

CITY OF NEW ORLEANS

**NOLA FOR LIFE**

COMPREHENSIVE MURDER REDUCTION STRATEGY



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# Message from Mayor Landrieu

Dear Friends:

Since taking office in 2010 we have moved quickly to take on the top issues facing New Orleans. We're making good progress—we've attracted 4000 new jobs in the last 3 ½ years, doubled funding for recreation, leveraged millions for 90 major street projects across the city and many new libraries, parks, and community centers are coming out of the ground right now. We reformed how we regulate taxi cabs and will meet our goal to fix up or tear down 10,000 blighted properties by 2014. NOLA311 is up and running, fielding over 200,000 citizen calls in their first year, and the new One Stop Shop has cut permit processing times in half. We've done it ALL with less. City Hall is now spending about \$40 million LESS per year than the year before we took office.

Still, many daunting challenges remain and we cannot continue to kick the can down the road.

In 2012, 193 people were murdered in New Orleans. 193 tragic stories and a wake of destruction and heart break. This has to stop. There is no challenge more urgent than preventing murder and make no mistake, it can be fixed. There is an answer to this age old problem.

Our answer is NOLA FOR LIFE, a cutting edge and comprehensive strategy we launched in the spring of 2012. It is smart, holistic, and hits the streets.

The pillars of NOLA FOR LIFE are really simple:

- Stop the Shooting
- Invest in Prevention
- Promote Jobs and Opportunity
- Get involved and rebuild neighborhoods
- Strengthen the NOPD

Through our work, we understand prevention and helping our young people and families succeed is the name of the game. We've doubled the number of summer jobs the City offers to young people and started partnerships with local businesses and universities to create new job training and placement services for those interested in thousands of jobs that are coming online now at the Sewerage and Water Board, Regional Transit Authority, airport, and the new University Medical Center.

We've launched Ceasefire New Orleans and Midnight Basketball to interrupt the violence and connect young African American men to resources they say they need. Plus, the City has raised over \$1 million for local organizations that help stop the shooting, and on NOLA FOR LIFE Days hundreds of citizens have hit the streets with community groups, City agencies, and the NOPD to clean-up crime hot spots.



Still, step one in NOLA FOR LIFE is stop the bleeding, stop the death, stop the shooting.

We've beefed up the homicide unit, gotten smart with more precise hot spot policing, and established a new Multi-Agency Gang (MAG) Unit with local, state and federal law enforcement. In 2013, MAG Unit investigations have led to the indictments of nearly 50 violent gang members. There is more to come and with help from hundreds of dedicated cops on the beat NOPD is on the mend and moving forward with reform.

We are committed to keeping the momentum going and we're making progress. Nationally, in 2012 violent crime and murder was on the rise, while in New Orleans overall crime and murder was down. Eight months through 2013, murder is down about 25 percent compared to 2012, and down about 26 percent compared to the first eight months of 2011.

While we are seeing results, it is not nearly good enough. Together we must do more. Ending murder in New Orleans will not be easy and it won't happen overnight. We each have to play our part. Our city found or made a way when we have taken on tough challenges before and we must do it again.

Many thanks to the dedicated community leaders, educators, service providers, law enforcement officials, and criminal justice experts who have worked with us hand in hand to help develop and implement this cutting edge plan. Now we need you more than ever as we take our efforts to the next level. We have the power to turn the tide against violence and create a city of peace. If we are united there is nothing we can't do.

Sincerely,



Mitchell J. Landrieu,

Mayor, City of New Orleans

# NOLA FOR LIFE PILLARS

## STOP THE SHOOTINGS

Focus like a laser on the small percentage of young men who are killing and being killed. Our message to them: **stop shootings.**

- PROJECT SAFE NEIGHBORHOODS
- CEASEFIRE NEW ORLEANS
- GROUP VIOLENCE REDUCTION STRATEGY
- MULTI-AGENCY GANG UNIT
- VIOLENT CRIME IMPACT TEAMS

## INVEST IN PREVENTION

We cannot arrest our way out of this problem. NOLA FOR LIFE puts a heavy emphasis on helping our young people and families succeed.

- MAYOR'S STRATEGIC COMMAND TO REDUCE MURDER
- NOLA FOR LIFE MIDNIGHT BASKETBALL
- TRAUMA RESPONSE IN SCHOOLS
- CONNECTING HIGH NEED STUDENTS TO THE COORDINATED SYSTEM OF CARE
- FAMILY VIOLENCE PREVENTION STRATEGY
- NATIONAL FORUM ON YOUTH VIOLENCE PREVENTION
- REALTIME RESOURCES MOBILE APPLICATION
- NOLA FOR LIFE FUND
- NOLA FOR LIFE COMMUNITY OF PRACTICE
- NOLA FOR LIFE MENTORING
- COORDINATE & STRENGTHEN THE BEHAVIORAL HEALTH SYSTEM
- PROTECT MENTAL HEALTH SERVICES

## PROMOTE JOBS AND OPPORTUNITY

People need a chance to change their lives. Training and better access to good jobs provides a new path away from violence towards opportunity.

- NOLA YOUTH WORKS SUMMER JOBS PROGRAM
- COMPREHENSIVE WORKFORCE REENTRY STRATEGY
- PATHWAYS TO PROSPERITY
- LOT MAINTENANCE PILOT PROGRAM

## GET INVOLVED AND REBUILD NEIGHBORHOODS

To make New Orleans safe we all need to do our part, get involved and rebuild our neighborhoods. We need everyone to have skin in the game.

- FIGHT THE BLIGHT
- NOLA FOR LIFE DAYS
- LIGHTING UP THE CITY
- QUALITY OF LIFE STAT
- NOPD COMMUNITY POLICING
- PUBLIC AWARENESS CAMPAIGN

## STRENGTHEN THE NOPD

In 2010 we launched a comprehensive 65-point plan to completely remake the police department. Today we are moving full speed ahead and seeing results.

