



# Louisiana State Police ASSESSMENT REPORT

EXECUTIVE SUMMARY



OCTOBER 2023

# Letter from Lamar A. Davis, Colonel



When I was appointed as Deputy Secretary of the Department of Public Safety and Superintendent of the Louisiana State Police in October 2020, I began my tenure with a message to our employees that police officers should set the example for their communities. To maintain the trust and confidence of the public we serve, we must always strive to be models of professionalism, honesty, courage, and integrity.

I made a commitment on Day 1 to demand accountability, increase efficiency, and leverage technology to accomplish our mission of public safety and service at the highest level through transformational reform. As part of this commitment, I sought an independent, third party to conduct a top-to-bottom assessment of our organization. This report details the results of that assessment and identifies numerous opportunities for growth, advancement, and enhancement.

From the moment we contracted with The Bowman Group (TBG) to conduct this assessment, it has been my intention to release the findings publicly. Transparency is the foundation for growing public trust and improving relationships with our communities. This report reveals many opportunities for improvement, as well as areas of concern. I want you to know that every recommendation in this report is being carefully reviewed, and many have already been adopted, or are in the process of being adopted.

During his second term, President Barack Obama signed an executive order that created the Task Force on 21st Century Policing. This task force created six main topic areas, known as pillars of policing, which focus on best practices: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness. In conjunction with the recommendations contained in TBG's report, these six pillars form the foundation for the transformation that the Louisiana State Police is undergoing.

We have adopted procedural justice as a guiding principle and are working tirelessly to establish a culture of transparency and accountability to build trust and legitimacy within our agency and with our communities. We have placed an emphasis on collaborating with community members to develop policies and strategies that reflect community values, especially in communities disproportionately affected by crime. Our policies prioritize trust and legitimacy by emphasizing the sanctity of life and careful consideration of use of force tactics, which are further reinforced through training and reporting. We are continually reviewing our practices and have implemented enhanced policies and training concerning the topics of duty to intervene, use of force, implicit bias, emotional intelligence, and de-escalation.

Our Body Worn Camera policy has been updated to enhance accountability, including the requirement that our camera systems are to be powered up and ready to record. It also requires emergency vehicle operations to be recorded, and mandates the transportation of arrestees to be recorded at all times, unless in a prohibited recording facility, such as a hospital. The policy also mandates the recording of travel to a pursuit or known use of force encounter. It outlines procedures for additional mandatory supervisory video reviews and procedures to document and report misconduct discovered during these reviews.

The Use of Force policy was also updated to ban chokeholds and the use of impact weapons to the head or neck area, unless deadly force is justified. A duty to intervene requirement was added that requires an officer to intervene in a situation when another officer's behavior is clearly beyond what is reasonable. The policy also mandates that our officers carry a less lethal weapon such as a Taser if the officer is certified and trained, which ensures that a less lethal option other than a firearm is available during an encounter. Finally, the policy addresses positional asphyxia and requires that officers are always mindful of someone's ability to breathe.

Numerous organizational changes have been implemented to enhance oversight. The Force Investigation Unit was created and is comprised of specially trained detectives who investigate use of force incidents including officer-involved shootings, deadly force, retaliatory force, and in-custody deaths. The Professional Standards & Compliance Section was created to oversee, coordinate, and implement numerous opportunities for growth and advancement, with a focus on 21st Century Policing principles such as fair and impartial policing, community engagement, and procedural justice.

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We have recently implemented a new policy aimed at ensuring the timely public release of video evidence from critical incidents. Under this policy, known as the Critical Incident Briefing Video Policy, video-recorded imagery of critical incidents, such as officer-involved shootings, will be released to the public within twenty-one days of the incident. Several of these videos are currently available to view on the official Louisiana State Police YouTube page.



The quality and efficacy of our training programs are critical to ensuring that our officers are equipped to serve and protect our communities. Cadet Class 102 recently graduated and was our first to train under a modern learning model that trains officers to serve with a guardian mindset, as opposed to a warrior mindset. We have increased our focus on training to develop interpersonal skills, stress management, and communication to enhance how we serve and interact with the public. Additionally, personnel are attending training on topics such as Active Bystandership for Law Enforcement, Law Enforcement Active De-Escalation Strategies, Fair and Impartial Policing, Emotional Intelligence, and Implicit Bias. We are reimagining our training to put more focus on the importance of positive public relationships, procedural justice, and officer wellness.

The vast improvements to our technology has led to innovative ways to improve our efficiency and enhance transparency with the community. We have launched a new website at [www.lsp.org](http://www.lsp.org) that is designed to provide a more user-friendly and intuitive online experience with the ability to translate the website in over 100 languages. Department policies are available on the website for public viewing. A portal was created on the website for the public to submit commendations or file a complaint, which ensures that feedback is received and addressed in a timely and efficient manner. The website also houses a portal for citizens to report suspicious activity. This portal allows us to gather valuable information and investigate potential threats quickly and effectively.

