5 prosecuted at the time, right. A lot of times, a
6 client's life history, they've had these experiences
7 before they actually were arrested or became a
8 defendant themselves.

9 I think one thing that we're always
10 concerned with in court is, you know -- Emily kind
11 of touching on this, too -- we want things that
12 confirm or debunk things that people just say,
13 right. So she just told you how eyewitness
14 identification is about the least reliable piece of
15 evidence, just from a scientific standpoint. What
16 we still see a lot of times in cases, is even though
17 they're wearing body cameras, right -- you hear a

18 lot about body camera -- detectives are exempted
19 from that. There is, you know, hundreds of people
20 who are designated as detectives, right. I used to
21 think of a detective as someone who wears a suit and
22 goes out to talk to witnesses. They're kind of the
23 follow-up people. Detectives here, the standard
24 detective is someone who wears a tactical uniform
25 and jumps out of a car doing drug arrests, right.

120

1 It's a very different view. I can see maybe
2 justification for some people to not be wearing a
3 body camera, but then for those sorts of arrests, it
4 doesn't seem like there's very much justification.
5 There's not other witnesses. They're not civilian
6 identities that you're trying to protect.

7 And just sort of keeping with that, we see
8 a lot of spoilage of evidence. So they might make
9 an arrest, and then they -- I'm hearing the other
10 side of this. But in my experience, once an arrest
11 is made, that's it. There's no more investigation
12 being done. Maybe the DA's office will.

13 A. (Ms. Jackson) That's correct.

14 A. (Mr. Orjuela) I can't tell you how many
15 times I've had cases where it had sort of a domestic

16 violence component, and then I am talking to the
17 person way more. They don't even know who the
18 investigator is on their case in the police
19 department. We don't see them follow up to see,
20 maybe go pull surveillance video that would have
21 caught it, if it's true. Sometimes you read in
22 reports things that just sound really wild. You're
23 like, man, I don't know about that. Good thing
24 there's a surveillance camera right there, you know,
25 that could disprove or prove it. But those only
121

1 last about 24 hours. If a detective doesn't want to
2 go get it, that's gone.
3 I just sort of point out the body camera
4 surveillance video, things like that, to sort of
5 point, you know, the over designation of police
6 officers as detectives to exempt them from body
7 camera. That's a policy choice, right. From our
8 view, it just creates an ambiguity that benefits the
9 police. And I think if -- I guess if we were giving
10 y'all advice, we would hope that Chief Harrison
11 would turn more of an eye towards that. Because
12 that's not him on the stand or him directly doing
13 investigations, but that is a cultural choice that

14 we have a lot of issues there.

15 I'll just stop there, save more specific

16 things in your future questions.

17 A. (Mr. Henderson) My name is Norris

18 Henderson. And I have been working specifically

19 around trying to reform the police department in

20 this post-Katrina world under the Chief Compass, or

21 Chief Riley, to Serpas and with Chief Harrison. And

22 if I had to compare the four for anything, I would

23 say he was the most successful of all.

24 And my first real encounter with him was

25 kind of ironic, because we was doing solidary rally

122

1 around Freddie Gray. And so at this meeting, bunch

2 of community folks, we're meeting in a book store,

3 and he walks in. I'm kind of, like, you look at

4 somebody, like, his face look familiar, I just can't

5 put my finger on who it is right now. Then it

6 registered, this is the chief of police. I mean, he

7 was in civilian clothes when he walked in. He

8 didn't walk in with this attitude about y'all not

9 going to hold this rally, because it's during Jazz

10 Fest where they have 100,000 or more people

11 attending. And we was going to do the protest right

12 out in front of Jazz Fest. So he came in, and he
13 was, like, hey, can I sit and talk? Sure. He said,
14 can I change y'all mind? We said, no. He said,
15 well, can I listen? Yes. So he sit and listened.
16 Then he figured it out. He said, can I offer a
17 suggestion? We said, we're listening. He said,
18 well, let us escort y'all to and from, because
19 there's going to be a lot of people getting out
20 there drunk, going to see y'all protesting about
21 police brutality. Some people may take a different
22 opinion about what y'all are trying to do. They're
23 already drunk, and it may cause a problem, not just
24 for them, but for y'all also.

25 And so that went off without a hitch. He
123

1 had some patrolmen on bicycles escort us from where
2 we departed from to the Jazz Fest. We stood out
3 there for 45 minutes to an hour, engaging people,
4 and he escorted us back. So that was my first
5 encounter.

6 But just like Bertrand said, that out of
7 the all the events that happened in this city, and
8 this is a city full of events, is that wherever you
9 see him at, he's the same person. The thing that

10 impress me about him more than anything, seems like
11 he's a God-fearing person. And I kind of, like,
12 give valued added to that, because it's somebody who
13 I believe that will let his faith guide him in
14 decision-making more than anything else.

15 Like I said, again, in comparison to the
16 other three folks who literally fought us tooth and
17 nail, where Compass first started, try to create
18 police monitors office here, they were totally
19 opposed to it. When we finally got it in place,
20 they did everything to create all kind of
21 impediments. We was at a crime scene, a
22 cop-involved crime scene, and the police monitor was
23 standing behind the tape with me, on the same side
24 of the yellow tape with me. We was, like, something
25 wrong with this picture.

124

1 So that became a challenge. But that was
2 about, like we said again, about leadership, that
3 they felt -- that leadership felt threatened about
4 community folks being engaged in different stuff
5 that's going on in the community. So to the extent
6 that we were, myself and Wes, Tamara would kind of,
7 like, lead people in this campaign to get this

8 consent decree, and as Mary said, the City fought us
9 tooth and nail.

10 Now, not the current administration just
11 got in place, but the previous administration fought
12 us tooth and nail about that consent decree. Did
13 not want it. Tried to handpick the folks who was
14 going to monitor it. Matter of fact, the people
15 that they wanted was the same folks that were
16 involved in the Chicago cover-up, who they wanted to
17 be the monitors for the police department. So it's
18 been a challenge.

19 But like Ted said, it's like that ship, it
20 takes a lot to turn. And I would say because I've
21 been involved in not only the police consent decree,
22 but the jail consent decree, that I would have
23 thought that we had made more intervals with the
24 jail consent decree than we did with the police
25 consent decree, but it's, like, leaps and bounds.

125

1 We're so far advanced in the police consent decree
2 as opposed to the jail consent decree, who is under
3 the authority of one person, the sheriff. And so I
4 credit that to him.

5 Then last week I read the newspaper, and I

6 was, like, astound that we hadn't had a
7 law-enforcement shooting in a whole year. That was
8 kind of, like, I had to read it twice, you know.
9 That's not New Orleans, that the police ain't shot
10 somebody. So that's a testament to where we are
11 starting to go. But it comes from not just -- I
12 mean, it starts with leadership, being able to say,
13 hey, guys, this is what we're going to do. But it's
14 all these things the guy was willing to implement,
15 like EPIC; cops don't tell on cops.

16 One day I happen -- because a lot of my
17 work takes me to criminal court. I'm at court, and
18 a cop is testifying, but he's testifying about what
19 another cop done. And that he pulled up, saw a cop
20 kick somebody, and told the cop, hey, we don't do
21 that no more. And I was, like, oh, shit, we done
22 turned a corner, you know. So that's about
23 leadership to me, more than anything else. That
24 don't happen in the police department regularly.

25 I was blessed a couple of years ago in
126

1 '16, to be in Baltimore and had to do a presentation
2 about the tale of two cities; New Orleans and
3 Baltimore, the things that -- kind of like the

4 things that connect us and the things that divide
5 us. And the thing that connected us is the people,
6 you know. We're kind of like the same people, same
7 demographics. And the thing that divides us was the
8 police department, the behavior of the police
9 department that we had here and the behavior of the
10 police department that we saw from a distance that
11 was happening in Baltimore. So I think it's an
12 opportunity.

13 I'm, like, I tell people all the time, I'm
14 real practical. I didn't realize that the chief
15 didn't have the job in Baltimore until I started
16 reading that. Well, he's got to be approved by
17 y'all to actually get the job. And I was, like, I
18 don't know. That's kind of putting the cart before
19 the horse. I don't think I would have gave up a job
20 before I had another one, you know. This is the
21 checks and balance that y'all actually have that we
22 don't; that once the mayor makes an appointment,
23 that's it, that's who the chief is until something
24 happens or something goes wrong, tired of them.

25 But I think y'all would have an

127

1 opportunity to get somebody that if he implement

2 half the things that we have been trying to do
3 through this consent decree, that I think y'all
4 department would turn around, because I still -- you
5 know, this thing with Freddie Gray was real to a lot
6 of us on the street about how that turned out. We
7 had our own Danziger situation, where folks got
8 arrested, you know, they got out. And so it's,
9 like, in the history of people's involvement with
10 police, there's never a just end, you know. And in
11 communities of color, where I look at the news, and
12 I see a white guy go in the bank and kill five
13 people, and he walks out to tell somebody about it.
14 A white kid kills his parents and three other
15 people, and he lives to tell about it, even after he
16 points a gun at a cop. That's about those
17 departments, you know. Because I believe if that
18 was somebody that looked like me, they would have
19 been saying the suspect was killed, you know.

20 I think this thing about us moving from
21 that space where folks' encounters with police
22 always ended bad to the fact that we haven't had an
23 officer-involved shooting last year, it's
24 miraculous, you know. That didn't happen because,
25 like Ted say, people were checking the box. It

1 happened because people used their political will to
2 actually say, this is how we're going to do this
3 thing moving forward.

4 Be honest with you, I was on the mayor's
5 transition team. And me and Mary fought hard to try
6 to keep him. So, you know, our loss is practically
7 y'all gain if y'all take him, you know.

8 Q. We'll take him.

9 My next question: How would you
10 characterize Mr. Harrison's ability to successfully
11 investigate and discipline officers, if necessary?

12 A. (Mr. Henderson) I think probably the
13 closest person to that conversation would be Ted or
14 Mary, and probably Tamara, because she deal with
15 them every day, dealing with crime survivors, you
16 know, about how folks don't show up. Now, Ursula
17 was supposed to have been here. But y'all spoke
18 with Susan Hudson already from the police monitors?

19 Q. Tomorrow.

20 A. (Mr. Henderson) Yes, Ursula couldn't make
21 it, because something else came up. But y'all get
22 some backdrop on that. I haven't had that kind of
23 interaction with them, so I couldn't speak towards

24 that.

25 A. (Mrs. Howell) His background was in
129

1 public integrity. He was there for a number of
2 years. I think he might even have been promoted to
3 chief out of public integrity, unless I'm mistaken.

4 A. (Ms. Jackson) He was commander of the 7th
5 District, and he came from the 6th District tactical
6 unit.

7 A. (Mrs. Howell) And how long was he --
8 like, 6 years or something?

9 A. (Ms. Jackson) It wasn't very long. He
10 transitioned from there to the 7th District as
11 commander.

12 A. (Mrs. Howell) So that would be one thing
13 to look at. He has had some background in terms of
14 investigation, police misconduct. We have had a
15 drop in lawsuits, and we've had a drop in incidents,
16 and we've had a drop in citizen-initiated
17 complaints. They're still correlating that in terms
18 of the consent decree.

19 That's the other thing: All of this is
20 not one person to solve this stuff. There's been a
21 whole community involved in the transforming of this

22 police department here. There's been a very active
23 judge. There's been a very active monitoring team.
24 It's been a real collective effort. So he is one
25 person in all of that. And I think that you should

130

1 be able to get the documents or records about
2 discipline from what's happened under his
3 leadership.

4 There was one incident, that I'm aware of,
5 involving, early on -- the question came up about
6 the bystander intervention. The law is clear that
7 police officers have a duty to intervene if they can
8 prevent a violation of someone's civil rights. So
9 the law has been clear. Police officers have been
10 prosecuted criminally for failure to intervene, also
11 civil lawsuits, but very rarely was there ever
12 internal discipline. There was an incident that
13 happened in the 8th District where some officers, in
14 fact, very early on were, in fact, fired for not
15 intervening and preventing, I think it was a person
16 who was actually handcuffed at that time.

17 Again, the cameras have made a big
18 difference, because there's now a lot of evidence
19 that's there for this stuff. To my knowledge -- I

20 wasn't directly involved in it -- he was very firm
21 about the importance of sending that message that
22 that kind of stuff would not be tolerated. That was
23 an important part of the success of EPIC, because
24 it's, like, it's not an option, really, whether
25 you're going to do this or not. You have to
131

1 intervene. The point is, you want to stop people
2 from something before there's a duty to intervene
3 kicks in.

4 So I think you'd have to look at the
5 record in terms of actual discipline. And I don't
6 know if there's criticisms. There used to be a lot
7 of criticisms from police officers about discipline
8 in the department, differences in terms of with
9 other police superintendents and chiefs. There were
10 a lot of complaints about cliques and different
11 favoritism and stuff like that. I have not heard
12 that sound as much -- I'm sure there are some
13 complaints there, but I have not heard that as a
14 constant refrain. They used to be pretty constant
15 in the police department. There was a lot of
16 cliques, and there was a lot of beliefs by,
17 particularly the union, that there was disparate

18 punishment depending on who you knew. I have not
19 heard that sound as loudly or -- I'm trying to
20 think. I just haven't heard it with regard to Chief
21 Harrison.

22 A. (Mr. Quant) The only thing I would add is
23 probably objective analysis that you can look at in
24 terms of discipline through the PID or the other
25 departments. I know I heard Orjuela speak about

132

1 different cases, but I want to approach it slightly
2 different. This EPIC program is about integrity and
3 standing against brutality and holding everyone
4 accountable. And the accountability is not just
5 with the boss telling the employee what to do, but
6 everybody holding each other accountable.

7 What I value in terms of your questions
8 about Chief, he attended those classes of EPIC.
9 When the top leader of an organization presents
10 themselves to say this is important to me, people
11 who understand what direction a company is going in,
12 whether it's police or any other kind of company,
13 they see the message in the messenger. If he was
14 not there, then this too shall pass. The people who
15 do wrong, they're still there. They're still there.

16 They might have to duck, and they might try to play
17 a little bit, but the structure is changing.

18 So his presence -- the other thing is, the
19 pin, they have an EPIC pin. Basically, it's the
20 promise that you're going to do what this EPIC pin
21 represents. I am the chief, but I'm human, too. I
22 can do wrong, and a private can pull my coat and
23 say, Chief, I got this. He models that. And I
24 think a leader that models what they want you to do
25 is very important. And I think those who -- see,
133

1 now, people know where their bread is buttered.

2 When we did coke, we tried to change
3 behavior of police. But the behavior of the police
4 let each of them know where the bread is buttered.
5 If I do what Ted Quant and coke said, all my police
6 friends are going to be against me as a rat, as
7 someone not supportive. And the top leadership is
8 supporting the old way.

9 So I trained in a class, and I asked the
10 police officers, what would you do if your
11 partner -- if you found your partner was dealing
12 drugs? The room was silent. I learned as
13 facilitator sometimes just keep your mouth shut and

14 see what happens. And finally someone said, do you
15 want the truth or the right answer? I said, I'm
16 going home. You have to live here. And the cop
17 said, the truth is, I wouldn't report it. And I
18 said, why? He said, because I have a wife and a
19 family, and I don't know how high it goes. So this
20 was the level of things then.

21 And I will -- I'm going to end this, then
22 I got to go for true. But there was a woman cop in
23 the room. And she said, I'm here to tell all of
24 y'all, you do wrong around me, I'm busting you, I
25 don't care what. You're going down if you do it

134

1 around me, point blank, that's it, end of subject.
2 I think the rest of the folks felt kind of shamed
3 because the woman was the one that spoke for what
4 you're supposed to do.

5 I really want to stay, but I need to go
6 get my wife from the hospital.

7 Q. Thanks a lot.

8 A. (Mr. Butler) I just got off from work at
9 5. I needed to pick up my grandson at 5:30, but I
10 thought this meeting was important enough to attend.
11 And if you guys can excuse me, I really would

12 appreciate it, unless you want to take another stab

13 at me. Nice meeting you all, too.

14 BY COUNCILMAN BURNETT:

15 Q. Thank you.

16 So we understand that there's been really

17 important work done around sexual misconduct

18 policies. I'm looking at you, because I know this

19 is your work in New Orleans.

20 And I'll also add a little context, or

21 more to the question: So I have been doing a lot of

22 work around the issue of human trafficking in

23 Baltimore City. And I know it's a big issue here in

24 New Orleans. I would also like to talk afterwards,

25 because there's a delegation coming down on the 14th

135

1 from the collaborative that I started in Baltimore

2 City to learn more about the work being done here.

3 So before I go, let's exchange information, so I can

4 make sure they meet with you.