- NOPD LEADERSHIP TRAINING
- PROACTIVE HOT SPOT POLICING
- IMPROVE COMMUNITY TRUST WITH THE USE OF PROCEDURAL JUSTICE
- STAND UP NOPD CRIME LAB
- BEEF UP NOPD HOMICIDE UNIT
- PROJECT BLOODWORK
- RELEASE PUBLIC CALLS FOR SERVICE DATA

# STOP THE SHOOTINGS

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Our message to them: **stop shootings.**

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## Project Safe Neighborhoods

In the summer of 2010, the New Orleans Police Department along with our federal partners at the Bureau of Alcohol Tobacco, Firearms, and Explosives (ATF), the United States Attorney and the Orleans Parish District Attorney re-launched Project Safe Neighborhoods (PSN). The NOPD dedicated eight new detective positions to this project, a dramatic increase from the one PSN detective that was assigned in the summer of 2010. This ongoing initiative focuses on combating gun violence and has made over 850 cases. It is a great example of how law enforcement working together can help stop the shooting and hold criminals accountable.

### **Objective:**

Increase the number of guns and drugs seized and cases prosecuted

### **Performance Indicators Include:**

- Number of firearm possession cases that are reviewed by PSN law enforcement and prosecution team

## Ceasefire New Orleans

Based on the CURE Violence model (formerly CeaseFire Chicago), which boasts a 40% - 45% reduction in shootings and killings in program target areas, CeaseFire New Orleans specifically aims to reduce street violence in the Central City neighborhood of New Orleans. In the fourth quarter of 2013, CeaseFire New Orleans will expand to include a new Hospital Crisis Intervention Team at the Interim LSU Hospital Trauma Unit.

The CeaseFire model uses violence interrupters and outreach workers with street credibility to interrupt and resolve potentially violent situations before they escalate. The CeaseFire Violence Interrupters also seek to prevent retaliatory shootings by mediating ongoing conflicts between groups. In addition, CeaseFire New Orleans aims to change community norms about violence by mobilizing support services and the larger community to demand a change in behaviors that lead to shootings and killings.

### **Objective:**

Reduce the number of shootings and killings in the Central City target area through street level outreach that interrupts the violence

### **Performance Indicators Include:**

- Number of participants
- Percent of participants connected to support services
- Number of violent conflicts identified and mediated

## Group Violence Reduction Strategy

The Group Violence Reduction Strategy (GVRS) is designed by criminologist David Kennedy and targets geographic areas of high crime and the groups that commit violent acts. The typical impact of Group Violence Reduction Strategies in other cities is a 35% - 60% reduction in community-wide homicides. This strategy is based on the belief that violent crime can be prevented when the costs of committing the crime are perceived by the offender to outweigh the benefits. It targets known chronic, violent adult and juvenile offenders. In New Orleans, GVRS includes three major components:

- Collaborate with respected members of affected communities to deliver a single message to violent groups: stop the shooting.
- Organize and build the capacity of social service providers, clergy and probation and parole officers so they can provide support and services to those who no longer wish to engage in violent lifestyles.
- Focus enforcement to specifically deter violent behavior and ensure consequences for those who continue to commit violence.

### **Objective:**

Assemble law enforcement, service providers and community members to deliver a strong message to offenders: “stop the shooting” while also dramatically improving access to social services and the administration of swift and targeted enforcement for those who continue to commit violence

### **Performance Indicators Include:**

- Number of individuals who attend GVRS call-ins
- Number of call-in attendees who sign up with social services provider
- Number of group-member involved murders

## Multi-Agency Gang Unit

In 2012, the Multi-Agency Gang (MAG) Unit was formed by Mayor Landrieu and is the key enforcement component of the Group Violence Reduction Strategy (GVRS). The MAG Unit conducts simultaneous investigations on several known violent groups. The goal: secure state and federal prosecutions of these groups and remove large numbers of violent offenders from the streets. The New Orleans Police Department is the lead agency of the MAG Unit.

The agencies that comprise the MAG Unit include the New Orleans Police Department (NOPD), Orleans Parish District Attorney's Office (DA), Orleans Parish Sheriff's Office (OPSO), Louisiana State Police (LSP), Parole Board of the Louisiana Department of Corrections, United States Attorney's Office (USAO), Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), Drug Enforcement Administration (DEA), United States Marshal's Service (USMS), and United States Probation & Parole Office for the Eastern District of Louisiana.

### **Objective:**

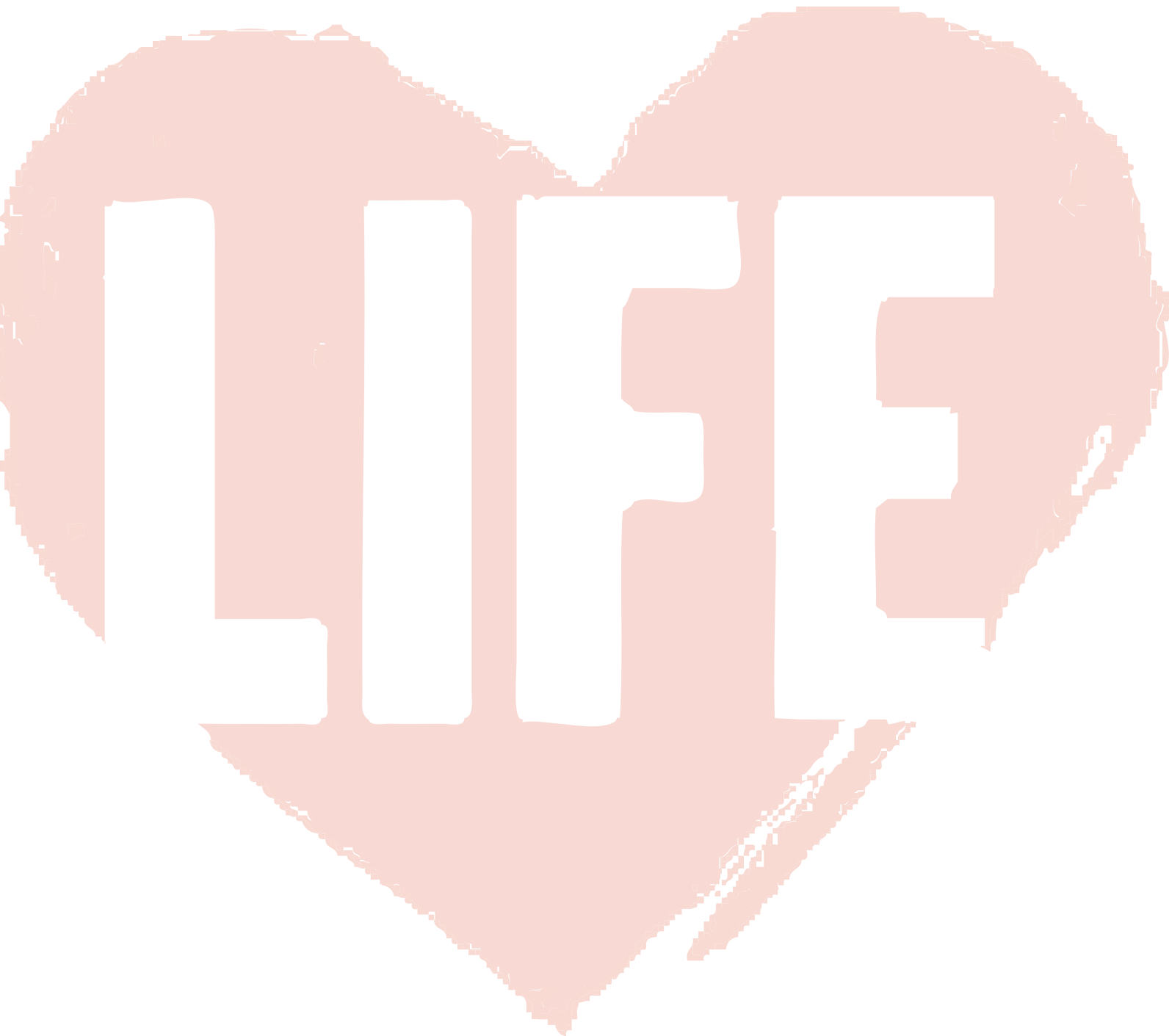
Conduct investigations that lead to state and federal prosecutions of violent groups

