



**POLICE EXECUTIVE
RESEARCH FORUM**

November 16, 2007

Chuck Wexler
Executive Director

Shirley Wayne Washington, Co-Chairperson
Jeffrey A. Meyer, Co Chairperson
Independent Accountability Panel
City of New Haven
165 Church Street
New Haven, CT 06510

Dear Chairpersons;

The Police Executive Research Forum (PERF) is pleased to submit this Final Report on the Operational Assessment of the New Haven Police Department. As agreed to in the scope of services, the report includes an assessment of the New Haven Police Department's internal affairs function and addresses early intervention systems. The report covers the criminal investigation function and the structure and operations of narcotics enforcement. The report also contains an assessment of critical components embedded in human resource processes that contribute to the organizational cultural of the department. These include: the recruitment and selection process; training; policies and procedures; performance management; the promotional process; the selection procedures for assignments, transfers and special units; and the department's command and organizational structure. PERF also examined the department's participation in task forces and other specialized multi-agency units. Appended to this letter are our recommendations for a sequence to implement our recommendations.

There are a number of changes in the Final Report from the Draft Report. We have corrected misperceptions about the field training officer program and the role of the Police Union with regard to citizen complaints. We have added: a review of property and evidence operations; proposed organizational charts; and a sample career development program.

We have enhanced our discussions regarding creating a job rotation system and staffing the recommended new deputy chief equivalent positions. We have expanded our recommendation regarding adopting federal best practice operational guidelines for a re-created anti-drug unit. We strengthened our recommendations regarding consultation between the anti-drug unit and prosecutors at the early stages of significant drug investigations.

We expanded our recommendation about the internal affairs function to address better accessibility to the complaint process, internal affairs case tacking and management, and the location of the internal affairs office. We addressed the issue of internal affairs investigator status by recommending that IA personnel remain sworn. The revised discussion of IA

operations makes reference to the NHPD's Rule Sixteen which had not been brought to the attention of the study team prior to the compilation of the Draft Report.

Our recommendation for creating a new and revised written directive system includes recognition that the department may wish to consider previous directive revision efforts that were not implemented. We have added a definition of "specialty positions" to clarify our recommendations about job rotation, training, and filling specialty positions in the department. We added to our training recommendation language that suggests that personnel assigned to investigative units receive training in the unit's investigative specialty.

Although much community discussion centered on patrol, community policing and New Haven's policing districts our report does not address the issues and concerns raised because they are outside the scope of the PERF study. Also outside the study scope were processes and bodies external to the NHPD. Therefore the report does not deal with the roles of the Board of Police Commissioners nor of the Civilian Review Board other than as a small part of our broader discussion of internal affairs operations.

The IAP indicated it would be helpful if PERF were to provide further details about what the "new vision" for the police department should be. We feel that this discussion is best left to the city, the police department and the community. Our report only examined a portion of policing in New Haven, with a focus on select internal operations. A "new vision" should consider the crime problems in New Haven, community policing principles, police district operations and patrol, all areas outside this study.

The Police Executive Research Forum would like to thank each of you for your leadership and support in this important assessment. This process was designed to be transparent in order to assure the community of the study's objectivity. Our recommendations are designed to help restore public confidence in the dedicated men and women of the New Haven Department of Police Service. Your commitment to the community and efforts in this process were instrumental in our ability to successfully complete this project.

Once again, thank you for your assistance.

Sincerely,



Craig Fraser, Ph. D.

Director, Management Services

ATTACHMENT
NEW HAVEN POLICE DEPARTMENT ASSESSMENT REPORT
PRIORITIZED RECOMMENDATIONS

Within 3 Months

- A new vision for the New Haven Police Department
- Develop a City Wide Crime Strategy
 - Anti drug operations should be strategically focused as part of the overall City crime strategy
- Create senior management control of investigations, hire outside assistant chief equivalent
 - Re-organize investigations
 - Actively consult with prosecutors in the early stages of major investigations
- Create senior management control of professional standards, hire outside assistant chief equivalent
 - Rename the Internal Ethics and Values unit to “Internal Affairs”
- Select a leader for the Anti-Drug Unit who exemplifies the highest professional standards
 - Establish highest standards for drug personnel and systems of accountability
 - Select a new title for the Anti-Drug unit
- Continue New Haven Police Department participation in multi-jurisdictional task forces
- Make the department’s website a more effective recruitment tool
- Create an objective system to fill specialty positions

Within 6 Months

- Improve Crime Data Quality
- Improve booking and detention operations

Personnel

- Accelerate selection and promotion of supervisors and managers
- Select and promote four captains
- Positions should be filled at the proper ranks level

Professional Standards

- Create an internal inspections and audit system
- Establish written directives for the complaint and disciplinary process
- Identify standards and responsibilities for internal affairs personnel

- Create a standard format and protocol to govern all internal investigations
- Investigators should record the outcome of the internal investigation
- Establish a disciplinary matrix

Investigations

- Review and update investigations policies and procedures
- Acquire and implement case management software and ensure that supervisors fully document case status
- Increase staffing for financial crimes investigations
- Establish a system to improve patrol officers' crime reports.
- Utilize the field intelligence system more effectively
- Consult with prosecutors to create and maintain cases of the highest possible quality

Recruitment and Training

- Develop a formal business plan for recruitment
- Recruit performance should be monitored to ensure that their training is effective
- FTO training should reinforce academy lessons
- Training topics should be linked to identified needs
- Training should be a priority from the top down

Within 12 Months

- Establish an updated Written Directive System
- Establish a performance appraisal system
- Establish a system of job rotation
- Implement internal and external inspections and audits
- Inventory all equipment
- Develop proactive strategies for prevention of misconduct and establish an early intervention system.
- Recruit and select the best applicants, year-round
- Provide civilian support in key positions

Drug Unit

- Re-establish a departmental anti-drug unit
- Establish strong policy and control for the Drug Unit
- Make the entire department aware of drug unit openings
- Create a rotation system for drug unit personnel
- Provide extensive training for all anti-drug unit personnel

Investigations

- Create a training program for newly assigned detectives
- Determine the need to fill vacant investigations positions
- Assign additional civilians to support investigations
- Supervision should be added to the Family Services Division

Greater Than 12 Months

- Replace sworn personnel in the Bureau of Identification with well-trained civilians
- Officers must be trained and prepared for advancement