We have launched a statewide electronic-citation program, which will expedite the issuance of citations, reduce errors, and provide accurate and real-time information, and will be used in conjunction with our recently implemented Computer Aided Dispatch and Mark43 record management system. This allows us to collect, manage, analyze, and share information related to public safety. This system gives us the ability to track our interactions with the public and use the data collected to improve our overall effectiveness. We are in the process of creating interactive online portals that will allow for transparent viewing of various aspects of our activities, including the locations of use of force incidents and calls for service.

Our leadership has placed an emphasis on community policing and collaborating with community members to recognize issues and work together to find effective solutions. Our personnel are encouraged to visit schools, daycares, businesses, neighborhoods, and parks during their shifts and interact with the public. We collaborate with University Medical Center to support the Sudden Impact Program for high schools across the state, which raises awareness of the dangers of driving while impaired and stresses the importance of wearing a seatbelt. Our Special Victims Unit frequently delivers presentations to schools, churches, other law enforcement agencies, and various interest groups on the topics of human trafficking and online child endangerment threats.

We have also invested in measures to support our personnel by implementing and enhancing officer wellness and safety programs. The Trooper and Employee Assistance Program is a vital resource that provides necessary assistance to employees in emotional, mental, and spiritual need. Additionally, each Troop has a network of peer support volunteers who have completed Critical Incident Stress Management and Applied Suicide Intervention Skills training. The Department's chaplaincy program is also available to department members in need of support.

These are just a few examples of the many initiatives that we have underway. As you read this report, it is my hope that you know we are working diligently to address the various opportunities for change and growth that have been identified by TBG. We are committed to this transformation and we are dedicated to serving our communities with transparency, honor, and integrity.

Sincerely,

Lamar A. Davis, Colonel  
Superintendent, Louisiana State Police  
Deputy Secretary, Department of Public Safety

# Report Overview

The Louisiana State Police (LSP) took an important, proactive step to bring in the national experts from The Bowman Group (TBG) for an in-depth look at the Department, and deliver recommendations to promote constitutional policing, public safety, and law enforcement. This report provides final observations and recommendations regarding TBG's independent evaluation of the LSP. Throughout the independent assessment, the men and women of LSP expressed commitment to the Department and to the Louisiana communities they serve. TBG is enthusiastic about the Department's capacity for change and the path forward, and commend the leadership's openness and receptiveness to reform.

The principal objective of this assessment was to improve LSP policies, procedures, practices, training, and operations related to accountability and oversight, transparency, and internal and external investigations.

Specifically, the review aimed to address the following goals:

- Determine the current status of the Department in terms of police operations, policies and procedures, and assess whether the Department's operations are consistent with national best practices.
- Improve accountability and oversight systems, processes, and procedures including use of force, internal affairs, community policing and engagement, stops, searches, and arrests, and early intervention systems.
- Review and assess LSP's written internal affairs policies, procedures, and practices surrounding the intake and investigation of incidents, internal and external complaints, training, data collection, accountability, and transparency.
- Improve departmental training across the Department.

## Assessment Approach

The assessment team's methodology was based on core elements essential to supporting an independent and objective evaluation and analysis of organizational management, administration, operations, and outcomes.

In general, the assessment of each topical area involved the following:

- Rigorous document review including policies, Standard Operating Procedures (SOPs), training materials, procedures and practices, systems, and department files.
- Interviews and solicitation of multiple viewpoints from members of the community, members of the Department, and stakeholders.
- Direct observation and interaction with Troopers and personnel engaged in their duties.
- Analysis and review of available data and documents, either in full or through representative sampling.

TBG assessment team included nationally recognized law enforcement subject matter experts in community engagement, community-oriented policing, procedural justice, accountability and oversight, transparency, use of force, complaint investigations, internal affairs, early intervention, training and supervision, technology, ethics, and civil rights. The assessment team identified key observations across twelve topical areas for improvement in LSP's interactions with the Louisiana community and day-to-day operations.

## Assessment Topical Areas

In this section, TBG provides a brief summary of recommendations in critical areas that denote the urgent need for reform in addressing community-oriented policing, and to strengthen LSP's use of force policies and procedures, increase data collection efforts, and prioritize strategic planning and organizational alignment geographically

across LSP Regions and Troops. The forthcoming recommendations for improvements are based on national standards, best practices, current and emerging research, and community expectations. Each area is discussed more fully later in the report and appendix documents.

These recommendations mark LSP's path towards becoming a more progressive police department. This report on TBG's independent evaluation of LSP is organized into twelve topics. Each section of the report provides insight such as details of the analyses, approach, observations, and additional suggestions for reform.

The first section provides findings and themes related to LSP community policing and engagement. The next three sections discuss internal affairs, use of force, and crisis response. The next four sections include fair and impartial policing (stops, searches and arrests), leadership and culture, recruitment and officer wellness. The final sections review the LSP early intervention system, training and academy, technology and data analysis.