### **Performance Indicators Include:**

- Number of investigations conducted
- Number of group indictments
- Number of successful state and federal prosecutions of violent groups

## Violent Crime Impact Teams

Violent Crime Impact Teams (VCIT) are another example of the great partnership between the City and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). These teams targeted specific geographic areas sometimes no larger than a few blocks that are known violent hot-spots. This is a national ATF program, but Mayor Landrieu recognized the need and value of this kind of coordinated effort and advocated for more of these teams to be deployed to New Orleans. As a result of the Mayor's advocacy at the highest levels of government, 27 additional ATF agents were deployed to New Orleans.



# INVEST IN PREVENTION

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## Mayor's Strategic Command to Reduce Murder

The Mayor's Strategic Command to Reduce Murder is modeled on the Milwaukee Homicide Review Commission, which has been identified by the Department of Justice as a best practice and for Milwaukee has been instrumental in realizing a significant reduction in murder.

The Mayor's Strategic Command to Reduce Murder focuses on prevention by convening murder reviews with community leaders and a diverse array of representatives from the criminal justice system, schools, faith-based organizations, neighborhood groups and others. The Strategic Command supports implementation and evaluation of various violence reduction programs, maintains a comprehensive database of murders, nonfatal shootings, and near-fatal domestic violence incidents and provides technical assistance and capacity-building services to criminal justice and community service professionals around the city. The Strategic Command also serves as a forum to update law enforcement and community stakeholders on progress of key NOLA FOR LIFE initiatives and receive feedback on each program. The end goal is to get ahead of crime, identify patterns and find ways to intervene.

### **Objective:**

Identify and respond to murder trends in targeted areas through murder reviews by law enforcement and community stakeholders, while also supporting implementation and evaluation of various violence reduction programs throughout the City of New Orleans

### **Performance Indicators Include:**

- Continuously updated database of murders and nonfatal shootings
- Number of murder reviews and data-sharing with law enforcement and community stakeholders



## NOLA FOR LIFE Midnight Basketball

NOLA FOR LIFE Midnight Basketball with the New Orleans Pelicans is a free weekly basketball tournament that provides males over 16 years old with a safe and constructive space to interact, build bonds, receive guidance from positive male role models, and get connected to educational opportunities, jobs, and other support services.

### **Objective:**

Provide young males in crime hot spots with safe and fun recreation, positive male role models, and access to education, jobs, and other support services

### **Performance Indicators Include:**

- Number of participants
- Number of positive male role models who engage participants
- Number of support services available

## Trauma Response in Schools

Too often murder victims are young, school aged children. Classmates of these young murder victims need help as they process this horrible trauma. Schools can play an important role in providing this aid and preventing further violence.

In 2012, the City of New Orleans worked with New Orleans' schools to create a process that links schools with counseling and victim assistance resources following a student-involved homicide. In addition, the City of New Orleans has helped schools develop their own crisis/trauma response plans and in collaboration with community partners, co-sponsored trainings in evidence-based practices in trauma response, social and emotional wellness, and violence prevention. Furthermore, the City engaged school personnel such as social workers and nurses to increase awareness of available community-based mental health services. To further enhance the capacity of schools to address trauma through both referrals and intervention at the school site, the City of New Orleans will build upon current efforts to help more schools form community partnerships. This outreach strategy will:

- Conduct violence prevention trainings for schools
- Bring youth-serving personnel together to work together on systems-level changes (e.g. coordination between schools and juvenile justice)
- Increase awareness among schools about how they can partner with community organizations to access available behavioral health and human services

**Objective:**

Partner with schools and community providers to continue improving coordination between school personnel and behavioral health providers so as to implement evidence-based trauma response interventions

**Performance Indicators Include:**

- Maintaining ongoing assessments of behavioral health capacity in New Orleans schools
- Number of trauma, violence, and other trainings held for school staff
- Documentation of the implementation of communication protocols following a student-involved homicide
- Documentation of relationship-building human services and behavioral health linkages between schools, school personnel, and community providers

## Connecting High Need Students to the Coordinated System of Care

In order to prevent violence, there is a need to build the capacity of parents and guardians to support at-risk youth while simultaneously linking at-risk youth with wraparound case management, living skills interventions and vital behavioral health services. The City of New Orleans will partner with the Louisiana Coordinated System of Care (CSoC) and schools to increase the number of students who have risk factors for violence and out-of-home placement who are referred, assessed and ultimately enrolled in the CSoC program. Through an intensive outreach project that provides a direct connection between CSoC staff and schools, schools will be better equipped to identify students at risk for violence who may qualify for the program, understand the CSoC enrollment process and refer these students into the CSoC program.