5 A. (Ms. Jackson) Okay.

6 Q. Can you talk a little bit about what type

7 of partner Mr. Harrison has been in this effort, how

8 did he support reforms, and the way that NOPD

9 handles those cases of sexual assault or human

10 trafficking? You mentioned domestic violence. I
11 would say just kind of speak to the realm of abuse
12 and the work that he's done around that.

13 A. (Ms. Jackson) I will try and do my best.
14 One of the problems that existed with sexual
15 assault, that we had over 300 untested rape kits
16 that sat in a corner in an office within NOPD's
17 specialized unit. And when Chief Harrison came, we
18 continued to share our concerns about those untested
19 kits. And he made that a priority in getting those
20 kits tested. He also merged the sexual assault
21 detectives and DV detectives with the Family Justice
22 Center. And most people know, nationally, the
23 Family Justice Centers works specifically with
24 sexual assault and DV victims. He put those
25 detectives inside the Family Justice Center and out

136

1 of headquarters to give the victim a little bit more
2 comfort with sharing information and coordination.
3 We're working with law enforcement because of the
4 disdain that exists and people not trusting the
5 police. Now, that was positive; however, it's been
6 a slow, downward spiral in coordinating with victim
7 services on classification of crimes when victims

8 are complaining, especially in the LGBTQ community,
9 when it's gender specific, and the officer is not
10 classifying it. Then we go into a ton of other
11 issues with that. It's just a ton.

12 But initially, he had a vision. And I
13 think the biggest problem what I see -- I'm on the
14 ground. So I'm working with victims and their
15 families and survivors, and I have -- I can say I
16 have a connection with those detectives and
17 relationships with them. And what I see is, Chief
18 Harrison never really had the autonomy to lead the
19 police department in a direction that he can,
20 because you have so many moving pieces here in New
21 Orleans and other people that make decisions and
22 expect him to facilitate. Still, the hierarchy of
23 leadership that's been here since the benediction,
24 and they're stuck in the old way of doing business,
25 and irregardless of him being chief, they never

137

1 changed their model. That resonated down to the
2 detectives, down to the officers, and it became
3 problematic.

4 One thing I can share, recently, we had a
5 victim that was a member of the police department.

6 And she was taken that the department did not help
7 her, and she's been working for them for 12 years.
8 And she couldn't understand how something -- she
9 wears a uniform, she worked for this agency, and
10 she's being treated like the people I represent.
11 She felt like she should be privy because she is law
12 enforcement. One thing I shared with her: Welcome
13 to my world. This is what families and victims
14 complain about. She thought she would get special
15 treatment because she was an officer, but she
16 didn't, which means we have a systemic issue.
17 And human trafficking is not led by NOPD.
18 That's led through Jefferson Parish Sheriff's
19 Office. So the New Orleans Police Department is not
20 pointers in that. And that's a whole another case
21 of issues, because JP is the point of -- the law
22 enforcement point, even if the crime is happening in
23 Orleans. And I don't know the bureaucracy with
24 that. It makes more sense that NOPD would be the
25 point of contact. They have more training than JP

138

1 in terms of the events that we have here in the
2 City, just coordination, because we have a ton of
3 problems that JP has not been privy to publicly, and

4 the scrutiny that NOPD has been under. So the human
5 trafficking realm is a little bit different, because
6 you're coordinating with Jefferson Parish Sheriff's
7 Office as the law enforcement authority.

8 Q. Good to know.

9 A. (Ms. Jackson) And the DV victims, the
10 trouble is classification, where oftentimes victims
11 are seeking support of services. And the whole
12 arrests, the labeling, if you're a victim, being
13 labeled as a perpetrator as opposing to being the
14 victim, and even if you have sustained physical
15 injuries, we're finding that DV victims are still
16 labeled as perpetrators and are arrested and are
17 victimized again. We've been trying to coordinate
18 to modify that with Chief Harrison. Again, I think
19 that the people who he appointed to lead that piece
20 have failed miserably. I don't know why we couldn't
21 re -- could change it, because DV is a strong
22 problem in New Orleans, and it's really problematic.

23 A. (Mr. Henderson) On that note, one of my
24 staff -- that's her desk right there, you see the
25 thing up there, "survivors speak" -- her partner,

1 they had altercation where she got harmed, and the

2 police took her to jail. They didn't take him to
3 jail. Took her to jail. And we went round and
4 round with even just trying to get her out of jail.
5 So that's some of the challenges.

6 I can say, again, that's kind of, like,
7 from the street up here is kind of far removed. But
8 kind of like what Tamara is saying, some of these
9 policies that are actually in place, not being
10 enforced at --

11 Q. The top.

12 A. (Mr. Henderson) -- different levels. You
13 know, the thing too, is, like, the mayor -- I mean,
14 the chief is kind of, like, his take between two
15 different mayors, because we just got a new mayor,
16 and she's been in office since May of last year.
17 And she kept him on kind of like in a probationary
18 period or what have you. But his prior -- the prior
19 mayor was kind of just like -- like she said again,
20 didn't give him the autonomy to do a lot of things
21 that needed to be done or he wanted to do.

22 The new mayor comes in, and he's under
23 this dark cloud of, I don't know if I'm going to
24 keep you or not. So he hasn't had free reign, in a
25 sense of autonomy, that Tamara is talking about, to

1 do a lot of things or implement a lot of things, you
2 know. We are not inside that staff room where stuff
3 is going on. But, outwardly, I believe that the guy
4 wanted to try to do what he could. But knowing as
5 being a part of, you know, the transition team for
6 this last mayor, knowing that going in the door,
7 it's, like, I don't know how long he's going to be
8 here, because you got somebody else in mind, you
9 know. It may have altered what he wanted to do.
10 It's, like, my days are numbered, let me just go sit
11 in the corner until they check the box and tell me
12 pack your stuff and go, you know. So that may have
13 contributed.

14 But like I said again, that is a real
15 problem that Tamara is talking about with that.
16 Because, like I say again, the young lady who sits
17 at that desk, that's the proof in the pudding for us
18 that this stuff actually happens, just like Tamara
19 said.

20 A. (Mr. Orjuela) I can't tell you how many
21 times I've represented people who were, it seemed
22 obvious to me from what they encountered when the
23 police walk in, that either the other person should

24 have been arrested or maybe both should have been
25 arrested, right. It's possible for both to commit a
141

1 crime. I had an officer, maybe 3 or 4 years ago,
2 tell on the stand that they had a policy to, when
3 they respond to domestic violence call, to arrest
4 exactly one person, not zero people, because they're
5 worried about what kind of blowback there might be
6 if the situation spins off after they leave. Fine.
7 But not to arrest both people, because it hurts
8 their prosecution. They want to pick one and go
9 after it and just stick to it, regardless of
10 whatever, if it looks like it's kind of a cross
11 issue.

12 As to the sex assault investigations, you
13 know, I understand they've made a concerted effort
14 at working through those rape kits. That's a good
15 thing from our perspective, too. We want things
16 that can sort this stuff out, right. The fewer
17 cases that we have that are only based on, say, one
18 person's word, whether it's police officer or
19 whoever, like, written large, better outcomes as a
20 city.

21 It seems like the rape kit testing has

22 been going -- I'll tell you, there's a big checklist
23 of things a detective is supposed to do in those
24 cases, partly because they talk to the complainant,
25 but then also the rape kit. They do these special

142

1 interviews. They take them to the hospital.
2 There's a ton of stuff that gets done. The things
3 that rely on medical professionals frequently do
4 happen. Number of times, I can tell you, that the
5 reports we get are less than a report about someone
6 selling weed on the corner.

7 A. (Ms. Jackson) Vague.

8 A. (Mr. Orjuela) Yes, vague, a one-page
9 report. They never go back and do the longer
10 narrative that they're supposed to do. And what
11 that results in is people sitting in jail longer,
12 people on the other side not having their cases sort
13 of prosecuted in a timely way, people not being in
14 touch with them.

15 If a detective leaves, it's very difficult
16 for anyone to recreate that investigation, because
17 it's a year later. That detective has investigated
18 however many, a dozen more crimes. So it does seem
19 like it got some attention. You know, I know Police

20 Chief Harrison wasn't in charge of doing every
21 single thing. But there does seem to be some issue,
22 after that was such a hotspot, it didn't get
23 resolved. It has not been resolved, I don't think,
24 from either perspective.

25 A. (Ms. Jackson) It hasn't.

143

1 A. (Mr. Ware) One exception to that
2 arresting one person was if you're LGBT identified,
3 right, in which case, I don't know that it was in
4 writing, but kind of a blanket practice of arresting
5 both parties, which is also, in part, because the DA
6 refused to prosecute any -- didn't recognize, and we
7 had some ordinances that didn't recognize LGBT or
8 same gender violence as being domestic or
9 interpersonal violence.

10 Q. (Mr. Davis) Just want to make a note of
11 time, because we want to be respectful of our host's
12 time. Most of the questions have probably been
13 answered during the course of the night, but
14 Councilman Burnett, Stokes, if there are one or two.
15 BY COUNCILMAN BURNETT:

16 Q. Yes, we were just talking about that.

17 How would you characterize Mr. Harrison's

18 ability to prioritize and connect with marginalized
19 community groups; race, gender, sexual orientation,
20 people with disabilities, the homeless?

21 And can you speak to specific examples;
22 putting liaisons in the field?

23 A. (Mr. Ware) I know on the liaisons, I
24 think that, like I said, we're reworking that now
25 with the LGBT task force under the mayor and the
144

1 human relations commission, but just kind of a note
2 to ensure that the liaisons are not used as
3 essentially blocking you from accessing leadership.
4 Hearing people talk about how they had such an ease
5 of contacting leadership, I'm like, oh, wow, that
6 really did have an impact, because we were sometimes
7 kind of diverted, right.

8 That was not always the case when he first
9 came into office. We organized a group of young
10 people across, like, three or four different
11 organizations, middle school to early 20s, and just
12 asked him if he would come to a form within the
13 first 2 weeks of him being appointed. And he did
14 and brought two officers. We specifically were,
15 like, we do not want media there. We do not want

16 council members there. This is not about having
17 kind of an event that you can show that you're doing
18 this. And they were fine by that and showed up and
19 participated for, like, 2 or 3 hours.

20 I think, you know, some of the -- because
21 we had the Department of Justice, court monitors,
22 and then compliance officers within the NOPD, right,
23 like, there was a lot of -- when we're trying to get
24 an LGBT policy through, we didn't even necessarily
25 have to go to Harrison himself. Obviously, of

145

1 course, he's behind the scenes, kind of checking
2 off, you know, approving whether or not these things
3 can go forward or not. I will say that we ended up
4 with one of the most extensive police policies in
5 the country as regards to LGBT community. And we
6 kept -- so in our policy, is that it has to be
7 reviewed annually. So that's part of what we're
8 trying to make sure is actually implemented now.
9 But when community groups have said, actually, we
10 need to include people living with HIV in this
11 particular section, or we need to include gender
12 nonconforming people, we never got any -- I know
13 that those things eventually were going up to

14 Harrison, and he was saying yes or no. We always
15 got a yes on those. If anything, it was the DA that
16 would fight.

17 And one of the most impressive ones
18 actually was that we were working to get language in
19 that policy around the use of condoms as evidence in
20 some best practice policy about not using condoms as
21 evidence of prostitution or any kind of sex. And
22 the DA fought it and fought it and fought it, and
23 then just one day decided no longer to fight it. We
24 were able to actually get that in, which was really
25 exciting for us.

146

1 BY COUNCILMAN STOKES:

2 Q. I want to kind of roll on that real quick.
3 In my district, they called them sex workers. So
4 there was two community persons wanted me and the
5 mayor to put in some legislation called no cruising.
6 I wouldn't do it, because that's, like,
7 discriminating. So there was a former mayor that
8 did no cruising for the clubs. They wanted me to do
9 it. So they got a little upset with me.

10 What I did, I brought the state's
11 attorney's office, the police department, the LGBT,

12 a number of groups and brought together, and what we
13 did now, doing wraparound services, because you
14 can't brush your way out of the same thing. They
15 were satisfied. So I'm just kind of laying that
16 out, something that y'all might want to look at.
17 Because if you arrest somebody for that, they'd be
18 right back out. If you put some wraparound services
19 in that space, it really help them take back all the
20 arrests.

21 A. (Mr. Ware) Atlanta has a great pre-arrest
22 diversion program that's been --

23 BY COUNCILMAN BURNETT:

24 Q. The last question, because we've
25 covered -- we have a lot of questions, but you've
147

1 covered a lot of ground, and I'm thankful for that.

2 Last one I wanted to throw out is: How
3 has Mr. Harrison supported the immigrant community
4 here in New Orleans?

5 A. (Mr. Henderson) That's what Ursula was
6 supposed to speak on, because she's the ED of that
7 organization now. I tell you this: We've come a
8 long ways from how that community is treated. In
9 the aftermath of Katrina -- and I wish Ted was still

10 here, because Ted is on their board -- that those
11 folks were treated worse than we were treated. And
12 that kind of, like, has changed, because a lot of us
13 in the community support them with stuff.

14 And a lot of it would be, initially, the
15 police were taking their money, was robbing them,
16 literally robbing them, because they were the people
17 helping rebuild this City. And they did, what they
18 call, these integrity checks and caught some cops
19 actually robbing these guys. And things started to
20 change then.

21 So, you know, the biggest challenge for
22 this community -- that community, really, is ICE
23 more so than NOPD, because NOPD has literally stood
24 down during ICE's work.

25 Q. So they're not asking people for their
148

1 status or anything?

2 A. (Mr. Jackson) If a crime has happened,
3 yes.

4 A. (Mr. Henderson) Yes, but if no crime --

5 A. (Mr. Jackson) If they're a victim, they
6 leverage their status to get them to talk. And I've
7 been fighting that, because --

8 Q. If they're a victim of a crime?

9 A. (Mr. Henderson) Victim of a crime.

10 Q. Just wanted to be clear.

11 A. (Ms. Jackson) We've seen an increase in
12 immigrant homicides. The families, oftentimes,
13 those folks are trapped. They're from all over. So
14 they're not going to have the documents that they
15 want them to have. Their survivors that are here
16 may not be legal. So what's happening is, she may
17 be a witness to her companion's homicide, she's not
18 legal, she don't want to talk because, what; she
19 wants to stay here. So the pressure is applied to
20 her to get her to share information. If she don't,
21 we'll be sending you away. So that's what I'm
22 seeing on the victim's side of things, but that's if
23 they're a victim of crime. And are they a victim of
24 crime most of the times? Yes. They're vulnerable.
25 And a lot of times they don't want to report because

149

1 of that very reason. And I'm able to work and
2 coordinate with the sheriff's office with doing the
3 visas, but then that has been a challenge with the
4 DA's office and them actually giving them the
5 temporary visas if they're crime victims, to get

6 them coordinated with the criminal justice system.

7 A. (Mr. Ware) It used to be that the NOPD

8 would, if you spoke -- if you were a Spanish

9 speaker, they just called ICE to do the

10 interpretation for you.

11 Q. Oh, my goodness.

12 A. (Mr. Ware) Because they didn't have any

13 Spanish-speaking officers. There was one, Officer

14 Valencia, who was horrendous, and used to do the

15 training for the department under Harrison. He is

16 still with the department, and I think still doing

17 some of the community outreach. He's no longer

18 doing the training, thankfully. I sat through some

19 of that training, which was just outright offensive.

20 So he's no longer doing that. And they're no longer

21 calling ICE to interpret. They have actual, like,

22 officers that speak Spanish they can call.

23 A. (Mr. Henderson) We've been kind of

24 quasi-identified as a sanctuary city; although,

25 legally, we're not. That's primarily because the

150

1 police department has kind of, like, stood down.

2 Q. We have a similar situation, where we

3 don't control the courts and the prisons, so we

4 can't do that, but we are welcoming --

5 A. (Mr. Henderson) Right.

6 A. (Mrs. Maw) Can I make a general point,

7 that I think a couple of you briefly touched on, I

8 think is sort of an overall point. We have had, I

9 guess for the last 5 years or so, a pretty

10 progressive, in many ways, police chief and a really

11 repressive DA. So I think that a lot of the things

12 that we are talking about are really tricky, because

13 he's sort of stuck between a rock and a hard rock.