Each section provides general and specific observations and recommendations. In high priority areas, TBG identifies findings that require urgent attention. In other areas, TBG outlines concerns and areas for improvement, as well as highlights some of LSP's strengths.

## Key Goals

**TBG determined recommendations that strongly support the following 12 goals:**

1. Embrace "community policing" as a Department-wide philosophy.
2. Model procedural justice in the internal investigations process.
3. Ensure force used is only that which is objectively reasonable, necessary, and proportional to the threat.
4. Refine Crisis Deployment and relevant data collection.
5. Apply the least intrusive and most effective constitutional approaches to conducting and aggressively monitoring stops, searches, and arrests.
6. Ensure close and effective supervision of Department management, operations, and field practices.
7. Implement a comprehensive recruitment and hiring strategy, reporting, and assessment process.
8. Provide proactive and responsive support to promote and sustain a healthy workforce.
9. Embrace an early intervention program to support employee retention.
10. Train personnel to support a "guardian" style service delivery approach.
11. Modernize technology, data collection, and assessment tools.
12. Leverage oversight, technological, and analytical capabilities to advance 21st Century policing.

This moment in history has brought urgent attention to the need for police reform. As communities across this country share in their collective experience, everyone should be reimagining public safety. Doing this work effectively poses difficult questions for law enforcement officials and communities that grapple with the systemic problems that give rise to unconstitutional policing. Despite intractable challenges, these recommendations are intended to identify issues and offer remedies for improvement.

# Recommended Key Next Steps



# Recommended Key Next Steps

## **Deploy and empower multi-disciplinary leadership to oversee and coordinate the reform process.**

There is an urgent need for dedicated LSP human resources investments, including:

- **Executive Leadership:**  
Dedicate command level personnel responsible for the oversight of the reform process and strategic planning.
  - **Reform Implementation Support:**  
Create a specialist function to manage the reform process and implementation.
  - **Accountability & Sustainability:**  
Create a specialist function to evaluate and promote compliance with reform goals.
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## **Adopt and articulate a unified organizational mission, vision, and core principles where individuals can both excel and be uniformly coherent in advancing LSP values and reform goals.**

This includes:

- Procedural Justice
  - Fair and Impartial Policing
  - De-Escalation
  - Community Engagement & Community Policing
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## **Put in place foundational building blocks to advance organizational transformation and implement structural changes essential for sustainable reform.**

# Summary of Recommendations

This report provides final observations and recommendations regarding the evaluation of the Louisiana State Police (LSP). The Bowman Group (TBG) determined recommendations that strongly support the following 12 goals:

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## Goal 1: Embrace Community Policing as a Department-wide philosophy.

### Recommendations:

1. Adopt community policing as a core principle and implement a community engagement policy, informed by internal and external stakeholders.
  2. Create a written policy directing LSP community engagement.
  3. Make robust community engagement part of each Trooper's job through incorporating it as a metric in hiring, performance reviews, and promotion decisions.
  4. Expand training to include fair and impartial policing, procedural justice, and de-escalation.
  5. Conduct regular community meetings and programming around community restoring/building.
  6. Create a social media strategy and collaborate with local police departments at beat meetings, community events and other stakeholders.
  7. Track data related to community policing and engagement in a centralized manner.
  8. Expand on the types of LSP community engagement activities and events that LSP engages in and attends.
  9. Encourage LSP to engage communities of faith throughout the state as part of their outreach strategy.
  10. Consider introducing statewide community surveys to better understand public perspectives of LSP.
  11. Streamline the public complaint process so that any entity is able to make a complaint easily via the LSP website.
  12. Post all non-sensitive draft policies on the LSP website with a public comment period.
  13. Produce regular public reports and information about LSP operations to promote greater transparency.
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## Goal 2: Model procedural justice in the internal investigations process.

### Recommendations:

1. Establish an overall Department philosophy regarding the investigation of complaints of employee misconduct.
2. Commit to open, fair, and transparent public access and communication regarding the Internal Affairs (IA) disciplinary complaint process.
3. Consider revising the Discrimination and Harassment Policy.
4. Develop specialized training that reinforces the concepts of procedural justice and the legitimate, credible, and fair investigation of all complaints and allegations of misconduct or poor performance.
5. Analyze IA data regularly to identify training needs and emerging trends.
6. Demonstrate a commitment to transparency concerning critical incidents.
7. Commit to regular evaluation and modification of policies and practices with input from members of the public and a representative ranking of Department members.



8. Provide access to outside training for IA personnel.
9. Develop and implement standard operating procedures (SOPs) that detail functions and roles within the disciplinary complaint investigation and review process.
10. Consider designating and including external or public representatives to participate in certain internal review processes (i.e., Disciplinary Review, EIS, Use of Force Review Board, etc).