**Objective:**

To assess up to 100 of the highest needs students for placement in the State of Louisiana Coordinated System of Care

**Performance Indicators Include:**

- Number of identified students referred to the CSoC program
- Number of identified students assessed for the CSoC program
- Number of identified students enrolled in the CSoC program

## Family Violence Prevention Strategy

Family violence and homicide are often closely connected and according to the Bureau of Justice Statistics, New Orleans' domestic violence homicide rate is 3.5 times the national average. Furthermore, childhood exposure to family violence can lead to a variety of psychological and physical problems.

The City of New Orleans seeks to prevent family violence by better using City-operated WIC clinics to identify those who are at risk for trauma, abuse, and neglect. All adult WIC participants are screened to assess risk of family violence and are offered on-site services from the New Orleans Family Justice Center (NOFJC) or are given referrals for appropriate further services. This initiative is currently being piloted in partnership with the NOFJC at the Central City WIC clinic, with plans to expand to other WIC sites.

### **Objective:**

Prevent, identify, and support victims of family violence through City-operated WIC clinics

### **Performance Indicators Include:**

- Percentage of clients at Central City WIC clinic who receive family violence screening
- Percentage of clients who are identified as at-risk for family violence and accept referral to services provided by the NOFJC

## National Forum on Youth Violence Prevention

The National Forum on Youth Violence Prevention (the Forum) is a network of communities and federal agencies that work together, share information, and build local capacity to prevent and reduce youth violence. Established by President Obama in 2010, the Forum brings people together from diverse backgrounds to learn about the crisis of youth and gang violence in the U.S. and to build comprehensive solutions on the local and national levels. The goal of the Forum is to build community capacity to prevent youth violence.

Supported by the Forum, the City of New Orleans developed the *NOLA FOR LIFE PLAYbook: Promoting Life for all Youth*, which is a strategic plan to prevent youth violence in New Orleans. The PLAYbook is designed to improve youth safety by addressing risk and protective factors for youth violence and coordinating resources for youth.

As a NOLA FOR LIFE initiative, the Forum will serve as a link to the national conversation on youth violence and will serve as an incubator for innovative local, community-based initiatives to prevent youth violence. The City of New Orleans will coordinate with community partners to support efforts in the following priority areas:

- Expanding the use of restorative justice practices in New Orleans public schools
- Reforming truancy policies and procedures
- Promoting positive school climates
- Exploring ways to engage youths as a part of youth violence prevention efforts
- Enhancing support services for parents and families

**Objective:**

Coordinate existing efforts and build new partnerships to prevent youth violence

**Performance Indicators Include:**

- Community capacity to prevent youth violence, as measured by the UNITY Roadmap Gauge

## **Realtime Resources Mobile Application**

The goal of the Realtime Resources Mobile Application is to coordinate social services and enhance access to essential services for the NOLA FOR LIFE target population by creating and maintaining a mobile application (an “app”) and web-based resource with up-to-date, detailed listings of all social and community-based services available to residents of New Orleans.

**Objective:**

Develop a mobile application to display social service resources in real time

**Performance Indicators Include:**

- Number of visitors to mobile application/website
- Number of individuals successfully accessing social services listed on mobile application/website

## **NOLA FOR LIFE Fund**

Civic engagement and community support are essential parts of the overall effort to reduce murders in New Orleans. The NOLA FOR LIFE Fund, managed by the Greater New Orleans Foundation, makes grants to local organizations to immediately increase their capacity to serve the highest risk individuals in our community. The Fund will solicit donations and award grants to community-based organizations that support violence prevention programs for young males between 16 and 24 years of age.

The City of New Orleans and the Greater New Orleans Foundation have identified expected outcomes for NOLA FOR LIFE grantees. Through the Fund, the plan is to:

- Increase the number of high risk individuals that receive critical support services
- Reduce acts of violence by and violent victimization of service recipients
- Improve coordination of wrap-around services to high risk individuals
- Create new efficiencies within organizations that serve high risk individuals
- Create new ways of doing business within the local human services sector

**Objective:**

Increase community capacity to serve the highest risk individuals

**Performance Indicators Include:**

- Funds raised
- Number of grants awarded, amount of grants, and target population

## **NOLA FOR LIFE Community of Practice**

The NOLA FOR LIFE Community of Practice (CoP), supported by the NOLA FOR LIFE Fund, has been convened by the City to bring together a diverse group of service providers to network, coordinate programming, identify policy barriers, and improve service delivery to better serve high risk individuals. As a result of additional resources from the NOLA FOR LIFE fund and monthly meetings of the CoP a more cohesive and connected system of social services will emerge.

**Objectives:**

- Build a Continuum of Services for high risk individuals
- Identify policy improvements that enable effective implementation of the Continuum of Services

**Performance Indicators Include:**

- Number of services provided to individuals at risk of killing or being killed
- Number of policy and practice improvements implemented to better serve high risk individuals
- Implementation of Continuum of Services and increase the number and type of participating service providers

## **NOLA FOR LIFE Mentoring**

The NOLA FOR LIFE Mentoring initiative will work with existing community organizations to provide healthy mentorship relationships for young males in New Orleans at risk of exposure to or involvement in violence. The initiative will establish a curriculum for organizations that prioritize conflict resolution and improve educational attainment of mentees.

### **Objective:**

Identify young males at risk of exposure to or involvement in violence, recruit and train mentor groups specifically for their needs and further define our relationship with partner organizations to ensure delivery of support services for mentees

### **Performance Indicators Include:**

- Number of community organizations involved in the programs
- Number of at-risk youths and mentors/mentor groups involved in the programs
- Number of contacts between youth and mentors, and the activities involved during those contacts

## **Coordinate and Strengthen the Behavioral Health System**

Behavioral health, including mental health and substance abuse services, is an essential component of public health and violence prevention. In the fall of 2012, the City of New Orleans released a strategic framework to establish a community-wide agenda for behavioral health services in New Orleans. As a part of that framework the Mayor convened a Behavioral Health Council, which in partnership with the Metropolitan Human Services District brings together providers, advocates, and consumers to address coordination of behavioral health care in New Orleans.