14 Again, I don't forgive him or the flaws -- there's a

15 lot of stuff he needs to work on. We definitely see

16 those things every day. But in terms of which side

17 of history you want to be on, I would be on Chief

18 Harrison's and not Leon Cannizzaro. I think it's a

19 really hard thing he's had with some of the sort of

20 things the DA wants, but he wants his officers to be

21 doing, that there are some real conflicts there.

22 And I think that has been a challenge for him.

23 A. (Mrs. Howell) We also had a completely

24 failed criminal justice system, which was exposed

25 with Katrina; I mean, complete collapse. And we've

151

1 had victims that don't report. We had witnesses who

2 don't come forward.

3 A. (Ms. Jackson) We have witnesses that get
4 killed.

5 A. (Mrs. Howell) We have had horrendous
6 experiences here. And we were at this hearing
7 Friday, and I would urge you-all to look at that, of
8 the reporting of the status of this police
9 department now as a result of the community, as a
10 result of Chief Harrison, as a result of the
11 monitors in federal court. If we were having this
12 discussion 5 years ago, 10 years ago, oh, my
13 goodness, it would be really awful.

14 So there's been a lot of positive things
15 that have happened. And Emily is exactly right, the
16 points other people are making, we still have a lot
17 of failures in our system. The way we treat victims
18 of crime and the violence in our community is a
19 terrible, ongoing problem. And we have not solved
20 that. We'll continue to work on that.

21 And let me say one other thing: His role
22 as a liaison, I think about the consent decree.
23 I've been in court several times, I've watched the
24 sort of interaction between the monitoring teams and
25 the federal judge, et cetera, that's been a very

1 important relationship, because that has changed.
2 There was a lot of friction, a lot of hostility.
3 There was litigation. We were not moving forward.
4 And that has changed within -- I think he's been an
5 important part of that transformation, that
6 relationship. I know you-all -- I don't know your
7 judge or your monitoring team. I know that that
8 question of being able to maneuver through a consent
9 decree and all that's involved is a real important
10 part of what you-all are dealing with. And that's
11 been an important part -- I think he's been
12 successful in navigating a lot of stuff at that
13 level, is my sense on it.

14 A. (Mrs. Maw) I think he's just a nice guy.
15 He's a very likeable person. He's sincere. And,
16 you know, definitely the department is flawed, but
17 he as an individual is a decent person. And I think
18 people respond to that.

19 BY COUNCILMAN STOKES:

20 Q. I had a meeting with him last Friday in
21 Baltimore. So, I mean, you're absolutely right.
22 But he already made some commitments; leaving his
23 job, he's in Baltimore looking for a house. I mean,

24 he's been in one place for a long time. So all that
25 is a commitment. That's what people in Baltimore --

153

1 I don't remember any of the people in Baltimore ever
2 meet him, but I'm getting community people come back
3 and say they like this guy. They look at his
4 résumé, they look at his commitments he already have
5 done in Baltimore.

6 A. (Mr. Henderson) Just a heads up to y'all:
7 I know a lot of community people in Baltimore
8 reaching out to us trying to get 411 on this guy.
9 Likewise, just like when Chief Serpas was leaving
10 from Tennessee, folks were calling us kind of, like,
11 with an SOS, really. So our networks are the same.
12 So people are reaching out trying to find out what's
13 in store; is somebody going to be coming in to be
14 repressive or somebody coming in, we can say happy
15 days are here again. Not in the sense that he don't
16 do his job, but there's a way to do your job, you
17 know. And all the interactions that y'all community
18 has been having over the last several years with law
19 enforcement parallels what has been going on here.
20 And I tell people all the time, you know, people
21 closer to the problem are that much closer to the

22 solution. And this guy has been close to the

23 problem.

24 Q. That's why I'm on the record saying, we'll

25 take him. Thank you.

Day 2 – February 1, 2019

1. Fraternal Order of the Police
2. Council Vice President Helena Moreno
3. Tenisha Stevens, Criminal Justice Commissioner – Office of Mayor Cantrell
4. Melanie Talia, CEO of the New Orleans Police and Justice Foundation

FRATERNAL ORDER OF POLICE

1 INTERVIEWS DAY 2 OF 2, 2/1/19

2 INTERVIEW OF FRATERNAL ORDER OF POLICE, SERGEANT
3 WALTER POWERS, JR.; SERGEANT WILLIE JENKINS;
4 DONOVAN LIVACCARI:

5 BY COUNCILMAN STOKES:

6 Q. We have read conflicting reports on
7 whether NOPD will come into full compliance with the
8 consent decree ahead of or behind schedule. What
9 are your thoughts on the speed in which the NOPD has
10 made progress implementing reforms, and how has
11 Mr. Harrison done in terms of leading the reform
12 efforts mandated by the consent decree?

13 A. (Mr. Livaccari) So I think time-wise that
14 the department has done somewhat better than
15 expected. I think that everybody kind of had this
16 idea that it was going to take 10, 15 years, you
17 know, something similar to what happened out in Los
18 Angeles. Consent decree has been in effect since
19 2013. So here we are beginning of 2019, and they've
20 made significant progress.

21 I think that they may be a little overly
22 optimistic about when they could be done with their
23 agreement with the court, but only insofar as I

24 think that there are a couple of little things left
25 to do, and there's requirement to demonstrate full

155

1 compliance for 2 years. So once you've got
2 everything in line, I mean, doesn't seem like you
3 can be completely done with it for 2 years after
4 that, right. So I think we still probably got a
5 couple of years left to go. But I do think that
6 they've made pretty good progress.

7 And I will say that I was a member of the
8 police department until 2008. And in my time with
9 the police department, I spent several years in the
10 research and planning division. And we were working
11 on the CALEA accreditation process. My experience
12 with that was that the police department spent a
13 whole lot more time trying to figure out how to get
14 around complying with the standards for CALEA than
15 actually complying with the standards of CALEA. And
16 I think that was a tremendous problem for them. So
17 I saw that trend continue, I think, for years after
18 that.

19 I think that finally Harrison decided that
20 that wasn't worth the effort, to try to figure out
21 how to get around the rules. Then it was much

22 better for everybody to figure out how to comply
23 with the rules. I think that he's really -- he
24 exceeded my expectations for him as a
25 superintendent. And I think that he did well

156

1 implementing the reforms and consent decree and
2 doing his best to make it part of the culture of the
3 police department as opposed to compliance for
4 compliance sake.

5 You want to add to that?

6 A. (Sergeant Jenkins) Sure. As a midline
7 supervisor with the police department who actually
8 has to help get these changes into place, I think,
9 like Donovan said, it's going to be a little bit --
10 the timeline is going to be a little bit longer than
11 we think, based on the fact that we have to be in
12 complete compliance for 2 years, which I don't think
13 will be an issue. I just think that continuing what
14 happens over the timeframe of self-accountability is
15 going to make sure that -- making sure that that
16 happens is difficult, because it's -- you
17 continuously deal with the manpower issues, and you
18 continuously deal with other things that you have to
19 take into account, so that, you know, it's called a

20 close and effective supervision. And when you have
21 the short manpower issue, sometimes it's difficult
22 to make sure that you're able to see every little
23 thing. So it's going to be incumbent upon every
24 officer himself to continue what we've been doing.

25 And again, like Donovan said, I think

157

1 Chief Harrison made it a point to make people feel
2 their own responsibility towards the department and
3 the community itself, to make sure that they
4 understood that these things have to happen, because
5 we have to continue growing as a community with the
6 police department and all the citizens to know that
7 we're doing the right things at the right times all
8 the time. So I think that, to his testament, that
9 that was a decent challenge that he took on. I
10 think he overcame it. So I wouldn't have anything
11 other than that to say about the gentleman.

12 Q. Okay. There's a wealth of information
13 online related to NOPD's compliance with
14 federally-mandated consent decree. Could you talk a
15 little bit about what, in your experience,
16 Superintendent Harrison may struggle with as he
17 prepares to tackle Baltimore's consent decree?

18 A. (Sergeant Jenkins) That he may struggle

19 with?

20 A. (Mr. Livaccari) I'm sorry, is that the

21 question?

22 Q. Yes, about what he did here. From

23 experience, what would be his struggle as he

24 prepares to tackle Baltimore's consent decree?

25 A. (Mr. Livaccari) I think that my answer to

158

1 that question is that we don't have collective

2 bargaining here in New Orleans. I understand that

3 you guys have collective bargaining in Baltimore.

4 So I think that creates a different element that has

5 a significant impact on how things proceed.

6 Q. Can you use an example, the difference?

7 A. (Mr. Livaccari) Well, I mean, we don't

8 have to -- we don't have issues that are -- there's

9 nothing that's an item of mandatory bargaining, you

10 know. I mean, he wants to implement that they want

11 to do body-worn cameras, then they put in body-worn

12 cameras. We don't have to go to the contract and

13 renegotiate contracts to implement body-worn camera

14 program, something just as an example. So I think

15 that if there's anything, I would imagine that his

16 lack of experience dealing with labor in a true
17 collective bargaining sense would probably be
18 somewhat of a challenge.

19 A. (Sergeant Jenkins) I probably will say
20 just getting to know the language of the agreement
21 itself, because ours is one way. So it took time to
22 go down those list of items to see what they were
23 asking for and how we could implement it. I think
24 just to see what the language in the contract that
25 their consent decree has, to just getting

159

1 comfortable and familiar with that. I don't think
2 it should be much of an issue or getting to the
3 compliance level as long as -- like Donovan said, I
4 don't have much information about collective
5 bargaining either. But as long as he can stay
6 within the realms of both of those situations, I
7 think he'll be fine.

8 A. (Mr. Livaccari) I think there's also a
9 question -- I mean, there's always politics involved
10 in any police department, right. You got to learn
11 who you can trust and who you can't trust and who's
12 going to get you there and who's not going to get
13 you there. I'm sure he can work all that out.

14 BY COUNCILMAN BURNETT:

15 Q. So in Baltimore, we heard stories of
16 officers who are afraid to engage in policing. And
17 just to give context, we have parts of the city that
18 have open air drug markets. And with changes in the
19 consent decree on how to approach folks, officers
20 have said, you really don't feel comfortable doing
21 so, for fear of violation of the decree or being
22 sued. Have you had similar challenges here under
23 Mr. Harrison's leadership? And if so, how did he
24 manage that process?

25 A. (Mr. Livaccari) I think that we did to a
160

1 certain degree. I think it was more talk than
2 action. And Willie probably may be able to speak to
3 that a little bit better than me, since he's
4 actually -- I've been involved with the consent
5 decree since the consent decree was being
6 negotiated, but not as a policeman, as an attorney,
7 right. So Willie has been on the other side, on the
8 department.

9 So from my perspective, I know that I had
10 numerous conversations with officers to try to
11 explain to them that the consent decree was not

12 about them. The consent decree didn't govern their
13 behavior. The consent decree was not a referendum
14 on you as a police officer. The consent decree is
15 about the leadership of the police department and
16 about the administration of the police department,
17 and it shouldn't have that kind of impact on you. I
18 don't think that I actually saw --

19 I deal a lot with the disciplinary aspects
20 of the police department. So I didn't see a lot of
21 people written up for not taking the action that
22 they should have taken. I think that, you know,
23 policemen are prone to complain a little bit. I
24 think that they did that, and it was more talk than
25 it was action. I don't know that the superintendent
161

1 ever had to address that directly. And if he did,
2 maybe Willie can speak to that as far as how he
3 dealt with the supervisors and leadership.
4 A. (Sergeant Jenkins) I think the most
5 important thing that he did was get out there, there
6 were going to be clearcut guidelines on what had to
7 be done. And it just made it part of our policy
8 that you're going to do A, B, C. And once everybody
9 start to conform to that, it wasn't an issue

10 anymore. Because, like you said, misconception of
11 what it was and what you can and can't do, people
12 thinking on their own, it just made them have, like,
13 crazy thought patterns of you can't do this, you
14 can't do that.

15 But we have a thing that's called
16 procedural justice. And it goes into the realms of
17 identifying yourself and letting a person know why
18 you're stopping them, then giving you the thought
19 process that I should have a reason to stop a
20 person. So all of these things have been put into
21 place. And there's accountability for that.

22 So we have to view several different
23 body-worn cameras or in-car camera videos daily as
24 part of our job. And if we are seeing that officers
25 aren't doing that, then we take whatever corrective

162

1 measures we need to take to make sure they start to
2 comply with that.

3 So I think those steps that he took to
4 make sure that stuff happened made officers more
5 comfortable, because you know if you didn't do what
6 was required of you, then the disciplinary action
7 came to you directly, not to every officer on the

8 street. I think it took a couple of months for
9 everybody to just say, okay, this is the way we're
10 going to do it. Once that started, everything flows
11 well, because you know that any given day, your
12 supervisor is going to do a random review of your
13 body-worn camera. I'm not going to tell you I'm
14 going to do yours tomorrow, do yours the next day.
15 It's just a random review. So your thought process
16 starts to be, let me do this every time. I think
17 once officers get that in their head, it won't take
18 long for them to understand that we can do what we
19 need to do to police the city, but we have to do it
20 this way. And if we do it this way, then we'll be
21 fine.

22 I mean, I don't know if any of you ever
23 been a police officer, but you know that things
24 don't go the same way every time. But if you can,
25 like, comfortably do what you're supposed to do

163

1 every time, then that time that it doesn't happen,
2 the pattern is there that he's consistently doing
3 the right thing, and this time the situation didn't
4 allow for that. Sometimes it doesn't allow for you
5 to walk up and introduce yourself to somebody and

6 say, I'm stopping you because of this. Sometimes
7 you just have to get there and be in full police
8 mode at that point. But your record shows that
9 you're consistently doing it this way, and if you
10 say this time it didn't happen that way because,
11 there won't be a question about it.

12 A. (Mr. Livaccari) If I could add to that,
13 too. I don't know if it's necessarily a comment on
14 Chief Harrison, I guess it's probably more of a
15 comment on Chief Serpas, because he was there at the
16 beginning. The message, I think, got to the troops
17 fairly quickly that you're not going to get in
18 trouble for doing the right thing. The consent
19 decree, I think, one of the -- I haven't had
20 opportunity to study Baltimore's consent decree.
21 But in the New Orleans consent decree, you know, I'm
22 sure it's probably the same thing.

23 You got to take every complaint, no matter
24 how ridiculous, you know, and investigate
25 everything. So we've seen -- I've seen a rise in

164

1 the total number of complaints; although, lately,
2 it's kind of come down a little bit. But as the
3 consent decree was implemented, the number of

4 complaints went up. But the number of complaints
5 for serious infractions, I think, went down. And
6 the number of complaints for either nonsense or
7 frivolous things or very minor things, that's what
8 went up. And the serious infractions went pretty
9 far down. So when the troops see that you're not
10 getting suspended for doing the right thing, then I
11 think that sends a message to them that, you know,
12 we've got your back, you know, we expect you to do
13 your job and do it right, and that's all we want
14 from you, is to do the right thing.

15 BY COUNCILMAN STOKES:

16 Q. But the difference is, y'all commissioner
17 is permanent. We have an interim commissioner. So
18 we have consent decree, you really can't
19 implement -- somebody at the top, just make sure it
20 get done.

21 A. (Mr. Livaccari) Understood.

22 Everybody, this is Sergeant Walter Powers.
23 He's president of our lodge.

24 A. (Sergeant Powers) I'm Walter Powers, Jr.,
25 current president of Crescent Lodge 2. I'm a

1 40-year member of the New Orleans Police Department.

2 Currently, I am the commander of criminal records,
3 expungements and latent prints. And criminal
4 records also consists of subpoenas and public
5 records requests.

6 You were talking about body-worn cameras
7 when I walked in. That is the highest number of
8 requests that we receive. Crash attorneys are going
9 from, oh, well, we got the report, we need body-worn
10 camera. We want to see what the people said. And
11 we also have realtime cameras that they're
12 requesting as well. The good and bad of that is, if
13 it's not in the police report, they don't get it.
14 It's got to be subpoenaed. And if it's not
15 subpoenaed within a 30-day time limit, then it
16 expires.

17 Donovan was talking about the complaints.
18 Body-worn cameras was number one, because in order
19 to activate the body-worn camera, you got to tap it
20 twice. If you jump out the car running behind the
21 bad guy, you might forget to tap it until, you know,
22 you start slowing down a little bit, then you
23 remember, oh, activate this body-worn camera. And
24 they will suspend you for not putting your body-worn
25 camera on.

1 As time went along, and the judge looked
2 at it, said, you know, this is frivolous, because
3 when you go out there doing real work, sometimes you
4 just forget to do stuff. You're human, you know.
5 It's not like I'm just going for a call for service.
6 I know that, so I just turn it on, and go.