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### **Goal 3: Ensure force used is only that which is objectively reasonable, necessary, and proportional to the threat.**

#### **Recommendations:**

1. Establish a clear standard for when Troopers are permitted to use force and when force should be avoided.
2. Define terms that are key to evaluating whether an officer's use of force is reasonable, necessary, and proportional.
3. Revise P.O. 238 (15)(i) to provide a more clear and concise definition of what conduct does and does not amount to a reportable use of force and include examples.
4. Require Troopers to report use of force by the end of the shift.
5. Establish consistent procedures immediately following a Trooper's use of force, including the responsibilities of Troopers and first-line supervisors, and enforce adherence to the procedures.
6. Develop clear guidance on the requirements for meaningful supervisory review of uses of force. The guidance should detail the information that first-line supervisors need to collect and analyze as well as the factors supervisors should consider when determining whether the use of force was consistent with LSP policy and core values.
7. Require supervisors to document their assessment of an officer's use of force, the factors they considered, and a final determination.
8. Develop a template to ensure structure and consistency for supervisors' reviews of uses of force.
9. Embrace thorough and transparent supervisory reviews of uses of force and communicate that expectation.
10. Develop a supervisory training curriculum that includes guidance on first-line supervisor roles and responsibilities in the use of force review process.
11. Develop timelines for the use of force review process and hold supervisors accountable to those timelines.
12. Require all relevant video to be collected and reviewed (including witness officer BWC) and hold Troopers accountable for failure to record incidents on BWC.
13. Clarify when BWC should be activated and strictly limit when audio may be turned off.
14. Conduct regular audits of supervisors' reviews of uses of force to make sure they are adequately documented.
15. Require that supervisors include a BWC audit trail, documenting review of available footage, in the use of force case file.
16. Prohibit Troopers from using Tasers to apprehend people when fleeing or other minor offenses are the only justification.
17. Prohibit Troopers from using Tasers to apprehend people when there is a significant risk of serious injury.
18. Ensure supervisors enforce policies prohibiting Troopers from using profane and aggressive language.
19. Ensure supervisors take corrective action, including requiring retraining when warranted.

20. Revamp the use of force review process to rely more heavily on first-line supervisors to conduct timely, thorough, consistent, and well-documented reviews of Troopers' uses of force.
21. Streamline the Mark43 use of force supervisory review structure.
22. Utilize the functions in Mark43 that notify users of overdue use of force reviews.
23. Provide additional training and guidance to improve the accuracy of collected use of force data, including encounters with people in crisis.
24. Incorporate additional de-escalation concepts in the use of force policy and ensure that these techniques are well-defined and accurately tracked in Mark43.
25. Define all terms used in Mark43 data collection to promote consistency and prevent data collection based on subjective interpretations of terms.
26. Ensure that comprehensive injury information is collected for both Troopers and civilians.
27. Collect accurate information about the specific types of force used by Troopers and the level of resistance.
28. Track more comprehensive data regarding the disposition of incidents involving a use of force.
29. Increase transparency by making use of force data available to the public.
30. Specify the goals and purpose of the policy.
31. Incorporate additional de-escalation concepts into the use of force policy.
32. Develop mechanisms for meaningful community and Trooper input on use of force policies.
33. Ensure Legal Affairs provides input on use of force policies and provide regular legal updates on use of force.
34. Clarify or eliminate P.O. 238's Policy Statement that "absent reasonable articulation, officers shall not consciously disregard substantial and unjustifiable risks."
35. Clarify the potential harm of repeated or prolonged use of CEWs.
36. Clarify when a firearm can be unholstered or displayed. Section (8)(3) states "Officers shall not remove a firearm from the holster or display a weapon unless there is sufficient justification."
37. Clarify the limited circumstances when it is permissible to shoot at or from moving vehicles.
38. Require a supervisor's authorization before ramming is permitted.
39. Consider eliminating the use of chokeholds.
40. Consider requiring Troopers to carry OC spray.
41. Codify information about all authorized weapons in policy.
42. Clarify the definition of positional asphyxia.
43. Consider creating and implementing a Critical Incident Review Board, as a standard process for reviewing all incidents involving death, injury, or critical responses.
44. Require the Use of Force Review Board to document the evidence reviewed, the Board's analysis of the evidence, and the justification for the Board's final decision.
45. Develop protocols and a template to ensure the UFRB conducts a comprehensive analysis of critical incidents.
46. Ensure the UFRB's review of use of force incidents should include an assessment of the actions of each officer who used force, whether there were opportunities to de-escalate, and the supervisor's review of the use of force.
47. Modify or expand the membership of the Use of Force Review Board (UFRB).
48. Develop and implement an education and training curriculum that would assist UFRB members in following their duties.