For 2013, the Behavioral Health Council defined three priority areas:

- Data exchange and information sharing in the behavioral health system
- Access to youth mental health services
- Services for justice-involved individuals with behavioral health issues

In addition, this work involving the Behavioral Health Council has significant overlap with trauma trainings for school staff (see Trauma Response NOLA FOR LIFE Initiative).

**Objective:**

Ensure coordinated, efficient and accountable behavioral health services focused on recovery

**Performance Indicators Include:**

- Development of an annual report detailing the state of the behavioral health system and the Behavioral Health Council's efforts to coordinate behavioral health services
- Number of partner agencies engaged through behavioral health convenings

## **Protect Mental Health Services**

To prevent murder, New Orleans needs a more accessible mental health care system. Mayor Landrieu is fighting to restore state cuts and prevent further reductions in funding for mental health service providers. In the meantime, in the winter of 2011, Mayor Landrieu released a comprehensive Behavioral Health Resource Guide to better link residents to existing resources. The Behavioral Health Resource Guide provides a comprehensive inventory of all mental health, substance abuse, and related services available to the citizens of New Orleans. A revised and updated guide was released in the summer of 2012. The printed guide will be replaced by the Realtime Resources Mobile Application.

# PROMOTE JOBS AND OPPORTUNITY

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People need a chance to change their lives. Training and better access to good jobs provides a new path away from violence towards opportunity.

- NOLA YOUTH WORKS SUMMER JOBS PROGRAM
- COMPREHENSIVE WORKFORCE REENTRY STRATEGY
- PATHWAYS TO PROSPERITY
- LOT MAINTENANCE PILOT PROGRAM





## NOLA Youth Works Summer Jobs Program

The Mayor's 2013 NOLA Youth Works Summer Jobs Program is a multifaceted effort that provided 1,600 young people ages 13-21 with rewarding summer work experiences at private companies, non-profit organizations and other entities. Program components included Work and Learn, the Signature Program, Intern NOLA, and a new component for the summer of 2013, NOLA Youth Corps, which engaged young people ages in hands-on work experience at job sites and community revitalization projects in targeted neighborhoods. Furthermore, in partnership with JOB1 and the City's Office of Workforce Development, 7 NORDC summer teen camps offered local teenagers career exploration seminars in a variety of job fields.

### **Objective:**

Provide summer jobs for 1,600 youth

### **Performance Indicators Include:**

- Number of youth employed through the program
- Number of adjudicated youth offered specialized services

## Comprehensive Workforce Reentry Strategy

Approximately 6,500 offenders are under probation or parole supervision in New Orleans. An estimated two-thirds of this population will commit new crimes and one-third will be re-incarcerated within three years of their release. Working with community partners, the City of New Orleans will develop a comprehensive reentry strategy to reduce the recidivism rate in Orleans Parish.

Through formalized partnerships between key City departments, members of the criminal justice system, business, civic and faith-based communities, the City seeks to:

- By the end of 2013, develop a reentry strategy and pilot program for reentry employment with at least 100 adult ex-offenders and adjudicated youth participating
- Strengthen social service and employment services pipeline for ex-offenders transitioning out of incarceration
- Increase access to transitional and permanent supportive housing for ex-offenders
- Increase access to behavioral health services for ex-offenders
- Create a unified case management system for quality assurance, monitoring and reporting on services provided to ex-offender participants
- Advocate for policy changes that would remove barriers to ex-offender reintegration into society

### **Objective:**

Create a strategic plan for effective reentry employment services and generally support ex-offenders' efforts to integrate back into society

**Performance Indicators Include:**

- Number of participating formerly incarcerated individuals
- Number of education or employment services that are being provided to ex-offenders
- Recidivism rate for formerly incarcerated individuals who participate in reentry programming

## **Pathways To Prosperity**

Overall, the City’s broad economic development plan, ProsperityNOLA, is rooted in the belief that for New Orleans to be successful, all citizens must have an equal opportunity to participate in the city’s economic growth.

To achieve equity that results in wealth and jobs for all, viable pathways must exist for every individual to realize their full professional potential. *Pathways to Prosperity* is the realignment of the City’s workforce development system to focus on preparing individuals who have multiple barriers to entering the workforce while also providing multiple pathways to employment in high demand fields that pay a living wage. In its pilot phase, *Pathways* focus is on careers in emerging industries and closely partners with economic development entities, schools, colleges, and social service agencies.

**Objective:**

Offer multiple pathways to employment in high demand fields for individuals who may face barriers to entering the workforce

**Performance Indicators Include:**

- Number of individuals connected to employment
- Number of individuals enrolled in educational or training programs

## **Lot Maintenance Pilot Program**

In October 2011, the City began its innovative Lot Maintenance Pilot Program, which provided jobs to neighborhood residents and ex-offenders to cut and clear overgrown lots in the Lower 9th Ward, the area in New Orleans with the highest percentage of vacant lots.

This effort was about creating pathways to prosperity and opportunities for local residents, particularly ex-offenders, to work in their own neighborhood and help rebuild their city. Plus, the program addressed two top priorities: creating jobs and tackling blight. During the pilot program, they cut over 1200 lots in the Lower 9th Ward.

# GET INVOLVED AND REBUILD NEIGHBORHOODS

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To make New Orleans safe we all need to do our part, get involved and rebuild our neighborhoods. We need everyone to have skin in the game.

- FIGHT THE BLIGHT
- NOLA FOR LIFE DAYS
- LIGHTING UP THE CITY
- QUALITY OF LIFE STAT
- NOPD COMMUNITY POLICING
- PUBLIC AWARENESS CAMPAIGN



## Fight the Blight

Blight threatens public safety, lowers property values, holds back neighborhoods and degrades quality of life. By reducing the number of dangerous, blighted properties, neighborhoods can be revitalized and become safer places to live.