7 Body-worn cameras do take a lot of
8 storage, you know. A lot of departments don't go to
9 it because of the amount of storage that it takes
10 and what it costs to run. And attorneys like to
11 archive body-worn cameras. Greatest thing about
12 that is evidence.com. Evidence.com is a company
13 that archives -- well, runs the body-worn camera
14 system. If at any time they fold up, then body-worn
15 cameras are gone. But as long as they're in
16 existence, once it's recorded, it's archived.

17 BY COUNCILMAN BURNETT:

18 Q. How has Chief Harrison embraced the
19 rollout of the cameras?

20 A. (Sergeant Powers) Actually, they were
21 already in existence. Serpas rolled them out. A
22 lot of the officers were against them at first. We
23 initially started off with in-car cameras, called

24 MVUs.

25 The first MVU that I ever viewed was a
167

1 police officer who was 6'9", and it just so happens
2 that the female was 5'3", and she said that he
3 called her everything but a child of God and threw
4 her around and everything else. I said, well, let's
5 go back and review the camera, because it was her
6 mother. And as soon as I pulled the footage up, she
7 said, y'all got cameras? That was the end of that
8 point.

9 A. (Sergeant Jenkins) Y'all have BWC program
10 over there?

11 Q. (Mr. Davis) Yes, we do.

12 Q. I didn't know the acronym.

13 How would you describe Mr. Harrison's
14 ability to implement community-based policing
15 practices, and can you speak to specific examples of
16 policy changes?

17 A. (Mr. Livaccari) I think Harrison had -- I
18 think that was one of his best qualities, was his
19 ability to interact with the communities, sectors of
20 the community and different aspects of the
21 community. I think that he really excelled at that,

22 and I think that that dribbles down, you know. I
23 think that, you know, that kind of attitude is the
24 kind of attitude that falls down to the troops. And
25 I think that they kind of adopted the same kind of
168

1 attitude. You can probably comment on that.

2 A. (Sergeant Jenkins) I think his biggest
3 quality is, he has a very marketable personality. I
4 don't think there's been a room that I've been in
5 with him that the overall consensus was a happy
6 pleased one, but everybody walked away from the
7 situation thinking that they've gotten something
8 that they needed to get from it.

9 And I don't know if he's ordained
10 minister, but I've seen him at church locations.
11 And the message that he put out, so many people
12 just, like, paid attention the entire time. And it
13 was amazing to me to see the police chief have this
14 many people engaged in what he's talking about, and
15 it's not a police issue. I just always appreciated
16 that aspect of it.

17 And along with that, the members of the
18 police department, he always made himself available.
19 So it wasn't, if you saw him walking in a hall, that

20 you'd stop and wouldn't say anything. It was always
21 a conversation to be had at that point. His thing
22 was, are you okay, you know.

23 Also, under his leadership, we adopted the
24 Officer Assistance Program, which it also is a thing
25 where officers have the ability to go see a mental
169

1 health professional, and you don't have to say I'm
2 going to see a mental health professional. You just
3 tell your supervisor, I need to go and see whoever.
4 And then that's just the thing, you go and do that.
5 He was a big proponent of making sure that the
6 officers are healthy, physically and mentally, so
7 that they can be the best person they can be for the
8 community itself. I just think he was -- that part
9 of it was great. I couldn't say anything else.

10 A. (Sergeant Powers) Actually, Cecile Tebo
11 is over the mental health program -- well, it's
12 officer --

13 A. (Sergeant Jenkins) Officer Assistance
14 Program.

15 A. (Sergeant Powers) Officer Assistance
16 Program. So what happens now is, supervisors, when
17 somebody may have a complaint against them, the

18 first thing they say, go see Tebo. There's no if,
19 go see Tebo.
20 And when I came on, if you went to see
21 Tebo, that means you went to rubber gun squad. You
22 weren't carrying a gun, because you had a mental
23 problem. There was no such thing as, oh, I'm
24 stressed. If you're stressed, you can't handle this
25 job. But now he understands that stress, PTSD, all
170

1 that run into together. Harrison, I think he's a
2 deacon, because I know he preached at the church the
3 last time. He's a deacon at the Baptist church.
4 But Harrison knew from -- we had urban
5 squad in the early 70s. They came on in '79. So in
6 the early 70s, we had urban squad. Urban squad was
7 community based, where you went in, and you became
8 part of the community, housing projects. So as it
9 went on, we went from the urban squad was disbanded
10 to officer friendly program. Built on the officer
11 friendly program, and the community-based police
12 officers, one unit, and that's where you got deputy
13 dog and everything else. That went, because of lack
14 of manpower, that went to the wayside. But then it
15 was encouraged that you get out there and interact

16 with the people. And the more that you interacted,
17 the better it helped.

18 I have this thing when I was in the
19 district called "no windows up." That means that
20 doesn't matter how cold or hot it is, windows are
21 down. Warm the car up, put the windows down. Cool
22 the car down, put the windows down. You keep the
23 windows down, you can talk to the community.

24 A. (Mr. Livaccari) Can you think of any
25 specific policies that Harrison implemented about
171

1 community engagement or -- I can't, not being on the
2 department right now.

3 A. (Sergeant Powers) It wasn't a policy that
4 he implemented, but he had the thing about we have
5 to be a friendlier, more approachable police
6 officer.

7 A. (Sergeant Jenkins) He pushed for each
8 officer having to have so many hours of community
9 engagements per month. And that really opened a lot
10 of the officers' eyes, because when you go to these
11 homeless shelters or you go to the church groups or
12 you go to the mental health facilities, you get a
13 better view of the people you're dealing with.

14 Sometimes you just get a call of a person standing
15 in front of a store yelling. And it's not just
16 going to the store just hauling them away. You try
17 to actually sit there and figure out, you know, why
18 are you here at this point and what can we do to
19 help you. So it's been a bigger thing with the --
20 also, the CIT program, right.

21 A. (Mr. Livaccari) Yes, I was going to say
22 what about in-service training.

23 A. (Sergeant Jenkins) Well, there's an
24 actual 40-hour course of officers going to get CIT
25 certified, which is crisis intervention. That part

172

1 has allowed officers to be on scene. The policy
2 states that how much time the officers needs to be
3 there. We had a big issue a couple of years ago
4 about response time, and that was a big thing for
5 the community. That was the biggest problem they
6 had with the police department, the response time
7 was too long. When the CIT policy came out, the
8 thought process was, I don't care how much time it
9 takes for us to safely assist this person who's in
10 this mental health crisis, let's do that, and
11 everything else, I mean, we'll get to it. That's

12 not the answer you want to hear when you're sitting
13 at your house waiting because somebody broke your
14 window and came into your house. But, I mean, in
15 the overall grand scheme of things, if we can safely
16 get this guy to some kind of mental health
17 treatment, we can still come and write your report,
18 because that's effectively what we're doing. So his
19 thought process on that was, let's do the important
20 things, and let's taper it down to the things that
21 are not so important. Let's make it to where we all
22 are happy at the end of the day. I think that is
23 the gist of that.

24 A. (Sergeant Powers) He wrote the CIT policy
25 from -- initially, it was a volunteer thing that you

173

1 had to volunteer to go to the class. He changed it
2 from volunteer to everybody should be CIT certified,
3 because the volunteer thing was, you had to mandate
4 to have so many people working that was CIT
5 certified on each shift. And that wasn't going to
6 go well. So with everybody just going to the class
7 and getting certified made it easier.

8 Q. Thank you. So I think you kind of hit on
9 this a little earlier, the next question, so if it

10 doesn't apply: Can you speak to a time Mr. Harrison
11 successfully negotiated a difficult item in the
12 police union's MOU, such as pension reform,
13 overtime, that kind of thing? I think you said
14 you guys don't do that.

15 A. (Mr. Livaccari) Yes, we don't have that.
16 We did meet -- we met with the superintendent and
17 various members of his major staff on a regular
18 basis, usually once a month. And we discussed
19 whatever items were important to us at the time.
20 And he was responsive, I mean, to a certain degree,
21 as much as we would expect, I guess.

22 A. (Sergeant Powers) He actually -- we got
23 the pay raises, three or two? I think it was two
24 pay raises.

25 A. (Sergeant Jenkins) Two and a half.

174

1 A. (Mr. Livaccari) But we don't negotiate
2 MOUs, contracts.

3 A. (Sergeant Powers) Yes, but he went to the
4 mayor and said, you know, we need to put more money
5 in these guys' pockets. So he went to the mayor,
6 they agreed. They also gave incentive pay raises
7 for the investigators. So he had an extra

8 10 percent added. Sex crimes, homicide, anybody who
9 was in close investigative roles got an extra
10 10 percent, because you got to wear a suit all the
11 time.

12 A. (Mr. Livaccari) I think Mayor Landrieu
13 saw the benefit of involving the FOP in the
14 discussions and the decisions and how that appeared
15 to the public. So I think that the -- I think it
16 may have been a joint decision. They embraced that
17 whole process to try to make things work as well as
18 they could. He did well with it.

19 BY COUNCILMAN STOKES:

20 Q. Can you speak to NOPD's seized asset
21 forfeiture process and whether Mr. Harrison has made
22 improvements to the practice?

23 A. (Mr. Livaccari) I'm not thoroughly
24 familiar with the asset seizure. I know that it
25 was -- I think they shut the whole program down for

175

1 a while, and it's not a big focus of anything. So I
2 don't really --

3 A. (Sergeant Powers) As far as I know,
4 there's only one person who actually does the
5 documents.

6 A. (Mr. Livaccari) It's not a tremendous
7 part.

8 Q. Can you speak to Mr. Harrison's ability to
9 conduct and implement top-to-bottom policy review
10 changes?

11 A. (Mr. Livaccari) I think that they did a
12 good job with that. I think that the policy
13 revisions and implementations that were required by
14 the consent decree would have gone a whole lot
15 faster if not for the DOJ. I think if anybody was
16 slowing -- it was the DOJ. I think that Chief
17 Harrison embraced the idea of that whole consent
18 decree team that worked on all these policies and
19 hiring the necessary folks to get these policies
20 revised and up to snuff with consent decree. And I
21 think that he did a good job with that, with maybe
22 the sole exception that when Serpas was there, he
23 made a point of making sure that he asked for our
24 input with regard to policy revisions. And it was
25 kind of hit and miss sometimes as far as we were

176

1 concerned with Harrison on soliciting our input on
2 policy revisions. So I guess that could have been a
3 little bit better, from my perspective. But on an

4 overall perspective, I think that he did a good job

5 with the way the policies were implemented.

6 A. (Sergeant Powers) There were a couple of
7 policies that he sent out, and we got to read them
8 after they came out. We went to a meeting. We were
9 able to amend those policies to make them realistic.

10 A. (Mr. Livaccari) Right. I think there
11 were a couple of times if we would have had the
12 opportunity to say that before as opposed to after,
13 that it would have been more efficient.

14 BY COUNCILMAN BURNETT:

15 Q. How was Mr. Harrison able to implement
16 training programs for officers around constitutional
17 policing, implicit bias and community-based
18 policing? I think you touched on some of this.

19 A. (Mr. Livaccari) Surprisingly well. I
20 think the consent decree training requirements are
21 unbelievably optimistic, you know. I don't know --
22 I assume your consent decree is the same as ours
23 was. The training requirements are just incredible.
24 But there were plenty of times we looked at this and
25 said, there's no possible way; there's not enough

1 time in the day or people in the department to make

2 this training happen. But he managed to pull it off
3 pretty well. You guys probably can speak more to
4 that than me.

5 A. (Sergeant Jenkins) The in-service
6 training side of it, since the consent decree came,
7 and then Chief Harrison took over, it changed
8 drastically. It used to be just 40 hours of things
9 that you do every year. Now it's always something
10 else being built upon. Like you said, it's
11 phenomenal that we're able to get the training in
12 that we've gotten. It's also, along with the
13 regular 40 hour in-service, there are several online
14 trainings that you deal with. And then the training
15 bulletins that we are required to do every month
16 always have something to do with a policy or
17 something that we're dealing with. So it's being
18 implemented in ways -- it was very creative the way
19 they came up with it to get it, make sure that we're
20 in compliance and to make sure that the officers are
21 being trained as best they can without reducing the
22 amount of manpower on the street, which would limit
23 their response times and limit the way that we
24 respond to the citizen needs.

25 A. (Sergeant Powers) When they first came up

1 with consent decree training, police officers -- not
2 sergeant -- had to go to 8 weeks of in-service
3 training. Sergeant added 2 more weeks on top of
4 that. So it's 10 weeks. And if you went to all
5 this training consecutively, that's 2 and a half
6 months that you're completely out of the loop. Then
7 they moved it back to 4 weeks. It's, like, it's
8 still 4 weeks that I have somebody who's out of the
9 loop. So now they moved it back to 40 hours, which
10 is one week. And sergeants were still going 2 weeks
11 of training. I had the argument, why is a sergeant
12 going, supervisor going to one training, and then
13 they have to go to the same training with the police
14 officers, when all this stuff could intermingle? So
15 they moved it to where supervisors go one week, and
16 officers go to another.

17 As I said, the DTB, daily training
18 bulletin, we have those that come out, that you read
19 at roll call every day. So that's another training
20 that's coming that you get credit for that you don't
21 have to go and sit in a classroom. Then you have
22 your monthly training that comes out. And also, the
23 state has websites you can go to state website and

24 get credit for training online.

25 So by the time Harrison finish putting all
179

1 this stuff together, you were getting 120 weeks of
2 training condensed into a small time. So literally
3 take 2 weeks and get everything that you needed and
4 satisfy POST and federal government at the same
5 time.

6 A. (Mr. Livaccari) I don't know what the
7 State of Baltimore's police academy or whoever does
8 y'all's training, but the New Orleans Police
9 Department's training academy was not exactly a
10 professional learning environment. I mean, that's
11 not to say anything about the people who are
12 assigned there or work there, but they never really
13 invested in the academy to the point where it would
14 be a real learning environment. I think that
15 Harrison embraced, finally embraced, that notion
16 that we could make this more school-like and more --
17 you know, used all these great educational models
18 that are out there to make this a place where we can
19 really get stuff done. So I think he did well with
20 that.

21 BY COUNCILMAN STOKES:

22 Q. How does Mr. Harrison create an
23 environment where his officers can get the support
24 they need; example, to get reliable
25 equipment/technology, to handle trauma, and to back
180

1 them up when they are correct?

2 A. (Sergeant Jenkins) Like I said, the
3 Officer Assistance Program, with the mental health
4 side of it. There's also, he solicits different
5 organizations to assist with; we've gotten donations
6 from people for NewFest at times, and just different
7 avenues that officer -- like I said, they can come
8 up and speak to him sometimes whether something they
9 feel wasn't correctly handled, and he'd address it
10 with them; or if he couldn't address it with them,
11 point them in the right direction of somebody that
12 could. He's also open to meetings with police
13 organizations. All the officers have the full
14 understanding that if you need to address something,
15 it'll be addressed. And they don't have a fear of,
16 if I do this, then I won't be able to be promoted,
17 or I won't be able to have the things or move to a
18 different division. It's never been, since he's
19 been the superintendent, that that type of climate

20 has been around the department. Everybody just
21 feels as though you can say what you need to say and
22 just move on from there.

23 A. (Mr. Livaccari) I think he successfully
24 implemented the Narcan program. Everybody carries
25 Narcan now, right?

181

1 A. (Sergeant Powers) And tourniquets, yes.

2 Started going to that, tourniquets.

3 A. (Mr. Livaccari) Is that answering your
4 question?

5 Q. Yes. What about the trauma piece? I know
6 a lot of officers, they still have trauma, the
7 hours. Can you explain how he dealt with trauma?

8 A. (Sergeant Powers) That's where Cecile
9 Tebo comes in. It's one of those situations, if an
10 officer is experiencing a traumatic event, a
11 shooting, for instance, you're not going right back
12 on the street. So you -- because it is a shooting,
13 with the way the investigation is going, you might
14 be 4 weeks out. But they recommend that you talk to
15 Cecile or you seek some type of assistance, but
16 Cecile is there for you, and it's no cost to you.

17 A. (Mr. Livaccari) As attorney for the

18 lodge, I respond to officer-involved shootings on a
19 regular basis. So I can tell you that the last one
20 that I went on was July 4th of this year. And when
21 I got there, there were chaplains already on the
22 scene, there were -- I'm trying to think -- the peer
23 support people were there. And I think they've done
24 a much better job, as far as that's concerned,
25 offering support to the officers.