49. Create protocols to establish review and feedback loops.
  50. Develop comprehensive protocols to promote consistent, objective, and thorough investigations.
  51. Consider consolidating the use of force review process into a single entity.
  52. Review the training received by Force Investigation Unit personnel to ensure that it is consistent with best practices, LSP's core values, and community expectations.
  53. Make all Pursuit/Use of Force data elements mandatory.
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## **Goal 4: Refine Crisis Deployment and relevant data collection.**

### **Recommendations:**

1. Re-evaluate the Crisis Response Unit structure.
2. Recommit to staffing specialized units with qualified personnel who reflect the diversity of the service population.
3. Strengthen public communication of deployment related to major events.
4. Integrate and enter all MFF/SWAT/CNT incident documentation into RMS/CAD.
5. Require supervisory review and approval for all after-action reports by at least two supervisory levels (e.g., Sergeant/Lieutenant or Lieutenant/ Captain etc.).
6. Ensure the MFF, CNT and SWAT leadership teams (minimally the Captain, Lieutenant, Sergeant, and Regional Platoon leaders) complete the 40-hour crisis negotiations training.
7. Broaden collaborative training priorities across specialized units.
8. Review P.O. 226 with subject matter experts and persons living with mental health conditions and lived experience to ensure best practice language and practices are utilized.
9. Update P.O. 226 policy language.
10. Review and establish incident protocols related to EMS involvement on scene.
11. Provide consideration for any alternative medical response versus a criminal justice response for individuals in mental health crisis.
12. Revise policies, like P.O. 606, to improve selection criteria for LSP crisis specialized units.
13. Integrate the role of CNT into SWAT policy and standard operating procedures.
14. Specific policy guidelines on Body Worn Camera (BWC) activation should be revised to reflect best practice, with accountability measures in place for failure to activate BWC, inclusive of progressive discipline.
15. Ensure appropriate MOUs (Memorandum of Understanding), MOAs (Memorandum of Agreement) and/or inter-governmental rules or agreements delineate law enforcement chain of command, operational duties and responsibilities on joint deployments.
16. Review and revise the MFF Operations Manual with strong input and collaboration by CNT and SWAT.
17. Update MFF training to reflect best practice.
18. Review and revise the SWAT Directive.
19. Consider appropriate tactics and uses of BWC in crisis response involving SWAT deployment.
20. Require that each SWAT (and CNT) deployed Trooper write a supplemental report to the original "call for service" (CFS) report and outline in detail their assignment, location, tactics or operations conducted, along with other pertinent details.

21. Ensure that Use of Force incidents during SWAT deployments have all accompanying use of force documentation linked to the incident event with BWC supporting it.
  22. Include CNT relevant information in SWAT intel packets and in pre-opp planning for SWAT deployments.
  23. Ensure appropriate support and resources are dispatched to or proximate to SWAT and crisis event deployment locations.
  24. Consider the impact of adding leadership and additional human resources to the CNT team.
  25. Prioritize sending all Crisis Negotiators to the 40-hour Crisis Intervention Team Training (CIT).
  26. Prioritize a more intentional focus to establish a relationship and/or contract with community subject matter experts (e.g., mental health clinical social worker, psychologist etc.) for utilization as a call-out resource.
  27. Utilize CAD/RMS to track deployments.
  28. Enter relevant data into the FBI Hostage Barricade System (HOBAS) as required by policy.
  29. Require the use of primary and secondary Call and Clear Codes.
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### **Goal 5: Apply the least intrusive and most effective constitutional approaches to conducting and aggressively monitoring stops, searches, and arrests (SSAs).**

#### **Recommendations:**

1. Draft a comprehensive stop, search, and arrest policy that exceeds constitutional standards in a manner consistent with contemporary or recommended practices.
  2. Establish fair and impartial policing as a core pillar in the development and application of all SSA policies and practices.
  3. Enhance public transparency of stop data through the development of searchable databases that are accessible in a web-based format.
  4. Require Troopers to document and report all stops, searches, and arrests.
  5. Develop an internal and external dashboard that informs supervisors and the public of key fair and impartial policing data.
  6. Commit to educating and training all employees in principles of fair and impartial policing that go beyond mere compliance with the 4th Amendment.
  7. Create and implement a Stop and Arrest report in Mark43 for all stops, searches, and arrests.
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### **Goal 6: Ensure close and effective supervision of Department management, operations, and field practices.**

1. Conduct leadership and professional development workshops with LSP command to initiate a formalized strategic planning and reimagining process.
2. Develop, track, and report initiatives internally and externally to the public to continually foster a culture of transparency, inclusiveness and equity and build relationships with stakeholders and the public.
3. Adopt procedural justice as a guiding principle to improve organizational culture and community trust.
4. Develop and implement a formalized process for policy review and revisions.