In October 2010, Mayor Landrieu launched a new, aggressive anti-blight strategy aimed at tearing down or fixing up 10,000 blighted properties in four years. Since then, the City has conducted more than 47,000 inspections, demolished 3,858 blighted units, moved over 1,250 properties to code lien foreclosure, and collected over \$2.5 million in blight liens and fines. Furthermore, the New Orleans Redevelopment Authority working closely with the City has returned over 2,000 properties to commerce and invested over \$30 million in housing redevelopment.

Plus, formerly blighted properties are being brought back into commerce through a revamped \$52.3 million Soft Second Program. The result- hundreds of New Orleans families have been able to realize the American dream and now own their own home.

### **Objective:**

Reduce the number of dangerous, blighted properties to create safer neighborhoods

### **Performance Indicators Include:**

- Number of Code Enforcement inspections
- Number of blighted units/properties demolished
- Number of blighted units/properties brought back into commerce

## NOLA FOR LIFE Days

From Taylor and Hardin Parks, to East Shore and McDonough Playground, on NOLA FOR LIFE Days hundreds of citizens have come together to hit the streets with community groups, City agencies, and the NOPD to clean-up crime hot spots. Volunteers have cleaned up overgrown lots, removed abandoned tires and vehicles, fixed hundreds of potholes and streetlights, and helped paint and renovate public parks.

### **Objective:**

Help high crime neighborhoods by mobilizing volunteers to address issues threatening public safety and quality of life

### **Performance Indicators Include:**

- Number of attendees
- Number of community meetings/outreach events to discuss the overall strategy and the event
- Number of infrastructure improvements in the neighborhood
- Number of commitments from volunteers to participate in NOLA FOR LIFE day initiatives

## Lighting up the City

There are over 50,000 street lights in New Orleans. When the Mayor took office in 2010, about 29 percent or 16,000 of those streetlights were dark, requiring major repairs. We've cut that number by over 13,000. Still, it is an old, Katrina-damaged system and they break as fast as the City can fix them. Outages occur daily and thousands still need major repairs.

In 2013, the Mayor dedicated an additional \$10 million in one-time hurricane recovery money to fund a surge in repair work to get the lights on in every neighborhood. We won't rest until we get the job done.

### **Objective:**

Repair 3,000 streetlights

### **Performance Indicators Include:**

- Number of routine and major streetlight outages
- Number of streetlight repairs

## Quality Of Life Stat

In 2012, the Mayor created Quality Of Life Stat, the City's first performance management tool for issues of public nuisance and quality of life. During monthly stat meetings City leaders, NOPD and members of the public work together to review important quality of life related issues in neighborhoods and brainstorm about how best to ensure that the City is hitting its marks, protecting neighborhoods and tackling important quality of life issues.

A key part of this work involves coordinated sweeps of problem bars, nightclubs, corner stores and other businesses that sell alcohol and contribute to crime and other problems in the community. The goal is to deal with issues of concern before they escalate. Indeed, often small problems can lead to larger issues, especially when it involves businesses that sell alcohol.

### **Objective:**

Reduce the number of crimes and nuisances that occur near bars, nightclubs, corner stores and other businesses that sell alcohol

### **Performance Indicators Include:**

- The average usefulness of STAT meetings to meeting attendees
- Number of cases brought to the New Orleans Alcoholic Beverage Control Board

## NOPD Community Policing

Building on the efforts of NOPD Community Coordinating Sergeants (implemented in August 2010) and Quality of Life officers, the NOPD has rapidly improved the department's communication and partnership with the community. Actions include, but are not limited to:

- *Next of Kin Meetings* — These meetings give families of murder victims the opportunity to meet with detectives one-on-one to discuss the investigation.
- *Crime Prevention Unit* — This special unit's purpose is to prevent crime by providing helpful tips and key support to residents who want to reduce crime in their neighborhood.
- *Public Access to COMSTAT Meetings* — At COMSTAT meetings top NOPD leadership crunch data, discuss trends, and trouble shoot problems. Since June, 2010 these meetings have been open to the public.
- *Public Crime Mapping Information* — Starting in May, 2011 the public can now access the formerly internal NOPD Omega Crime View mapping technology. This sophisticated software allows users to focus on even a specific address and see a broad range of current crime analysis data.
- *Citizen Advisory Panels* — These community member panels work to educate and inform the NOPD about challenges and issues of concern in specific neighborhoods.



- *Monthly Crime Walks* — Crime walks give NOPD senior leadership and district officers a chance to walk through the neighborhood and build relationships with the community.
- *Walk-Throughs at Schools* — Walk-throughs bring uniformed patrol officers into elementary and middle schools to build relationships with young people.

**Objective:**

Provide opportunities for the community to partner with NOPD

**Performance Indicators Include:**

- Number of Community Coordinating Sergeants meetings
- Number of Quality of Life Officer activity reports

## **Public Awareness Campaign**

Murder’s impact is wide, deep and does not just affect victims and perpetrators. All of New Orleans suffers because of this violence. Indeed, New Orleans is losing an entire generation of young black men to the streets. The NOLA FOR LIFE public awareness campaign, designed pro bono, by filmmaker Spike Lee, is meant to be part of a larger coordinated effort to start a broad conversation within the community about ways to stop the shooting and change behavioral norms about violence.

Launched in July 2013, NOLA FOR LIFE Channel highlights the comprehensive movement to reduce the murder rate in New Orleans, Louisiana. The compelling original and existing content runs on Cox Cable Channel 99, airing diverse programming and the inspirational stories of young men who are taking the stand to turn away from violence.

**Objective:**

Communicate with all parts of the community about issues of violence ways to change behavioral norms, and start a conversation concerning how New Orleans can engage young African American men to change behavioral norms and stop the shooting

**Performance Indicators Include:**

- Social media presence measured by media mentions, Twitter and Facebook followers, and website visits
- Number of NOLA FOR LIFE presentations to various community stakeholders

# STRENGTHEN THE NOPD

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In 2010 we launched a comprehensive 65-point plan to completely remake the police department. Today we are moving full speed ahead and seeing results.