182

1 A. (Sergeant Powers) You forgot the last one
2 you were on.

3 A. (Mr. Livaccari) July 4th.

4 A. (Sergeant Powers) No.

5 A. (Mr. Livaccari) January 4th.

6 A. (Sergeant Powers) Yes.

7 A. (Sergeant Jenkins) He made it clear that
8 the investigation was going to be transparent and
9 was going to be taken seriously. And it was. And
10 the officers were put on reassignment, as they
11 should be. They went through the process, for at
12 least the body-worn camera footage.

13 A. (Mr. Livaccari) They were cleared in 2
14 weeks. That was a record for the police department.
15 Before that, I think the record was, like, 3 months.

16 A. (Sergeant Jenkins) I don't think we had
17 any citizen, like, kickback on anything, as far as
18 the way the investigation was handled. And I don't
19 think there was anybody saying anything went wrong
20 with the investigation, or it wasn't good enough or
21 it wasn't transparent enough. The officers are back
22 at work, so...

23 A. (Sergeant Powers) That one, the body-worn
24 camera, the police officer who was hit in the vest,
25 his camera was the one facing the guy who was doing
183

1 the shooting. So as soon as they saw that, it was,
2 well, it was nothing. Community was extremely quiet
3 about it. If anything, they were supportive to the
4 police officer who got shot.

5 A. (Mr. Livaccari) I spoke to Chief Harrison
6 on the scene of that incident. He was -- I mean, he
7 knew that I was there to support the officers.

8 BY COUNCILMAN BURNETT:

9 Q. How are police officers evaluated in
10 performance reviews? We'll stop there. There's a
11 part 2, but I think that's a lot, based on your
12 reaction.

13 Well, I guess the follow-up was: Does one

14 of the metrics include successful community building
15 experiences? I think you sort of hit on that
16 earlier.

17 A. (Mr. Livaccari) The performance
18 evaluation system is implemented by the Civil
19 Service Department here in New Orleans. So I think
20 the civil service performance evaluation is like a
21 generic deal that goes across different departments,
22 you know. So I think that they implemented some
23 different evaluations just for the police
24 department. And then I'll let y'all address that.

25 A. (Sergeant Powers) Three of them.

184

1 A. (Mr. Livaccari) It's, like, quarterly, I
2 think now.

3 A. (Sergeant Jenkins) There's a quarterly
4 one, there's a biannual one, then there's a civil
5 service one, which is yearly. We all, like, get
6 aggravated when that time of the year comes up,
7 because it's so much. But honestly, I think it
8 allows you to make sure that you're getting the best
9 performance out of each officer, because it requires
10 you to give specific examples on certain things that
11 they've done well or haven't done well, so that

12 you're holding yourself accountable for making sure
13 that the officers are doing things the best they
14 can.

15 That way, with all of this, it's like, if
16 you're doing your job, you won't have a problem with
17 doing your evaluations, because there's so many
18 avenues put in place to keep track of all of these
19 things. There's a program that was put into place
20 called supervisor's feedback log. So if you see an
21 officer who did something extremely well, you put it
22 in there so that he can be recognized. If you see
23 an officer who did something very poorly, you put it
24 in there, so he can be -- what's the word I'm
25 looking for -- the disciplinary action that's needed

185

1 can be taken.

2 There's also mechanisms within the
3 evaluations that you don't necessarily have to
4 discipline an officer. You can start a tracking
5 method to help the officer get to the plateau that
6 he needs to be at. So that part of it, like I said,
7 when you're doing it, it's, like, oh, my God. But
8 when you look at the end-all results, it's needed.

9 BY COUNCILMAN STOKES:

10 Q. Let me ask you a question: In Baltimore,
11 talking to some of our command staff, if there was
12 an interaction between a resident and an officer,
13 and Councilman Burnett says, well, go file a
14 complaint, well, even if it wasn't true, it would go
15 into the officer's file. So when he go to get
16 promoted, whether it was true or not, it's still
17 sitting there.

18 A. (Sergeant Jenkins) We still have that.
19 But what's supposed to happen is, if it's found to
20 be not sustained, that it's not supposed to be
21 viewed as a negative aspect. Because what happens
22 is, the investigators who's doing the investigation
23 on that officer can see, look through the body-worn
24 camera, through the police report, and whatever
25 other reporting mechanisms or documentation.

186

1 We have different ways of addressing it
2 with the adjudication process. So if an officer was
3 found to not have done anything, it will be found
4 unfounded, which means that the allegations that the
5 person brought forth just didn't happen. And if
6 something occurred, but it wasn't to what the
7 citizen said, then it would be not sustained. If

8 something did happen, and it was possible that the
9 officer did violate a policy, but it can't be
10 proven, then it's call exonerated. So you have
11 those different levels of disposition that you would
12 look at.

13 And when they're doing the promotional
14 process, first off, you have to be on the
15 promotional list to even have that. Before you can
16 be on the promotional list, you have to be clear of
17 any allegations against you. So you can't even get
18 on the list having that. But when you go through
19 that process, when they're reviewing your -- we call
20 it a short form, they're reviewing that, if all of
21 those things say not sustained or unfounded, then
22 they won't be held against you. That's the way it's
23 supposed to happen.

24 A. (Mr. Livaccari) Specifically on this
25 topic, I guess one thing I can actually give to

187

1 Harrison, is that the system, for the longest time
2 in New Orleans, was that if you had a pending -- any
3 pending complaint, you couldn't get promoted. So
4 you could be on the list, but you weren't going to
5 actually be promoted until that was resolved. No

6 matter what the resolution was, it just had to be
7 resolved. But the consent decree kind of made that
8 seem like maybe it should be a different standard,
9 right. So what Harrison implemented was that it
10 wasn't that it was just any old pending complaint,
11 it had to be a serious pending complaint. So that
12 was a fairly significant change that I could give
13 Harrison credit for.

14 The stuff still stays in their file,
15 though. We used to have a system where you could
16 get the stuff --

17 A. (Sergeant Jenkins) Expunged.

18 A. (Mr. Livaccari) Right. And there was a
19 state law that said that police officers can get
20 stuff expunged after so many years out of their
21 record. And back when Pennington was here trying to
22 avoid a consent decree, they lobbied the legislature
23 to appeal that law. So now we still -- they still
24 have it.

25 A. (Sergeant Powers) Also, if the City fell
188

1 under 300,000 or something like that, then you could
2 have your record cleared. But when they reenacted
3 that law, passed that law, that new law, everyone in

4 the State of Louisiana could do it except the New
5 Orleans Police Department.

6 BY COUNCILMAN STOKES:

7 Q. So why do you think Chief Harrison wants
8 the job in Baltimore?

9 A. (Mr. Livaccari) I think that that's an
10 interesting question. I think that he would -- I
11 don't know how secure his position was here in New
12 Orleans with the new mayor. I think that,
13 eventually, the new mayor was going to decide that
14 she wanted her own person in there, and that that ax
15 was going to fall, to no fault of Superintendent
16 Harrison, eventually. And so I think that my gut
17 tells me that he saw an opportunity to do something
18 that he did well, and I think that it would be a new
19 challenge for him, that I think he'll be successful,
20 and he avoids getting lopped off by the mayor for
21 political reasons.

22 BY COUNCILMAN BURNETT:

23 Q. How does he approach police recruitment?

24 A. (Sergeant Jenkins) Aggressively.

25 Aggressively. The numbers dropped last

189

1 drastically right at -- what year was that?

2 A. (Sergeant Powers) After Katrina. 2006,
3 we started losing.

4 A. (Sergeant Jenkins) It was, like, for lack
5 of a better term, hemorrhaging of blood from the
6 amount of people that was just leaving. It was,
7 like, morale was way down. And that was one of his
8 big points that he wanted to make sure he got, was
9 that we aggressively recruit police officers and
10 recruit police officers that wanted to stay here.
11 Because a lot of times, you get police accreditation
12 from one agency, and you go to another agency with
13 that.

14 His thing was, if you can recruit the
15 officer, then recruit them to the City itself. That
16 will make them stay. I think in the last couple of
17 years, we've been holding steady with people, not
18 losing as we're gaining. So I think last year was
19 first time we had --

20 A. (Sergeant Powers) Lowest number.

21 BY COUNCILMAN STOKES:

22 Q. When he recruit them, how did he
23 keep them? In Baltimore, we get them, when they get
24 through the training, they gone.

25 A. (Mr. Livaccari) We still have that to

1 certain extent. I mean, I don't think there's any
2 avoiding that entirely.

3 Q. I think they did a bonus for a little
4 while in Baltimore. Like, they give them a bonus
5 after.

6 A. (Sergeant Jenkins) I think the pay
7 increase, then there's the take-home car policy.
8 It's little things. Some places have it where they
9 don't have academies, and some people's hometowns
10 they don't have academy. So they'll go somewhere
11 else and get the training. They just want to be
12 home. So you're never going to stop that angle of
13 it. But I think the main focus is now getting
14 people to feel like this is a career again and not
15 just a job.

16 A. (Mr. Livaccari) I think there was a bunch
17 of little things. For example, when you graduated
18 from the police academy, you went out into the field
19 as a field recruit, and then you were a field
20 recruit through the field training program, and then
21 you would eventually become promoted to police
22 officer 1, then you were a police officer, and then
23 you would start your probationary period as a police

24 officer. So we went and told them, look, why not
25 eliminate that? Why not promote them to police
191

1 officer when they graduate the academy? They're
2 police officers, right. They're putting on the same
3 uniform, doing the same job. They're police
4 officers. Then that way, you engage officers, they
5 get the bump up from recruit to police officer
6 earlier. They have 6 months less probationary
7 period, and they get to be police officers instead
8 of recruits. And I think that those things matter
9 to those. And he was very receptive to that. And
10 ultimately, we implemented that quickly. I think
11 the next academy class that graduated was exactly
12 that way, where they went from being a recruit in
13 the academy to being a police officer instead of
14 being a field recruit. I think that was successful.
15 So, I mean, little things like that lend themselves
16 to holding on to people.

17 A. (Sergeant Powers) Also, one time, the
18 state police had raised trooper's, basic trooper's
19 salary to almost double that of police officer
20 salary, you know, incoming. So when they instituted
21 the pay raises and brought it up to where we were

22 the highest paid police officers in the region, that
23 helped, because now we were higher paid than
24 Jefferson Parish. We were almost level with a
25 regular trooper in the state. So that helped there.

192

1 He started bringing in the new SUVs. They
2 said, okay, you are a training officer, this SUV is
3 your take-home. And your senior police officer on
4 the platoon, you've been here the longest, this SUV
5 is your take-home. Take-home policy removes, you
6 had to live in Orleans Parish to take home a car.
7 Of course, they amended it, that if you got one of
8 them brand new SUVs, you had to stay in Orleans
9 Parish. But we're arguing. They're supposed to be
10 taking that out, as well. And then removed the --
11 we had people who were living in Orleans Parish who
12 lived in The Rigolets, which is pretty far out
13 there, and they worked at police headquarters. They
14 stayed more than 20 miles from their place of
15 assignment. So they had to pay a higher fee.

16 We argued with the department, and Mike
17 backed us up, going to the CEO and said, you know
18 what, this doesn't make any sense. They live in
19 Orleans Parish, period. Doesn't matter how far they

20 live from their work assignment. If they live in
21 Orleans Parish, it's one amount. If you live
22 outside of Orleans Parish, but less than 60 miles
23 away, it's another amount. If you live more than
24 60 miles away, you can't take that vehicle home
25 unless you get your permission from your chief.

193

1 That was it.

2 A. (Mr. Livaccari) At the same time, I think
3 that's somewhat unavoidable, you know. I was
4 talking to a group of -- a class of police recruits
5 in the academy a couple of months ago. There was
6 one guy that stood up and said, well, should I join
7 the FOP, I mean, I'm only here so that I can get a
8 job with the feds, you know. What can you do about
9 that, right?

10 A. (Sergeant Powers) Of course, they say
11 that, and then I get an e-mail from the state
12 trooper who says, I'd like to become a member of the
13 FOP.

14 BY COUNCILMAN BURNETT:

15 Q. One of the biggest challenges we have in
16 Baltimore is drug and gang violence. Can you speak
17 to -- well, one, is that an issue here? And if so,

18 can you speak to Mr. Harrison's approach to it?

19 A. (Mr. Livaccari) I mean, we have drug
20 problems, yes. I think our gang problems may be a
21 little different from other -- I don't know about
22 Baltimore specifically. But we have more smaller,
23 loosely-organized groups that they call gangs, you
24 know. They did, I think, a fairly good job of
25 interacting with, like, U.S. attorney's office and
194

1 DA's office and trying to come up with new and
2 invent ways to deal with these folks. And I think
3 the most recent thing was that they were charging
4 them as RICO violations, right. So they worked with
5 the DA's office and the feds to do that. I think
6 they did a pretty good job. They made some pretty
7 big cases with those. It's not like the Bloods and
8 the Crips, though, typical big gangs.

9 A. (Sergeant Jenkins) He started that gang
10 unit, he had that started, where he took some
11 officers from district general assignment units and
12 formulated an actual gang unit, which would focus on
13 that. Then there's also the Tiger Team, which they
14 did specialized investigations to address those type
15 of issues only. So they weren't doing regular calls

16 for service. That was their focus and their mission

17 was to address that.

18 A. (Mr. Livaccari) Was Tiger Harrison's

19 thing?

20 A. (Sergeant Jenkins) I think the gang unit

21 was on Serpas going out and Harrison coming in. But

22 the Tiger was his, yes.

23 A. (Mr. Livaccari) Tiger was a nice unit.

24 They were specifically -- the unit was implemented

25 to address nonfatal shootings, so that they could

195

1 focus on nonfatal shootings. I think it was fairly

2 successful. Eventually, I think they expanded it to

3 include armed robberies, but it was successful.

4 Q. Anything else we need to know about Mr.

5 Harrison?

6 A. (Sergeant Jenkins) I think you're getting

7 somebody who's going to dedicate himself to the

8 department and what every citizen of that city wants

9 it to be. And he's one that wants the community and

10 the police department to be a partnership. He

11 really strongly believes in that.

12 And if you paid attention, we haven't had

13 many attacks on police officers like you see across

14 the country. And I think that's more of a testament
15 of how he have officers thinking that you are part
16 of this community. And that is why you need to be
17 the best police officer you can be.

18 I think if he is confirmed, I think you
19 guys are going to get that. It may take a little
20 while, and it may take some grumbling from the
21 officers, but when they understand that his approach
22 to it is not to dissatisfy them, but to have
23 everybody meet in the middle, I think it's going to
24 be a good situation.

25 A. (Sergeant Powers) Yes. I walked Bourbon
196

1 Street with him in his early years, you know, and
2 he's always been compassionate about, we got to take
3 care of each other, take care of each other and take
4 care of the community, but you got to take care of
5 each other first. So we had programs where we was
6 looking out for the guys who were out there beating
7 the street, because, you know, a lot of guys who sit
8 down and make policy don't know what it is to walk
9 on the street. And until you get that in your head,
10 that, hey, I've been there, done that, have the
11 scars to prove it, yes, I can make this policy,

12 because it's going to be better for all of us and

13 not just for one of us.

14 Q. Thank you for your time.

15

COUNCILWOMAN HELENA MORENO

16 INTERVIEW OF COUNCILWOMAN HELENA MORENO:

17 BY COUNCILMAN BURNETT:

18 Q. How would you describe Mr. Harrison's
19 ability to implement community-based policing
20 practices?

21 A. Very well. Very well. He has been really
22 an amazing reformer to the department, and also
23 built up a leadership team to also be part of these
24 reforms. As you know, we're under a consent decree.
25 And we recently had an update on the consent decree

197

1 where now we are on the point we have no negative
2 findings, which is really great. For so long, in
3 fact when the consent decree first started,
4 everything was in the red. I mean, there really
5 were no positives. And now to the point where we
6 are, you know, in the green, and we have no more
7 negative findings, and everything is moving in the
8 right direction, I have to tell you that so much of
9 that is because of Chief Harrison.

10 Q. Are there other things -- I guess the
11 consent decree process started before he got here, I
12 guess navigating the challenges on the street,

13 right. So one of the things that we hear in our
14 department, we're also on the consent decree, which
15 was signed January 2017, was that officers felt like
16 they couldn't do their jobs or were fearful of doing
17 their jobs, with the threats of lawsuits or
18 violating the consent decree. Is that something
19 that you've heard?