5. Ensure all policies, where appropriate, are opened for public comment.
6. Change the term “should” throughout policies to “will” wherever LSP expects certain behavior.
7. Include hyperlinks when referencing other policies, forms, laws, etc.
8. Maintain consistency throughout all LSP policies.
9. Update directives to gender neutral language.
10. Seek compliance and professionalism through a law enforcement accreditation program.
11. Employ evidence-based practices using speed and crash data to direct roadway enforcement to reduce racial disparities in police contacts.
12. Formalize an employee recognition program that distinguishes progressive workplace performance.
13. Establish a culture of engagement to build strong employee connections and community relationships.
14. Conduct an analysis of demographic information regarding promotions, special assignments, departmental policies, and discipline to identify any potential disparate outcomes that indicate inequity.
15. Consider developing an analysis dashboard that provides management analytics on employee workplace assignments.
16. Complete a pay and benefit analysis to assess inequities in pay scales.
17. Establish a culture of information transparency that creates trust among the workforce and community.
18. Develop an internal communication platform to employees from the LSP superintendent.
19. Consider establishing an employee relations board.
20. Formulate a notification system for delivery of Trooper safety information and major events.
21. Draft a clearly stated purpose for the promotional policy consistent with the Strategic Mission of the Louisiana State Police.
22. Complete a job task analysis for all promotional ranks to ensure promotional criteria is consistent with the necessary knowledge, skills, and abilities required of the position.
23. Formalize a final phase candidate review process with executive leadership to assess promotional readiness.
24. Consider adding a requirement for the Superintendent to provide written justification for passing over an employee eligible for promotion.
25. Establish a Department-wide mentoring program for sworn and non-sworn employees.
26. Expand mid-level management and executive training opportunities.
27. Consider amending the evaluation process by requiring employees to develop a career plan.
28. Develop a policy requiring supervisors to write a transition plan when changing or vacating an assignment.

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## **Goal 7: Implement a comprehensive recruitment and hiring strategy, reporting and assessment process.**

### **Recommendations:**

1. Confirm scheduled Academy dates in advance when feasible.
2. Consider aggressive utilization of outside recruitment partners.
3. Consider the Implementation of the mentorship program.
4. Allow daily or regular communication of Cadets with family members.

5. Ensure hiring and recruitment outcomes are reflective of diverse communities LSP serves.
6. Evaluate any gender specific needs/concerns addressed by affiliated gender.
7. Allow affinity group related organizations access to engage recruits.
8. Implement periodic reevaluation of applicant exam content to ensure that it is applicable for what LSP is looking for in a Trooper and that it is equitable for all applicants.
9. Re-evaluate drug usage elimination criteria for new applicants that may eliminate applicants that have no abused drugs or that used drugs that are legal in some states.
10. Re-evaluate the physical requirements for entry to and completion of the Academy.
11. Re-evaluate the testing process for practicality and equitable application.
12. Make the examination a pass/fail result that allows all that pass the ability to proceed through the remainder of the promotional process.
13. Allow the capability to use the highest test score as the reference score for the Trooper.
14. Consider an external entity to complete the testing and assessment process through the Commission before Troop interviews.
15. Implement a standardized interview process for every Troop.
16. Ensure that every interview panel is diverse in its representation and that input is considered for all panelists.
17. Create a “detail” rank of Corporal to give Troopers that have met specific requirements an opportunity for recognition prior to being promoted to Sergeant.
18. Expand LSP mentorship programs to include Troopers for promotion.
19. Promote leadership and inclusion programs for females, minorities, LGBTQ members, and others.
20. Develop a clear promotional standard process, including a recusal process and ensure transparency in the process.
21. Consider a minimum threshold of patrol experience (e.g., 3 years) to be eligible for promotion or transfer.
22. Conduct an assessment of the promotional ranks of women in LSP and define strategies to promote equity.

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## **Goal 8: Provide proactive and responsive support to promote and sustain a healthy workforce.**

### **Recommendations:**

1. Give priority attention to wellness goals and actions in the five-year Strategic Plan.
2. Establish a system to consult DPS HR in the writing and revision of policies specific to LSP.
3. Trooper Employee Assistance Program (TEAP) and wellness related policies should be regularly reviewed (and revised when appropriate).
4. Strengthen TEAP language to reflect required protocols.
5. Revise P.O. 232 Return to Work/Light Duty Policy to include mental health in addition to physical health.
6. Develop a Fit for Duty Evaluation (FFDE) policy.
7. Document and track Troopers’ exposure to duty related trauma.
8. Include hyperlinks when referencing other policies, forms, laws etc.
9. Update P.O. 210 Crisis Leave Policy (dated 2012) and track both Crisis Leave approvals and denials, including the reason for denial.