- NOPD LEADERSHIP TRAINING
- PROACTIVE HOT SPOT POLICING
- IMPROVE COMMUNITY TRUST WITH THE USE OF PROCEDURAL JUSTICE
- STAND UP NOPD CRIME LAB
- BEEF UP NOPD HOMICIDE UNIT
- PROJECT BLOODWORK
- RELEASE PUBLIC CALLS FOR SERVICE DATA



## NOPD Leadership Training

In the spring of 2012, the highly respected International Association of Chiefs of Police Leadership in Police Organizations (LPO) trained a total of 100 NOPD leaders in two separate 3 week sessions. In 2013, the NOPD will partner with LPO to provide additional training to 14 NOPD leaders who in 2014 will in turn provide the LPO training to the remaining 200 NOPD supervisors. In 2015 the NOPD will begin providing the LPO training to all NOPD officers.

**Objective:**

Provide NOPD officers with 100,000 hours of training

**Performance Indicators Include:**

- Number of hours of training
- Number of officers trained

## Proactive Hot Spot Policing

Since November 2001, the NOPD has used Data Driven Approaches to Crime and Traffic Safety (DDACTS) to proactively focus on high-activity crime hot spots following the installation of the state-of-art crime analytic software package “Omega Crime View.” Since the start of 2012, the NOPD has developed and used an additional mapping strategy called Data Driven Violent Crime Trends (DDVCTS). DDVCTS focuses Omega Crime View analytics on homicides, shootings, gun arrest and drug arrest. This proactive approach maps crime trends and drives daily deployment strategies to target even more discrete “hot spots” of violent crimes in the city. However, the goal is to go beyond simply arresting violators, but broadly work with the community to promote a sense of order in these specific problem areas. The goal is to have the community and police work together hand in hand and take back the hot spots from the criminals.

**Objective:**

Map violent and drug crimes to target the deployment of NOPD officers to hot spot areas of the city

**Performance Indicators Include:**

- Number of Part I and drug crimes in identified DDACTS and DDVCTS hot spots (by type)

## Improve Community Trust with the Use of Procedural Justice

For too long, a few corrupt cops have caused much pain and agony to the people of New Orleans. Today, with strong allies in the hundreds of honest cops who honorably protect and serve, the City of New Orleans is charting a new path forward with a new NOPD.

Since 2010, the City has strengthened the NOPD Public Integrity Bureau by appointing a civilian leader who has two FBI agents detailed to the office. Plus, there is additional oversight of the department from the Independent Police Monitor and the Office of Inspector General (OIG). Furthermore, the NOPD has also added an additional emphasis on procedural justice with new training that highlights the importance of fair, impartial, and unbiased police conduct.

Indeed, in the March, 2013 the New Orleans Crime Coalition (NOCC) survey of citizen satisfaction there were signs of progress. The survey found 61% of respondents who had an interaction with a NOPD officer felt that the officer explained or fully explained the reasons for the contact – and when asked about that contact directly, 72% said that they were satisfied with the contact. This is a good sign of progress, but more needs to be done. With continuous improvement in mind, the NOPD just released new training documents which aim to better educate officers on the importance of ‘selling the stop’ through clear communication and fairness during investigations.

### **Objective:**

Enhance public satisfaction with the police department by providing procedurally fair, direct interactions with the police

### **Performance Indicators Include:**

- Increased trust and confidence in the Police Department as measured by polling results

## Stand up the NOPD Crime Lab

The U.S. Department of Justice's Bureau of Justice Assistance noted in its March 2011 report that "no effective homicide reduction program can be successful without a modern, functioning crime laboratory." By the end of 2011, the NOPD, with assistance from the ATF, eliminated a multi-year backlog of firearms testing and is now using the Crime Lab in real time. The NOPD, in partnership with the Louisiana State Police (LSP), has also eliminated a multi-year backlog of over 800 sexual assault kits. The Firearms Lab has also just finished another major upgrade of equipment and now the NOPD has direct access to the National Ballistic Information Network database. These advances are producing better investigations and will enhance murder reduction efforts.

Furthermore, to ensure continued timely access to DNA analysis on critical cases NOPD has funded two scientist positions at the LSP Crime Lab and will continue executing the highly successful "Operation Bloodwork" strategy which since December 2011 has forwarded 10 no-suspect property crime cases per month to the LSP lab for further DNA analysis.

## Beef Up NOPD Homicide Unit

Upon the recommendation of the Bureau of Justice Assistance, the new NOPD has implemented an 82-point plan to rebuild the Homicide Unit. The unit has been nearly doubled and now works closely with narcotics so immediately following a murder event the area is flooded with both homicide and narcotics officers. The results are more tips from the public and better investigations.

## Project Bloodwork

The NOPD began Project Bloodwork in December 2011. The goal-perform forensic analysis of DNA evidence collected from the years 2005 to 2011 for burglary-related offenses. This analysis enabled the NOPD not only to close burglary cases, but also link individuals to other potentially cold cases with some form of DNA evidence. To assist in this endeavor, the Louisiana State Police Crime Laboratory (LSPCL) agreed to analyze blood evidence at a rate of five (5) new cases every two (2) weeks. This project has been extremely successful with over 120 cases submitted for analysis and nearly every case being returned with useable DNA evidence to identify a perpetrator, link crimes of unknown perpetrators, or identify new DNA for entry into the national DNA data base.

## Release Public Calls for Service Data

To enhance transparency, data from NOPD calls for service have been made available to the public at [data.nola.gov](http://data.nola.gov). Updated every 48 hours, now individuals and groups can examine and analyze daily police movement and interactions throughout the city. The hope is that this data helps residents better understand the work being done by the department and also cuts down on the staff needed for public information requests.

# Comprehensive Murder Reduction Strategy

## INTRODUCTION

### THE PROBLEM

Nearly 15,000 Americans are murdered every year on the streets of America. The City of New Orleans has a per capita murder rate over ten times the national average and a rate much higher than other comparable cities. In 2011, on the streets of New Orleans, 199 individuals lost their lives as victims of murder. In 2012, 193 more were murdered in a relentless drum beat of death.

### VISION

Youth and families flourishing in safe neighborhoods with high quality educational, economic, and cultural opportunities that enable each person to be healthy, self-reliant and able to realize their dreams and aspirations.