20 A. I think that's probably always the first
21 reaction to change, that there's a different way of
22 doing things, but it's a better way of doing things.
23 And I think that Chief Harrison was able to move
24 that message all the way down through his
25 department. And, you know, the officers who he

198

1 moved up through different channels to be leaders
2 also kept passing on that message to wherever --
3 whatever districts that they were commanding. So,
4 yes, that change had to happen. And change is
5 difficult. And I'm sure you would hear those
6 things, but we were able to get past that and
7 through it, to become a very different police
8 department, and actually now one that is a model
9 police department, that you have different cities
10 all across the country trying to model.

11 Q. We've heard that a lot around the
12 training. Can you talk a little bit about some of
13 the training practices that he's implemented?

14 A. I mean, I don't know as far as specifics
15 on training. I can tell you what has happened with
16 the training academy. So the training academy for
17 when the consent decree first started and the
18 monitors went in, there were really, like, zero type
19 of specific teaching plans. I mean, it was just
20 kind of all over the place. So there were a lot of
21 reforms to the academy. So the academy has been
22 completely transformed.

23 I can tell you that recruitment is at a
24 different level than it used to be. The amount of
25 progress that we've made there is significant,
199

1 according to our monitors. But as far as, like,
2 very specific things, you know, I haven't been in
3 the academy, so I don't know, or the specific
4 conversations about the academy.

5 Q. That's fair. We hit recruitment. Do you
6 consider Mr. Harrison to be a responsible steward of
7 the police budget?

8 A. Oh, yes, I do. I do. And, you know, when

9 there were issues, he would come to the council and
10 explain why there were issues with the budget. What
11 I really liked about Chief Harrison is, he was
12 always very -- I served in the Louisiana legislature
13 before I got on the council. So if we were dealing
14 with legislative issues, and he needed to tell us
15 something, he was always very up front with
16 legislators. And when I became part of the city
17 council, when there were any issues that we needed
18 to know about, he was the one to come and tell us,
19 you know. He was very open about his dialogue and
20 very honest about what the situation is, so that we
21 could have a better understanding as to how to
22 address it. So when there were some budget issues,
23 he would come to us and say, this is why, you know,
24 there are some budget issues. Maybe we had a
25 specific event that happened that was unforeseen,
200

1 and our overtime went too high, this is what's
2 happened, this is how I'm now working to bring that
3 back, to scale that back. So I've always found him
4 to be very frank and honest and, yes, a very good
5 steward of the public's money.

6 Q. Looking into your background, looks like

7 you've done a lot of work around domestic violence.

8 A. Yes.

9 Q. Also, before you go, I did want to tell

10 you, I chair and created the human trafficking task

11 force in Baltimore City.

12 A. Oh, wow. Yes.

13 Q. We have a delegation coming here from the

14 mayor's office, police department, district

15 attorney's office in a few weeks. If I could get

16 your card --

17 A. You got it. Absolutely.

18 Q. -- that would be great if you'd speak to

19 them.

20 A. That would be fantastic.

21 Q. Thank you.

22 A. Sure.

23 Q. Yes, I was told you were the person to

24 talk to. I won't be coming back down. I can't make

25 two trips, try to stay out of trouble.

201

1 But can you talk a little bit about the

2 department's work in supporting victims and that

3 work?

4 A. Sure. So a few years back, it was

5 determined that we had significant issues with how
6 victims of domestic violence and sexual assault
7 victims, as well, and how their cases were being
8 investigated and how the department was falling
9 short. Instead of ignoring the problem or running
10 away from the situation or making excuses, instead,
11 the chief jumped right in and started making serious
12 changes to that specific division. And he got with
13 the mayor's office, created a task force to come up
14 with -- got with many experts from Tulane
15 University, got with myself as well. And we came up
16 with a comprehensive plan as to how we could serve
17 victims better and how investigations could be
18 improved. Brought in even the state police crime
19 lab folks as to how they could help, as well.

20 So that has totally been revamped to now,
21 once again, a model system. I would say that we are
22 the best in the state as to how victims of sexual
23 assault and domestic violence are treated. I wish
24 we were best in the country, but I'll take best in
25 the state for right now. I'd like anybody to

202

1 challenge me on that, because it's because of
2 reforms that Chief Harrison has made that we're in

3 better shape.

4 Now, are we perfect? No, we're not. Can
5 we still make advancements? Absolutely. Can
6 investigations be better? They always can be. But
7 we're in a much better place than where we used to
8 be. And I will say this: That is what I've always
9 liked about Chief Harrison, that when a problem
10 arises, he runs to it and focuses on how to fix it.
11 He is not the type to just say, whatever, let me
12 blame somebody else. He owns it, and he fixes it.

13 Q. How would you characterize Mr. Harrison's
14 ability to prioritize and connect with marginalized
15 community groups; race, gender, sexual
16 orientation --

17 A. Yes.

18 Q. -- disabilities, homeless, LGBT --

19 A. Yes.

20 Q. -- immigrants?

21 A. There's been a lot of outreach during his
22 tenure towards all of those groups, particularly the
23 LGBTQ community. Our transgender community in
24 particular, you know, felt at one point that they
25 were not getting the attention that they needed.

1 And there were several community meetings that the
2 chief held, several outreach types of task forces
3 that were created to specifically reach out to those
4 communities. And once again, you know, can it be
5 better? Yes, it can. It can always be better.
6 But, yes, he was always about, you know, making sure
7 that the NOPD was for every citizen in New Orleans.

8 Q. Anything else that we need to know or you
9 think we should know about?

10 A. Look, I'm just sad we're losing him. I'm
11 happy for you-all. You are getting a really
12 tremendous man. I had the opportunity to know the
13 chief for quite some time from before he became
14 chief. He's always been a very honorable officer
15 and someone who's been a great leader for the
16 department and always been a man about the
17 community, about the people of the city and really
18 cared about the people of this city.

19 I don't know how much people told you
20 about him personally, but he's also very active in
21 his church here. And his church has had a bunch of
22 different ceremonies for him recently, because he's
23 going to be leaving, and I went to one of them.

24 He's just -- in everything that he does, he just
25 puts, whether it's his family first or whether the
204

1 people of New Orleans first or whether it's the
2 other parishioners in his church, he always just
3 puts just the community first. That's what I've
4 always liked about him. Like I said, we're just
5 really sad to lose him.

6 Q. Are there any things that you think he can
7 improve on, or in making that transition to
8 Baltimore that he may struggle with?

9 A. I think, you know, I think what's going to
10 be hard for him is, he's going into a brand new
11 city. He's known New Orleans. And I told him this,
12 you know. I mean, it's like you've got to start
13 from scratch. And, obviously, he's got the
14 experience of how to reform a department, how to
15 build a department, how to build leaders. But, you
16 know, these are all new people that he's meeting.
17 And he's starting again from the beginning, you
18 could almost say, and a new city. So those are
19 going to be challenges, but not challenges that I
20 don't think he can overcome.

21 BY COUNCILMAN STOKES:

22 Q. I just want to say something real quick.
23 We've been moving around talking to people. This is
24 almost scary, I mean, in a good way. We haven't
25 heard absolutely nothing -- his outreach, his
205

1 demeanor, the kind of person he is, it's almost like
2 he's perfect. I say that because in the last, what,
3 year and a half, we done had, like, four police
4 commissioners. And other one before Mr. Harrison
5 kind of fell through the cracks.

6 A. Right.

7 Q. Because I chair, he's the vice chair, and
8 it's going to be so much easier when we get back to
9 Baltimore to confirm him, because it's unbelievable.

10 A. Correct.

11 Q. I met him last Friday, and I pick up
12 exactly what you're saying. It's immediate the kind
13 of person he is. He's really genuine. You can tell
14 honest people.

15 A. Just know what you see is what you get.
16 He's never going to, you know, try to spin you a
17 certain way. He's just going to give you the truth.
18 By giving you the truth, you're going to be able to
19 make better decisions, because you know what you're

20 really dealing with it.

21 Q. That's funny. When I met him I said,
22 you're a pastor?

23 A. Yes. He's a good one, too.

24 Q. He said, well, let me explain to you, I
25 didn't come here to pastor.

206

1 A. Right.

2 Q. But I like him. I told him from the
3 beginning, this is going to make it so much easier
4 on our colleagues and city council, because some of
5 the stuff we went through with commissioners. We
6 drill this down, this is first time that council in
7 Baltimore really went out and vetted whoever the
8 nominee the mayor had. Usually the mayor nominates,
9 you just get a résumé, and you just vote it in.
10 This is the first time it happened in Baltimore
11 City. So we've been hearing a lot here. We heard
12 some other places about people like that. So this
13 might be something that we're setting a whole new
14 vetting process throughout the city about how they
15 pick their police commissioner and go vet them.
16 I use the example of the guy before him.
17 They sent stuff, Fitzgerald talking about he got a

18 no-confidence vote. Well, when you come there, you
19 don't see it. But when we got down there, the
20 previous two commissioners had got a no confidence
21 vote. But when it came to us, it just said him. So
22 when you vet, you learn other little stuff that you
23 don't get the whole picture of.

24 A. Right.

25 Q. We're looking forward. We appreciate
207

1 y'all letting us steal him.

2 A. Sure. Thanks so much.

3

TENISHA STEVENS

4 INTERVIEW OF TENISHA STEVENS:

5 BY COUNCILMAN STOKES:

6 Q. We have read conflicting reporting on
7 whether the NOPD will come into full compliance with
8 the consent decree ahead of or behind schedule.
9 What are your thoughts on the speed of which NOPD
10 has made progress implementing reforms, and how has
11 Mr. Harrison done in terms of leading the reform
12 efforts mandated by the consent decree?

13 A. So I guess let me give you a little bit
14 about my background. I think Mike and I are about 2
15 years apart. Kind of went to rivalry high schools
16 together, but had the same circle of friends. I
17 spent 8 years at the police department after
18 graduating from college. Left there in 2003, went
19 to the district attorney's office, and spent the
20 last 15 years there. Part of that was coming out of
21 2011, 2012, is when this consent decree sort of
22 occurred. And Mike was actually a lieutenant, I
23 believe, at the time that it was being implemented.
24 And then after Serpas left, he came in, like, right
25 at the 2 year or year and a half, like, right when

1 it was actually put into place moving forward.

2 The consent decree is something that
3 actually by far should have happened. I think NOPD
4 made very great strides. I am convinced that we
5 are, like, 100 percent compliant. We still have
6 some work to do. But considering how I view the
7 police department from 1996 to 2003, it has totally
8 changed.

9 Mike was very instrumental in making sure
10 that all of these reforms that were presented by the
11 federal judge, the federal monitors, everything that
12 was presented to him as a police chief, he made sure
13 that it got implemented. It's very hard to teach an
14 old dog new tricks. So with that being said, you
15 have a lot of older veteran police officers that
16 pretty much kind of fought the consent decree,
17 period. But you had a lot of good people that knew
18 that this is something that we, as a city, as a
19 police department, needed to invest in, so that we
20 can be in the 21st policing in the 21st century.

21 I have actually disagreed with some of the
22 police monitors and federal judge. I think -- and
23 this is just my opinion, but I think any time you
24 take a police department, and you take personnel
25 from a police department to bring to other cities,

1 so that other cities can see what you're doing as a
2 police department and all the strides that you've
3 made, why are we not 100 percent compliant. We had
4 to have been doing something right when people from
5 New York has come here. We've gone to New York.
6 We've been to Philly. So we got to be doing
7 something right for these other police departments
8 to actually want to model behind what we're doing
9 and to adopt the things that we're doing.

10 I do commend Mike. He did a fantastic job
11 of getting all the recommendations that was put
12 forward moving. I think we're, like, right at, I
13 want to say, 93 percent. Other people say we're,
14 like, 80-something percent, but that's a whole
15 another story. But he's very passionate. He worked
16 very hard at making sure he had the right people in
17 place to get things done very effectively,
18 efficiently, and making sure that they were
19 knowledgeable about what needed to be done. And I
20 think he is to be commended for a job well done as
21 far as the consent decree and getting all the
22 demands that was made by an unreasonable judge, to
23 say the least, to get us where we are.

24 Q. Okay. There's a wealth of information
25 online related to NOPD's compliance with the
210

1 federally-mandated consent decree. Can you talk a
2 little bit about what, in your experience,
3 Superintendent Harrison may struggle with as he
4 prepares to tackle Baltimore's consent decree?

5 A. I don't think he's really going to have --
6 I don't think he's going to struggle, in the sense
7 that the only struggles I foresee that he may have
8 is going to be in the very initial stages. Because,
9 once again, he came in when Serpas was actually the
10 superintendent at the time. Serpas was the one who
11 was actually given the consent decree, like,
12 formulating it, making sure, putting in posture.
13 Then I think a year, maybe 18 months after, they
14 actually signed the agreement saying that the city
15 will enter into the consent decree. Then Serpas
16 soon after left. So I'm thinking just in the
17 beginning stages, but I'm sure he can be brought up
18 to speed on that piece, because we enter year 4, 5
19 years, or whatever it is, and he's done a remarkable
20 job.

21 So I don't think that little hindrance of

22 not having him at the beginning, discussion points,
23 formulating, is going to hinder him from actually
24 carrying out the consent decree. He's handled the
25 bulk of it, and he's handled the most important

211

1 pieces, I think, in my opinion. I think anybody can
2 sit at the table formally and just agree, agree to
3 MOUs, and whatever it is in the beginning stages,
4 but actually implementing and carrying that plan out
5 is the most important. And I think he's done a fair
6 job with doing that.

7 BY COUNCILMAN BURNETT:

8 Q. In Baltimore, we've heard stories of
9 officers being afraid to engage after the consent
10 decree was signed in January 2017. And we saw sort
11 of a slow-down, at least perceived one. Did
12 Mr. Harrison face similar challenges here with
13 trying to motivate officers to continue to do work
14 constitutionally? You hit on a little bit about the
15 old dog, new tricks. Can you expound?

16 A. Yes. I think for the most part, when you
17 have an old regime, and you have people, older guys
18 are accustomed to doing things one way. And, you
19 know, that's just like you have kids. You've been

20 something wrong for so long, you think it's right,
21 right. So that's sort of the mindset. And when the
22 consent decree did come into play, you had sort of a
23 mass exodus of people now wanting to retire, but
24 you're talking about people that have been on the
25 job for 30-plus years, 40-plus years, who, in my

212

1 opinion and from what I've researched and kind of
2 kept track of, like, bye, no love loss, sort of kind
3 of that perception, if you will, because y'all would
4 have had a problem with the consent decree, because
5 y'all don't want to do things decent and in order.
6 So you want to keep doing things that actually cause
7 us to become part of a consent decree. So it was
8 just, like, good, out with the old, in with the new
9 trained people, fresh trained people to do 21st
10 policing in a very constitutional way. So I think
11 he struggled a little bit, but I don't think it was
12 much of a struggle for him. It was, like, the older
13 guys, look, I'm not hanging around to be a part of
14 this.

15 But at some point, from the officers that
16 I've actually had interactions with, it's just been
17 that the consent decree caused a lot more paperwork

18 for them to do. So it's just trying to figure out
19 how do I incorporate actually not being able to
20 interact with the community versus if I'm going call
21 to call to call, I don't have that extra time. Even
22 if I had that extra time, where I would get out the
23 car and walk up and engage people in the community
24 that are sitting on the stoop, I can't do that
25 anymore, because now I have to fill out this
213

1 paperwork. So that's the piece of the only real
2 struggles I think they had as it relates to that and
3 just trying to wrap their minds around, like, I have
4 more paperwork to do. Everything is more paperwork.
5 So it takes away from community policing, in the
6 eyes of the guys who are actually out there on the
7 ground.

8 BY COUNCILMAN STOKES:

9 Q. How would you describe Mr. Harrison's
10 ability to implement community-based policing
11 practices, and can you speak to specific examples;
12 policing where the same officers that work in the
13 same area on a permanent basis, working in a
14 proactive partnership with citizens to identify and
15 solve problems?

16 A. Yes. Michael is very good at engaging the
17 community. He was part of the community. He was
18 a -- before he became a chief, he actually did some
19 undercover work. He did stints in PID. He was in
20 the 7th District, the district where I live. He was
21 very engaging in that particular district, you know,
22 attended all the community events, organized
23 community events for the district.

24 He is a very spiritual man. So he's
25 always led efforts where we can pull the communities
214

1 together. And he's always been one to try and get
2 the youth together, if it wasn't anything else,
3 getting the youth and the poor people, just giving
4 them a sense. Because in New Orleans, we have a
5 culture that, you know, police can't be trusted.
6 That's just -- that's how it is in an urban city.
7 Like, nobody trusts the police.