10. Align wellness staffing statewide with regional demands.
11. Conduct a Trooper officer wellness needs assessment by Region and Troop.
12. Increase the frequency of peer support member meetings and trainings.
13. Standardize peer support deployment and response for specific types of calls, where appropriate.
14. Formalize regular proactive outreach for specialized units with repeat exposure to trauma like Sex Crimes, Crime Scene investigators, Homicide, SWAT, CNT etc.
15. Promote the wellness app and provide training on its features.
16. Incentivize personnel efforts to improve physical health.
17. Prioritize access to clinicians with law enforcement expertise.
18. Document the nature of Chaplain contacts related to Trooper wellness.
19. Consider creative options to supplement patrol staffing.
20. Conduct a Department-wide suicide awareness and intervention training.
21. Adopt tools that ensure consistency and fairness in disciplinary decision-making. A discipline matrix consistent with best practice should be immediately developed and implemented to promote consistency and fairness.
22. DPS Human Resources should be leveraged to train LSP supervisors and personnel on policies and laws affecting women.
23. Study the research on shift work and re-align shifts to maximize Trooper wellness and productivity.
24. Support the expansion of the Trooper Mentor Program.
25. Continue to invest in Trooper education.
26. Embed wellness related training in the annual training schedule.
27. Eliminate the practice of removing phone privileges for Cadets during Academy.
28. Annual In-service training should be strongly reconsidered with emphasis on community engagement, customer service-related topics, de-escalation, communication, impartial policing, procedural justice, officer wellness and TEAP.
29. Ensure regular, robust training on causes, signs and symptoms of stress and trauma along with how to access resources at all levels—Cadet, annual in-service and pre-promotion training.
30. Promote a roll call training culture that encourages team building, camaraderie, and periodic use of short but impactful wellness exercises.
31. Develop a reliable data tracking system related to TEAP policy requirements.

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## **Goal 9: Embrace an early intervention program to support employee retention.**

### **Recommendations:**

1. Revise LSP P.O. 216 Early Identification System (EIS) policy to describe that the nature and purpose of the EI program is non-disciplinary.
2. Ensure the review and intervention processes outlined in the EIS policy align with national best practices.
3. Consider including policy review, re-training, commendation, and enhanced supervision in the EI policy as additional intervention outcome options available to supervisors for identified at-risk employees.
4. Ensure communication and training of the EI Program is provided Department-wide.

5. Revise training materials that include an EIS component to outline the nature and purpose of the EI program, properly articulate the supervisors' review in a fair and impartial manner, and to specify the expectations of monitoring employees and handling interventions, and the regular oversight and accountability of this process.
6. Ensure that all supervisors are consistently employing the newly implemented tracking procedures for monitoring employee incidents to determine when EI thresholds are met.
7. Require consistent documentation that demonstrates interventions provided to employees were completed including the meeting with employees and outcomes, if any, and when post-intervention monitoring occurs, require documentation of that process and the outcome.
8. Consider including additional performance indicators in the EI program such as traffic and pedestrian stops, arrests, domestic violence issues including an employee subject to a restraining order, failure to appear in court, sick leave, claims and lawsuits, etc.
9. To achieve balance, consider including positive performance indicators in the EI program along with adverse events so supervisors have a holistic view of an employee's attitude, behavior, and work history.
10. Assess the current EI thresholds to determine if they are appropriate based on the Department's data (i.e., average number of incidents in different time periods).
11. Consider using a "rolling" time period for the established EI thresholds and those that may be included in the future.
12. Consider including a combination threshold that identifies an at-risk employee when a certain number of any of the performance indicators occur within a specified time frame.
13. Require supervisors to review employee BWC footage (when available) for the incident(s) that triggered the EI alert to determine if issues or patterns and trends are occurring.
14. Require follow-up to be documented by supervisors for any EI intervention outcomes with employees and managers or internal affairs can ensure completion.
15. Require managers to regularly review the EI interventions handled by supervisors and document this review and accountability process.
16. Consider conducting quarterly or semi-annual command staff meetings to review EI reports and interventions handled by supervisors to identify high performers, interventions taken, and opportunities for learning and improving this EI program and the review and accountability process.
17. Share the EI policy and program with community stakeholders and community members for transparency, agency, and Trooper accountability, and building trust and legitimacy.
18. Require documentation that demonstrates the Training Commander conducts regular reviews of EI reports and interventions handled by supervisors for identification of any Department-wide training needs and any determinations that were made from this process.
19. Continue the annual review of the EI program for effectiveness and appropriate changes to the EI policy and program, and the documentation of any determinations that were made from this process.

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## **Goal 10: Train personnel to support a "guardian" style service delivery approach.**

### **Recommendations:**

1. Establish and follow a policy outlining the selection process for instructors.
2. Establish and follow a policy that addresses how and by whom outside instructors or subject matter experts (SMEs) are screened, selected, and verified/vetted.