### MISSION

Work with community and agency partners to develop and implement a comprehensive strategy that reduces murder in the City of New Orleans by employing targeted prevention, intervention, enforcement and rehabilitation initiatives.



# STRATEGIC GOALS

## **Develop, implement and support multi-disciplinary and data-driven prevention, intervention, enforcement and rehabilitation initiatives.**

The City of New Orleans is fortunate to have many extraordinary organizations that address the needs of citizens. This plan seeks to enhance existing initiatives and support the creation and implementation of new anti-murder efforts that are data-driven and multi-disciplinary.

## **Facilitate effective interagency communication and information sharing.**

A major barrier to effective policy creation and implementation is a lack of information sharing across agencies and disciplines. Building on existing efforts, such as the Mayor's Strategic Command to Reduce Murder, the City of New Orleans will encourage and facilitate continued interagency collaboration to ensure that all murder reduction initiatives are well-informed, comprehensive, targeted and can be measured for effectiveness.

## **Promote civic engagement to stop violent behavior amongst young black males.**

Murder can be prevented by changing behavioral norms. The City of New Orleans will promote community engagement efforts that promote the value of all human life, non-violent resolution to conflicts and investment in the lives of at-risk young black males.

## ONGOING CHALLENGES & THEMES

Major challenges identified include:

- A lack of trust between law enforcement and the community
- Gaps in access to support services in disadvantaged neighborhoods
- The lack of consistent, serious consequences for violent crimes and repeat violent offenders
- Availability of firearms
- A lack of coordination throughout the criminal justice system
- Limited coordination and communication across the board between schools, social service and health providers, neighborhoods and the criminal justice system

Common themes from criminal justice and community stakeholders on how to reduce murder:

- Improve education, job training and job placement for young black males
- Ensure robust community policing that builds relationships and trust between residents and the NOPD
- Ensure availability of targeted, effective social services and prevention programs
- Ensure targeted law enforcement and prosecution for violent offenders and repeat offenders
- Improve policies and practices concerning pre-trial services, prosecution and sentencing
- Improve reentry services to reduce the recidivism rate
- Promote the dreams and aspirations of males most at risk of being victims or perpetrators of violence
- Ensure that anti-murder efforts are comprehensive and address the problem in a holistic way

## CURRENT COMMUNITY-BASED INITIATIVES

Currently in New Orleans, there are a variety of community-based initiatives working to stop the shooting. These efforts range from mentoring young people who are at-risk of becoming victims or perpetrators of violence to providing prisoner reentry support services.

Examples of promising and successful community-based programming:

- Long-term residential treatment that helps troubled youth build social, academic and self-help skills
- Education, tutoring, mentoring, and career development support for youth in and transitioning out of foster care
- Culinary and life skills training programs
- Day programs that provide young children with mentors, small group activities, homework help, tutoring, conflict resolution, and social skill development
- Reentry services for formerly incarcerated individuals, which include job training, computer literacy and housing assistance
- Community reintegration programming for youths coming out of juvenile detention, which include mentoring, literacy, GED tutoring, conflict resolution, anger management and mental health counseling

## PLAN DEVELOPMENT

NOLA FOR LIFE: *A Comprehensive Murder Reduction Strategy* was developed by the Mayor's Innovation Delivery Team, in collaboration with Police Chief Ronal Serpas, former Criminal Justice Commissioner James Carter and Health Commissioner Dr. Karen DeSalvo. As a part of this effort, the Innovation Delivery Team engaged key national and local crime experts, community service providers, law enforcement and youth, and also conducted a rigorous review of pertinent data.

Promising initiatives were generated through a review of existing city efforts, best practice research, and conversations with stakeholders. The current iteration of the NOLA FOR LIFE strategy was developed in a very similar manner, but with increased participation from many partners and additional stakeholders. The process was specifically informed by participants in the Mayor's Strategic Command to Reduce Murder, the National Forum on Youth Violence Prevention, the NOLA FOR LIFE Community of Practice and the network of Group Violence Reduction Strategy partners.

## ADVOCACY TO SUPPORT INITIATIVES

The City of New Orleans is committed to executing a robust, proactive plan to reduce murders. However, city government is only one part of a much larger system that includes schools, courts, and many others. So to enact effective, systemic reforms that will aid in the fight to reduce murders and address the issues that contribute to murder the City plans to advocate for:

- Plans to significantly reduce the high dropout rate of African-American males
- Implementation of a Health Information Exchange System that connects the jail and community service providers
- An immediate increase in needs-based access to behavioral health services for those individuals with mental health/substance abuse needs
- Restoration of the behavioral health crisis continuum
- Vigorous prosecution and sentencing of those who commit violent crimes
- Increased bail amounts for illegal gun possession
- Creation of a comprehensive and easy to use database that provides murder and other violent crime case disposition information

## MEASURING OUTCOMES AND IMPACT

A preliminary set of performance outcomes for NOLA FOR LIFE: A Comprehensive Murder Reduction Strategy has been established, and will be used to measure progress toward murder reduction and the City's strategic goals. As this is an ongoing process, there may be a need to review and amend measures after consultation with partners.

As the plan is implemented and refined, additional output and outcome measures will be developed to measure the effectiveness of individual initiatives. It is important to note that this plan emphasizes the use of evidence-based strategies and programming throughout the implementation process, with decisions informed by the ability to demonstrate success.

## **INNOVATION DELIVERY TEAM**

The Innovation Delivery Team is a component of the Mayor's Project at Bloomberg Philanthropies. Thanks in large part to a grant by Bloomberg Philanthropies, the City of New Orleans has a team of top performers to bring rigorous focus and best-in-class practices to identify and deliver powerful solutions to major urban challenges. The City of New Orleans' Innovation Delivery Team is assigned specifically to assist lead departments within City Hall in developing innovative strategies that reduce murder holistically. This team enables better research and selection of murder reduction initiatives, and support for implementation, performance evaluation and reporting.

## **ACKNOWLEDGEMENTS**

Many thanks to the organizations, community partners and individuals that have stepped up to support NOLA FOR LIFE. Reducing murder on the streets of New Orleans is the Landrieu Administration's top priority, but could not be done without our key partners who make this work possible.





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