8 Mike has always been that police officer,
9 like, he can get people to talk to him. He's always
10 had that comfort level with people. People felt
11 comfortable with him. He's done a lot. So I don't
12 really know -- and I've done a lot, too. So I know
13 he's been all over the place. But he's always been

14 part of the community. Like, he could go nowhere,
15 and people will embrace him, say, hey, Chief, what
16 about this idea. He's, like, all right, call my
17 secretary. And he actually does respond. That was
18 the most important thing for people, because we did
19 have a couple of people in past administration that
20 was not hands-on, sort of thing. But Mike has
21 always been involved in the community and made sure
22 that the police department participated in some form
23 of community engagement.

24 Q. Can you speak of a time that Mr. Harrison
25 successfully negotiated a difficult item in the

215

1 police union's MOU, such as pension reform, overtime
2 policy?

3 Q. (Mr. Davis) So that may be one,
4 considering what we heard from the FOP, because you
5 guys don't have that here.

6 A. I don't deal, and I'm not -- I have never
7 been to an FOP panel, any of those.

8 BY COUNCILMAN BURNETT:

9 Q. Can you just speak broadly about his
10 ability to conduct top-to-bottom policy review
11 changes; has he incorporated an equity lens in

12 policy implementation and tracking? And I guess
13 sort of speaking about the training programs that
14 he's implemented or continued or expanded in NOPD.

15 A. I'm not really sure about -- I know they
16 did an overhaul of the education and training. And
17 the policy and procedure piece was sort of kind of
18 handled by his deputy chief, Eric Melancon, which
19 actually Eric did a very -- is very bright, did a
20 very good job with implementing new strategies as it
21 relates to trying to recruit and retain new
22 recruits. So they did a whole lot of work. And he
23 was instrumental with getting Eric.

24 Eric is very, very bright. I'm, like, are
25 you leaving? He's, like, I don't know. I'm, like,
216

1 that would be a great loss for us too, as well. But
2 when Eric came on, he took it to a whole another
3 level. Mike was actually instrumental in getting
4 Eric -- they worked together to do some reforms at
5 the academy. Of course, that was during the time I
6 was still at the DA's office. I really don't know a
7 whole lot, but only from what I read and things that
8 was presented to the DA's office, when they were
9 going back with the new policy changes and

10 implementation on things that they wanted to see
11 happen.

12 BY COUNCILMAN STOKES:

13 Q. How would you characterize Mr. Harrison's
14 ability to successfully investigate and discipline
15 officers if necessary?

16 A. Mike's been very fair. Some officers may
17 not think so, but when you look at the case as a
18 whole, and you go back, like, no, he's done
19 everything the proper way. It wasn't no cutting the
20 corners because, oh, that's my academy buddy or we
21 rode together 10 years ago. It was the same
22 discipline whether it was my partner or not. He had
23 a very fair process in place here. And I think for
24 the most part that it works.

25 Of course, you're always going to have
217

1 disgruntled officers, because it doesn't work in
2 your favor, they did me wrong, right. That's always
3 the same. But for the most part, Mike has always
4 been fair. And that's why we have a PID department.
5 He made sure that the staff was -- deputy chief
6 there who was fair and impartial and can actually
7 render the discipline that's set forth in the policy

8 and procedure manual.

9 Q. How has Mr. Harrison created an
10 environment where his officers can get the support
11 they need; for equipment/technology, handle trauma,
12 to back them up when they are correct?

13 A. He has partnership with the New Orleans
14 Police and Justice foundation, which is one of the
15 hugest, biggest partners within the police
16 department. They have been very supportive of Mike,
17 whatever his ask is, whatever the implementations
18 are, if they feel like -- go to officer-involved
19 shooting, want to make sure to get the officer
20 counseling, whether they need it or not, just
21 pushing and driving that force.

22 We just had one, the first one this year.
23 That went very well. Luckily, the officer was
24 saved, returned back to work a few days later. It
25 was Mike on the ground at the hospital; like, hey,

218

1 this is what we got planned for you, this is what we
2 got set up. Unfortunately, the officer is like, no,
3 I'm good, I'm ready to go back to work. He has put
4 mechanisms in place, people in place, foundations in
5 place that can actually assist. It's a little

6 different here, because everything here the police
7 department is through civil service. So we have to
8 have a partnership with a foundation or nonprofit in
9 order to get the police what they need outside of
10 the general fund budget.

11 BY COUNCILMAN BURNETT:

12 Q. How would you characterize his ability to
13 prioritize and connect with marginalized groups;
14 around race, gender, sexual orientation, people with
15 disability, the homeless, LGBTQ community, immigrant
16 communities? Sort of speaking broadly there.

17 A. I've never seen him have a problem. For
18 most of us, the LGBT is rather new, racial
19 disparities, all of that is coming more to fruition
20 now. So all of us are working towards trying to
21 include that in all of our -- including me, as
22 criminal justice commissioner, we are working on
23 ways how to include that. But Mike has always been
24 inclusive of all groups.

25 Rallies, we've had very peaceful rallies.

219

1 He's actually spoken at rallies, you know. Gay,
2 lesbian rights, the gay pride parade, he's always a
3 part of that. Had police officers who are in that

4 gay and lesbian parade. Actually, they participated
5 in the gay pride parade, is what we call it here in
6 New Orleans. And that was, like, the first of many,
7 because you don't see that sort of comradery and
8 them taking part of something that could actually
9 put you out there more of a threat to, you know,
10 people that do not like that sort of lifestyle. So
11 that was a good thing.

12 Last year was the first year that that
13 actually took place. We had about 25 police
14 officers that took part in the parade, and they were
15 in uniform and were there. So he has that
16 connection. It's just that with the LGBT and the
17 racial ethnic disparity, we are all working together
18 as a city trying to figure out how do we incorporate
19 them more, even with the hiring processes.

20 Q. Okay. I guess I'll jump to the last thing
21 you said. How does he approach police recruitment
22 and retention?

23 A. They have struggled. And we're struggling
24 to keep -- to get the recruiting piece. That is,
25 like, the number one thing, I think, in the last

1 consent decree report. We are not where we need to

2 be with the recruiting piece. But when I was asked
3 about this a couple of weeks ago, I said, if you
4 keep putting the tests that you have for people to
5 recruit, you ain't going to ever get nobody. And
6 it's just honest.

7 I mean, you can't have a test where you
8 have college math on it, and you having somebody
9 that graduated from high school take a test, and
10 they fail the math part, because it's calculus,
11 precalculus, all this other stuff that they ain't
12 never had. So I'm like, so something ain't right.
13 Something ain't clicking. Somebody ain't talking to
14 each other. They need to go back and really look at
15 what test they're preparing to give to these people.
16 Because if you're saying that you just need a high
17 school diploma to apply to the police, why do you
18 have college math, college history, college physics
19 on any police test, if you don't need any of that to
20 be a police officer? You just need a high school
21 diploma. So that's part of the issues.

22 And the other issue is, we don't recruit
23 enough of our young people here or people in general
24 in the city. Most of our recruits -- we just had a
25 graduation on Wednesday. It was 20 recruits that

1 graduated that became new police officers. They had
2 one female, one African-American female out of 20.
3 You have four African-American males out the entire
4 class. You had 15 people that were from away, as
5 far as Argentina. Right.

6 So we're not doing enough, in my opinion,
7 to recruit the people that you have in your city,
8 because it's more important to have a police
9 department populated to what your city population
10 is. You need to be geographically in line with
11 that. You can tell the difference a little bit,
12 because if I'm not from here, and you know how us
13 New Orleanians talk; huh, y'all, it's hard for the
14 people, the guys coming from Argentina -- it's going
15 to take a little time to build relationships with
16 people in the community, so that they can better
17 relate to people, because it's totally different.
18 So that's one of the things that we do struggle
19 with. We're trying to find ways to address that.
20 And that's part of the consent decree.

21 Like, we have the best training. Other
22 places pay the police officers to come and train,
23 and we actually -- they have to pay the police

24 department. We actually pay them to come and get
25 trained. So what we find is that the people that
222

1 are not from here, they come here, they get the best
2 training. We have the best show on earth, the free
3 show every year, Mardi Gras. You can't get no
4 better than that, right. They come, and they leave
5 after 2 years, and they go somewhere else, and they
6 don't have to go through anybody else's academy,
7 because they're POST certified. So it's good in a
8 sense, but we have to find ways to retain those
9 people. And if we're not having a retention plan in
10 place, then we're going to struggle from here on
11 out.

12 Q. Okay. So one of the challenges that we
13 have in Baltimore are gang violence and drug
14 trafficking. Through a lot of conversations we've
15 had already, some of the feedback we've got is that
16 they don't really have gangs as much as sort of
17 neighborhood-based groups. Can you talk about his
18 approach; one, is that true?

19 A. So we don't have -- yes, I can talk about
20 that piece.

21 Q. And how he's addressed it.

22 A. I was at the district attorney, I was a
23 deputy chief investigator there. So under my watch,
24 we worked very closely with the police department,
25 right next door, of course. But we have -- we don't
223

1 have organized gangs. We have unorganized gangs.
2 So we have a slew of unorganized gangs.
3 So back in 2015, '16, the DA decided to
4 create a gang unit within our office. So it was in
5 conjunction with, actually, we could have the unit,
6 but the thought process is, why have a unit, when we
7 need the police to be a part of what we're trying to
8 do. So went to Mike. He came, we had a meeting.
9 He created the gang unit. It's called the MAG unit;
10 the multiagency gang unit. It was about four guys
11 that actually had worked in plainclothes. They had
12 done some kind of undercover surveillance work
13 before, and then a couple of guys came from
14 narcotics. So he formed that unit. It worked very
15 well. We were able to get quite a few drug -- I
16 mean, heavy drug traffickers off the street. It got
17 to the point where we started getting them, they
18 started rolling over on the other guys that was out
19 here. So it was, like, that worked very well.

20 After we got that set off the street -- it
21 was Washington, the 110, 3&G gang, it was about 15
22 or 18 of them. They were all arrested, and they all
23 pled guilty. We were able to build a case with the
24 guys that Mike actually formed with the MAG unit,
25 build the case where we was actually to work with
224

1 the feds. So we used the RICO statute. So they not
2 only got charged in state court, we were able to
3 present that case by the work that was done with MAG
4 unit that Mike created to actually get them longer
5 sentence. That worked very well.

6 After that, it slowed down a little bit,
7 because everybody -- you know how it works, big
8 wash, and all of them are gone, so everybody started
9 just kind of laying low. Then it started
10 resurfacing maybe about last year. We did real
11 well. We didn't have a whole lot of gang arrests in
12 that magnitude, but there are still -- we have a lot
13 of unorganized gangs. But they are so young, some
14 of them are juveniles, which is whole another animal
15 in itself, but, like, the 21-year-olds, the
16 20-year-olds.

17 So Mike has been very instrumental. That

18 is one of his stronger points, because, one, he's
19 done surveillance, and he's worked in gang unit
20 before. He was in narcotics for a while. So he
21 knew what needed to be done. But he was in
22 agreeance when the DA said, hey, this is my thought
23 process, we got to do something with this drug
24 trafficking, because it's killing us. It was from
25 the murders, the guns, the drugs. So we got
225

1 together, the DA, okay, this is what we want to do.
2 We can only get it done if we had backing from the
3 superintendent.

4 Q. How would you describe Mr. Harrison's
5 ability to address institutional bias and racism
6 within the department?

7 A. I mean, for the most part, just like any
8 other supervisor, he handled to the best of his
9 ability. Now, can he do things better, or can he
10 have policy changes within the police department?
11 I'm sure it's room for improvement in that area.
12 But once again, that comes from your policy and
13 procedure, the people that's making the policies for
14 the police department. So I just think having -- if
15 he has more buy in wanting to see, you know, state

16 this is what I want to see, I think it will, you

17 know, work. But for the most part, I think he's

18 handled it as best as any management.

19 BY COUNCILMAN STOKES:

20 Q. Do you consider Mr. Harrison a responsible
21 steward of the police department's budget?

22 A. I think for the most part he has done very
23 well, considering. We have the strangest budget
24 processes here. Please don't ask me that. I came
25 here, I'm like, what the heck is this? Because this
226

1 was my first time dealing with budgets. I came in
2 with Cantrell. I'm, like, this is foreign to me.
3 Like, what is this? Somebody is, like, welcome to
4 my world. Yes, welcome to your world. We need to
5 sit down and talk about -- but he handled it to the
6 best -- the city is always changing.

7 I know we had an issue with the -- they
8 kind of touched on the overtime the police was
9 making. But the fact was that a lot of things,
10 people don't think about all of the special events
11 that we have. When you have a shortage of police,
12 you have to be able to -- you have all these bowls
13 coming, you're hosting this party. That takes

14 manpower. I think once people understood, that it
15 was better. We got to get our minds around
16 monitoring your overtime a little bit better.
17 Then that goes back to maybe if you start
18 charging people the proper way for permits and all
19 that, you can recoup some of that money. So it
20 wasn't always on the police. But that was what it
21 appeared to be, because we had to staff these
22 events; Bayou Classic, New Year's Eve, all that
23 extra French Quarter stuff. All that takes
24 manpower. You have to be able to budget that money.
25 So for the most part, he's done well with the

227

1 budget. He did get some slack from the city council
2 on police overtime.
3 Q. Can you speak to Mr. Harrison's ability to
4 implement data-driven policing practices?
5 A. Yes. That's all he likes to do. I'm,
6 like, do not -- I have one of the guys that works in
7 my office, Nathaniel Weaver, he actually -- I
8 actually stole him when I came in May. He worked
9 for the Police and Justice Foundation. He actually
10 formulated all of the NOPD's databases. He's
11 created all of their databases. So I told Mike, do

12 not ask Nathaniel, now that I have him, to create

13 another database for you-all to use. He's, like,

14 yes, I got one that I'm thinking about.

15 But on a serious note, Mike is very data

16 driven. And he has required his deputy chiefs to be

17 following that same pattern, because he knows how

18 important it is for us to be able to get that data,

19 capture the data, and make sure we're interpreting

20 the data the right way before we kind of put things

21 out there; like, oh, we're 40 percent down murder

22 rate, I need to see data. So he's very

23 conscientious about data and very data driven.

24 BY COUNCILMAN BURNETT:

25 Q. So to expound on that: So it looks like,
228

1 from what we read in our local paper, that murders

2 are down to 146 last year, which is fewest in half a

3 century, but looks like overall violent crime has

4 gone up. Can you give us some context as to what

5 may be going on there or what the data may be

6 showing to that last point?

7 A. So I'd say, I'm just going to put it out

8 there. They were not very happy with me. I'm like,

9 why are y'all so happy about 146, 7 murders? That

10 was just 6 less than what we had last year. I was
11 being, like, we had 248 shootings, 404 victims.
12 Nobody said nothing about that. So it got people to
13 thinking, well, that's not good. We had a great
14 homicide rate. That is a blessing in itself,
15 because I was at the department when Pennington
16 came. I think we were 398 for the year. That was
17 heartbreaking. But I say that to say that's the
18 overall, if you go back and look at the entire
19 country, that was the trend for last year.
20 Homicides was down everywhere.

21 Q. (Councilman Stokes) Except in Baltimore,
22 unfortunately.

23 A. Except in Baltimore. Right. But it's
24 just that you go back to thinking about all the
25 issues that the city has working, too, to attribute
229

1 to where we are. We just got the reentry program.
2 The governor is releasing his criminal justice
3 reforms. So everybody is changing the way that we
4 actually, you know, handle the criminal justice. So
5 you may have more opportunities for people that's
6 coming from that lifestyle, who's actually changing
7 and getting away from the violence.

8 Now, we still have a problem with pulling
9 the door handles and the armed robberies, but that's
10 being committed more by juveniles. That's what
11 we're finding. That's what our data is showing.
12 It's not people from 29 to 40. It's really the
13 younger kids, 12 and 17, that people are afraid to
14 look at. If they see them, they're going the other
15 way.

16 That's where we are. This year, we've
17 only had 9 murders so far, knock on wood. So that's
18 been great, because in January of last year, we had
19 19. So we're at 9, we're February 1st. So we're
20 good.

21 Q. He's moving down here.

22 A. Come on down. We'll be glad to have you.

23 So we only have 9 for the 1st of the year.

24 So that's great. But to answer your question, I

25 just think that's where we are.

230

1 Q. Sure.

2 A. I'm not really excited --

3 Q. I share that opinion, by the way, as well,

4 when we talk about the data, nonfatal. Thank

5 goodness for shock trauma, because there could be

6 more numbers.

7 A. Right. And that's just where I am. I do
8 care about -- I'm glad for the 146, but we still
9 need to address the 248 shootings that we have,
10 because you still have to be able to connect what
11 happened if you had 10 victims from that 248 that
12 actually turned into 30. So you got 10 extra bodies
13 to add to that 146. We have to find ways to address
14 the nonfatal shootings.

15 We also have to find a way -- the police
16 department here has got to find a way to connect
17 detectives that handle the nonfatal shootings with
18 the homicide division. They don't talk. And that's
19 my pet peeve, because I come from doing homicide
20 investigation at the DA's office. So I'm very
21 strong when it comes to homicide. I get livid when
22 people don't do it right. It's just that we need to
23 make sure that moving forward, that your detectives
24 that's handling nonfatal be able to communicate with
25 the guys that's working homicides, because that's
231

1 very important. Because if I'm not talking to you,
2 and you're working a case, I may have all the
3 information that led to your murder from the

4 shooting that happened 6 months ago. So that's one
5 of the things that was kind of like a breakdown for
6 us.

7 Q. Anything else we need to know?

8 Why do you think he wants the job? What
9 do you think the motivation is?

10 A. I think he's -- in all honesty, Mike has
11 got about 28 years, because I'm at 23. So I think
12 it's just like with anything else, you've done all
13 that you can do. Our mayor didn't have a problem
14 with him. I just think he wanted to move on,
15 because he's been under -- I don't think he saw we
16 were getting out of this consent decree, but he's
17 done so much work on this consent decree. And
18 sometimes that can put you in a whole -- it's a very
19 tedious process. You got to have somebody that's,
20 one, articulate, deal with the judge, deal with the
21 consent decree monitors, because they're very needy.
22 And you also have to monitor their budgets, too,
23 because, you know, I think they get paid \$379 an
24 hour. So it's always a money deal that comes with
25 the consent decree. And that's why they always want
232

1 to keep you needing more, so that they can keep

2 getting your moneys.

3 But for the most part, Mike was, I think

4 he did -- I know he did a very, very good job.

5 Actually, with the consent decree, I told him,

6 you're good. I would have said, I'm out, send me

7 back to being a commander, and y'all can handle the

8 this foolishness. But he stuck in there, did what

9 he needed to do, because we all have kids, born and

10 raised here. This is, like, your home.

11 So I think he's just ready to move on, you

12 know, spread his wings and actually use what he's

13 learned here to help another city, like Baltimore,

14 who may need what we have. Trust me, NOPD is not

15 where we were in 1996. We probably were like where

16 Baltimore is. But it's a transformation that

17 actually happened, and it is a good transformation.

18 And I think any police department that's moving into

19 the 21st century policing need to actually come here

20 and see what we have done, because we have done a

21 lot.

22 If you go back and compare the stats, when

23 you have police officers, manning, working the

24 detail on the drugs that was coming in, they had the

25 police that was hired, murder for hire, because the

1 woman called in a complaint on him. He's on death
2 row. You had the partner working the detail turn
3 and shoot her partner, kill her partner in a
4 robbery. It's like, we've gone through -- yes, it's
5 been a whirlwind for all of us who's actually been
6 with this police department for a very long time.

7 Q. Thank you for your time.

8

MELANIE TALIA

9 INTERVIEW OF MELANIE TALIA, J.D.:

10 BY COUNCILMAN STOKES:

11 Q. How would you describe Mr. Harrison's
12 ability to implement community-based policing
13 practices, and can you speak to specific examples?

14 A. Let's see. Community-based policing
15 practices. Well, it's a little bit unorthodox, not
16 the traditional community-based policing practice,
17 but a connection to the religious community. New
18 Orleans is obviously very catholic, but we have
19 many, many religions that worship here. And one of
20 the things that Chief Harrison implemented while he
21 was here was an interfaith advisory committee. I
22 think there were 12 different worship leaders that
23 were on the interfaith advisory committee. Our role
24 in that was, we would arrange a location for the
25 chief and the clergy to meet every quarter. And the

234

1 chief would communicate with them messages that he
2 needed to get out to the community. And it's one
3 thing to come from him. It's one thing to come from
4 the mayor. The list goes on, not to come from the
5 media. But when that message gets out, and it comes

6 from your faith leader, and it comes from the
7 pulpit, or it comes through social media that's
8 driven out by your faith leader, it makes a
9 difference.

10 At the same time, they were able to
11 communicate back to him concerns of their, I say,
12 parishioners. Again, it's a New Orleans thing.
13 Congregants, I guess, is the word I'm looking for.
14 They were able to communicate back to him concerns
15 that their congregants had shared with them.
16 Obviously, people sometimes being afraid to step
17 forward or to go into some sort of public light and
18 complain about the police department or the crime in
19 their neighborhood. So that became a very effective
20 way to communicate and to help us get a handle on
21 some of our crime situation here.

22 Q. Okay. How would you characterize
23 Mr. Harrison's ability to successfully investigate
24 and discipline officers, if necessary?

25 A. So I should start by saying I'm not
235

1 directly involved in that process. The process I am
2 involved in is the recruiting effort. And through
3 that, a little bit the retention effort. And we

4 certainly have had, in these last few years, a
5 significant number of involuntary separations from
6 the department. Based upon that, I would think that
7 his ability to discipline and to enforce the rules
8 as they are written is quite good.

9 BY COUNCILMAN BURNETT:

10 Q. Can you expound on the recruitment work
11 that's been done under his leadership and
12 recruitment retention and some of the strategies
13 that he used to address that?

14 A. Sure. We have a cooperative endeavor
15 agreement with the City of New Orleans that funds
16 the recruiting effort. And then we have the police
17 foundation has a private match to those public
18 moneys. And then in partnership with the police
19 foundation, I'm never acting -- I'm saying police
20 foundation -- police department, I'm never acting
21 unilaterally. So I have a counterpart within the
22 police department. Primarily, that has been Eric
23 Melancon, who is, I think, chief of staff. And then
24 we also have a counterpart at our civil service
25 office. So together, we work -- and then we also

236

1 keep in communication with the mayor's office. So

2 together we work toward recruiting officers.

3 We launched our recruiting effort
4 mid-2013, is when we started. At that point in the
5 game, the police department was still a paper-driven
6 recruiting division. The application was a 22-page
7 handwritten application. It had to be mailed to
8 you. You couldn't do anything online. It was
9 antiquated, to say the least. So we immediately
10 took that to apply online scenario. We went from
11 about 300 applications in the year 2013, to more
12 than 7,000 applications in the last year or so.

13 With that, we've managed to hire 500
14 police officers in the last 3 to 4 years, I guess.
15 Took us a while to keep up with that. Took us a
16 while to get to a positive number and then to get to
17 a double digit positive number. We're there. We're
18 not as far along as we'd like to be, but we're
19 there. And we've worked on a lot of other ways to
20 increase the number of test takers and the ability
21 to get people to New Orleans.

22 As an example, we think we should have
23 national testing. So that's something we've been
24 working with, particularly Eric Melancon, in
25 identifying a vendor who can host our civil service

1 exam. There are lots of testing organizations out
2 there, but very few of them are able to project a
3 short video, and then have the test taker follow up
4 with questions. So that's an example of our
5 recruiting effort.

6 Q. So we understand that the department has
7 done very important work on reforming sexual
8 misconduct policies in New Orleans. What type of
9 partner has Mr. Harrison been in this effort, and
10 has he been supportive of reforms the way NOPD
11 handles cases on sexual assault?

12 A. So this is terrible; I'm not sure that he
13 was superintendent at the time. I would say he
14 certainly is supportive of handling sexual assault
15 cases properly and expeditiously.

16 The police department was, not so very
17 long ago, in the news for its poor handling of
18 sexual assault cases. As I recall, Paul Noel was
19 tasked with digging into the problems in the sex
20 offender unit and finding out what's wrong and
21 making it right, not only going forward, but going
22 back into cases that had been investigated, to see
23 if they were investigated properly or not; and

24 certainly where not, to make sure that those cases
25 were revisited by the proper persons and with the
238

1 proper eye and with the proper attention. So with
2 that, I would say he's absolutely onboard to make
3 sure sexual assault offenses, and I'll add domestic
4 violence to that, that those cases are handled
5 properly and constitutionally.

6 Q. Why do you think he wants the job?

7 A. Well, I don't want him to go. So let's
8 start with that. I'd rather he stay. I feel like
9 that's a bad thing for me to say about Chief
10 Ferguson, and I don't mean it that way.

11 Why do I think he would want this job?

12 Wow. So my familiarity with Chief Harrison goes
13 back to when he was a young police officer. At that
14 time, I was a brand new assistant district attorney.
15 So we had some interaction together in the
16 courtroom. As Officer Harrison, like so many young
17 officers are, very eager, always came to court. He
18 wasn't somebody I had to beat the streets down. He
19 didn't ignore his subpoena. He was properly
20 attired. He communicated well with the jury and
21 didn't try to make things better than they are.

22 This is the case, right. You either try it like it
23 is, and you either win it or you don't, and that's
24 that. So then I think we sort of -- he began his
25 climb through his organization and I through mine.

239

1 And then we come back together when he is ultimately
2 superintendent, and I'm at the police foundation.
3 I think he likes being a police officer.
4 I think he enjoys law enforcement. 30 years ago,
5 even 20-something years, certainly wasn't something
6 he did for the money. I went to the DA's office,
7 and my gross annual salary was \$18,000. Not enough
8 to pay my student loans, but that's what I wanted to
9 do. And at the time, the police officers were in a
10 very similar position. So you're not in it for the
11 money, and you're not in it for the glory, that's
12 for sure. But I think that he enjoys policing. I
13 think that he's committed to public service. And
14 for us, it has been New Orleans all these many
15 years. I think that in Baltimore, you would see the
16 same thing.

17 Q. How would you describe his ability to
18 build relationships with community leaders?

19 A. That's one thing I would tell you, he

20 has -- Chief Harrison has had a knack, how's that,
21 for communicating with people that's different than
22 our immediate superintendent, Chief Serpas. Great
23 police leader, but different in a community sense.
24 And that might be because of Michael's upbringing,
25 where he grew up in the City of New Orleans, being a
240

1 New Orleans guy. Not that Superintendent Serpas
2 wasn't, but he did leave for some time and then come
3 back; whereas, Chief Harrison was always here. New
4 Orleans was his only law enforcement job. And just
5 has an ability to communicate well with people,
6 whether it's the mayor, the city council or, you
7 know, the gentleman you're having to pick up on
8 Bourbon Street, right.

9 BY COUNCILMAN STOKES:

10 Q. How would you describe Mr. Harrison's
11 level of responsiveness to community concerns?

12 A. I'll have limited knowledge of that, other
13 than at least personally limited knowledge of that.
14 So for us, his response was always efficient and
15 effective. It's not often that I get a phonecall,
16 but sometimes people do find their way to the police
17 foundation, airing a complaint or complaining about

18 the dope dealer on the corner or whatever it happens
19 to be. Sometimes they confuse us with Crime
20 Stoppers. And when we get that sort of phonecall or
21 e-mail, and we pass it on to the police department,
22 and some of those things are properly passed on to
23 headquarters and others go to other places. We
24 always keep an eye. We're not just going to say,
25 okay, done. And he was not someone that we had to

241

1 follow up to. He understood the importance of
2 getting back to that individual and keeping us
3 informed as to the result of the resolution of their
4 complaint or if it was just to say I connected with
5 that person, and we're good now.

6 Q. How would you characterize Mr. Harrison's
7 ability to prioritize and connect with marginalized
8 community groups; for example, race, gender, sexual
9 orientation, people with disabilities or the
10 homeless?

11 A. So I have not personally ever heard that
12 complaint made of him. In New Orleans, if you
13 didn't already know, you know now, we come in all
14 sizes and shapes and colors, you know. So if you're
15 someone in the City of New Orleans, and especially

16 New Orleans Police Department, because in the police
17 department, you're going to encounter people from
18 every race, from all sizes and shapes and colors.
19 If you're not a person who can open your heart and
20 your mind, frankly your soul, to people from all
21 different parts of the world and from all walks of
22 life, you're not going to thrive here. So I think
23 his success kind of speaks for itself in his ability
24 to communicate with and to deal with and to accept
25 other people.

242

1 BY COUNCILMAN BURNETT:

2 Q. Has Mr. Harrison implemented a
3 standardized method to file complaints against
4 police and track the progress of a case?

5 A. I think so. I would say yes to that, but
6 I'm not part of that internal NOPD policy thing.
7 From an outsider looking in, and sign of the cross,
8 not having had to file a police report and go
9 through that process for a very, very, very, very
10 long time, I think that such a procedure does exist.

11 Q. Okay. And would you describe him -- well,
12 I guess could you talk a little bit about the work
13 around the consent decree and his work there? I

14 know he wasn't there in the very beginning, but just
15 sort of working around constitutional policing and
16 sort of setting that direction for the department.

17 A. My relationship to the police department,
18 to Superintendent Harrison and the consent decree is
19 sort of limited, because our focus has been the
20 recruiting effort.

21 Q. Yes.

22 A. So that being said, on a larger scale, we
23 certainly were not moving as quickly through the
24 consent decree as we would have liked in its early
25 days. But once the appointment of Chief Harrison
243

1 was made, that seemed to -- that we turned a corner.

2 Now, I don't know if there was a momentum building,
3 or if there was a meeting between the new chief and
4 the consent decree folks that allowed this gate to
5 open. But certainly in the last, I guess it's 4
6 years now, we have moved at lightening speed through
7 the consent decree.

8 And you know not everybody is happy about
9 that. People don't like change. There are a lot of
10 officers who have been around a very long time,
11 they're not happy about the consent decree, right.

12 You're going to experience that now if you haven't
13 already, but that's really neither here nor there.
14 You're going to have to build a ship while you sail
15 it. You're going to have to meet the requirements
16 of the consent decree. And at the same time, you're
17 going to have to deal with those morale issues.
18 There's no getting around that.

19 I think chief has done that well. I would
20 not begin to tell you that of the 1,200 plus men and
21 women on the street, that they're all happy, but
22 they're getting there. They're getting there. It's
23 going to be a process. New Orleans didn't get to
24 where it was overnight. And we're not going to get
25 to where we need to be overnight. But having met
244

1 almost 500 paragraphs in the last 4 years, I think
2 we moved pretty quickly. And certainly from me,
3 from the police foundation, the recruiting effort,
4 that has -- it's not easy to recruit, don't
5 misunderstand, but working together has been a very
6 easy process, having a common goal and how are we
7 going to get there.

8 BY COUNCILMAN STOKES:

9 Q. I just want to ask a question that's not

10 on here. In terms of how New Orleans crime was, I
11 guess you lived here all your life, and how it was,
12 I guess it was bad, and since Chief Harrison has
13 been here, on a scale of 1 to 10, how would you rate
14 him and why?

15 A. Oh, let's see. On a scale of 1 to 10, I
16 might have to come to the number last. So I've
17 lived here all my life. When I started at the DA's
18 office, you know, it was the early 90s. We, like a
19 lot of the country, we had crime out of control.
20 Corruption was rampant throughout the police
21 department. We got officers on federal death row
22 for drug trade and killing a woman. I personally
23 prosecuted the New Orleans Police Department vice
24 squad. They were shaking down bars on Bourbon
25 Street, letting them run wild and loose in exchange
245

1 for payoffs. We had one police officer kill her
2 partner police officer. It was a very ugly time in
3 the City of New Orleans.

4 We got out of that. Chief Pennington came
5 from Washington DC. The police foundation was born,
6 and we pulled ourselves out of it. Unfortunately,
7 we did some backsliding. And that's kind of been

8 our history, sadly. Although, I don't think we're
9 unlike a lot of cities.
10 I feel like in recent years, the numbers
11 speak for themselves. We have had some major
12 reductions in crime. And the creation of the tiger
13 unit has been great. They've done a great job
14 solving armed robberies. I think in recent years,
15 some of that is having somebody like Chief Harrison,
16 having somebody who understands and who can go out
17 and who can talk to people and who's not afraid to
18 do it. He'll go to -- he'll come to my church.
19 He'll go to your church. I've seen him go to the
20 parks in jeans and a t-shirt, join the community as
21 they paint the community center. It doesn't matter.
22 But you have to have that.
23 I haven't been to Baltimore since I was in
24 high school, so I can't really comment. But I know
25 in New Orleans, you have to make a connection. And

246

1 if you don't make that connection with somebody,
2 they're not going to give you what you want, and
3 you're probably not going to give them what they
4 want. He has a knack for making a connection.
5 BY COUNCILMAN BURNETT:

6 Q. Is there anything else that we haven't

7 asked that you think we need to know?

8 A. Not officially.

9 (INTERVIEWS CONCLUDED)

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25