3. Establish and follow a policy outlining the training, assessment, and continued education of instructors at the LSP Academy.
4. Develop an Instructor’s Manual that addresses day-to-day duties and responsibilities.
5. Establish and follow a policy involving community members—including those with lived experience—in the training and curriculum development.
6. Establish a Training Oversight Committee (TAC) and develop a detailed policy for Academy operations to include a TAC.
7. Create an LSP Curriculum Development Section.
8. Establish and follow a policy on the curriculum design, development, and revision process that is informed by needs assessments, stakeholder feedback (prior Academy classes, instructors, and Troopers), and external input from the community.
9. Establish and follow a policy for curriculum creation, review, vetting, and approval.
10. Establish and follow a policy requiring the annual review of curriculum and lesson plans to ensure relevant content and skills are being taught.
11. Conduct a comprehensive review of curricula to assess the use of adult teaching and learning principles.
12. Conduct a focused review of Cadet Class curriculum regarding diverse and vulnerable populations, constitutional policing, procedural justice, fair and impartial policing, and de-escalation.
13. Establish and follow a policy that requires training related to diverse and vulnerable populations, constitutional policing, procedural justice, fair and impartial policing, and de-escalation.
14. Create a training strategy and plan for all in-service training..
15. Survey student reactions (Level I of Kirkpatrick model or equivalent) to improve training of existing LSP and POST courses.
16. Incorporate the LSP goals of improving behavior, protecting the sanctity of life, minimizing deadly force, incorporating fair and impartial policing, etc. into a policy (possibly P.O. 901 Code of Conduct and Ethics).
17. Use the LSP goal (improving behavior, protecting the sanctity of life, minimizing deadly force, incorporating fair and impartial policing, etc.) to inform or be a basis for LSP curricula learning objectives.
18. Review all curricula for consistency in creating learning objectives.
19. Survey students who receive training to determine retention and behavior changes.
20. Review and assess the effectiveness of the current basic Cadet Academy training model.
21. Rewrite all scenarios for practical exercises, especially those for Patrol Tactical Training (PTT), and include a Lesson Plan Risk Assessment Matrix.
22. Utilize trained role players in all practical exercises.
23. Provide training and education on Adult Based Learning principles and implementation for all instructional staff.
24. Utilize more qualified outside instructors as assistant or full-time faculty, instead of relying primarily on retired Troopers.
25. Ensure that all LSP instructors, including returning instructors, are using “21st Century” training content, principles and techniques.
26. Review and update supervisory training.
27. Review and update LSP Policy P.O. 229 Promotions.
28. Conduct a thorough review of the Field Training Officer (FTO) Program, and revise P.O. 1402 Field Training Officer (FTO) Program policy.

29. Assess Cadet/Student evaluations at the end of each block of FTO Program instruction.
  30. Create policies covering all operational areas associated with training.
  31. Right-size LSP Academy staffing to adequately carry out the training mission.
  32. Create a training strategy and training plan to inform LSP Command Staff and Academy Staff of the way forward.
  33. Move from a “warrior” culture to a “guardian” culture.
  34. Revise Day One indoctrination for Cadet classes.
  35. Treat Cadets with dignity and respect.
  36. Develop and follow a policy for measuring learning objectives in the classroom.
  37. Establish a policy to comprehensively track records, measure learning objectives, and assess the efficacy of LSP training.
  38. Establish a policy that outlines how in-service training notifications are disseminated throughout LSP.
  39. Conduct a well-informed annual training needs assessment.
  40. Develop a process to review and address training related complaints and feedback.
  41. Develop a “Detective” or “Investigator” training program.
  42. Review, revise, and redevelop the use of force training components to direct when to use force, appropriate use of force, and when to avoid using force (de-escalation).
  43. Provide training for supervisors on use of force reviews, BWC reviews, and report writing.
  44. Expand training to include bias awareness, how to interact with diverse community members, and de-escalation.
  45. Restructure the role and purpose of Duty Officers in the Academy and the application of remedial measures during Cadet training.
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## **Goal 11: Modernize technology, data collection, and assessment tools.**

### **Recommendations:**

1. Research and develop technological advancements to improve data latency, data retention, and accountability.
2. Implement an IT governance framework.
3. Document business/functional requirements and use cases for each initiative included in the IT Strategy and Roadmap.
4. Assign an LSP Portfolio Manager to work with the information technology executive-level steering committee and OTS.
5. Define, document, and communicate exactly how IT supports LSP with OTS.
6. Develop and implement a staffing plan to enable TBS to support LSP IT and data systems.
7. Establish a centralized Records Section.
8. Develop a Data Management Strategy.
9. Conduct a review of manually created reports and reports requiring duplicate data entry and develop a plan to incorporate all relevant reports into the RMS.
10. Add resources to the LSP TBS team responsible for the deployment and support of the Mark43 platform.

11. Develop and implement a training program for Dispatchers.
12. TBS and Dispatchers should meet regularly to identify potential areas for improvement within CAD.
13. Develop and implement a training plan to ensure LSP IT staff can properly support the day-to-day operation and use of the radio system.
14. Conduct an assessment of deployable assets and the vehicles assigned to deploy those assets and develop a plan to ensure the regular life cycle replacement of all assets and vehicles.
15. Develop a mobility strategy as part of an IT Strategy and Roadmap that includes the deployment of smartphones/mobile devices to all personnel.
16. Consider revising BWC and In-Car Camera Systems policy.
17. Consider updating policy to state that officers are required to activate their cameras prior to the initiation or response to an investigative or enforcement activity with a member of the public, and identify examples of such instances.
18. Issue a separate body worn camera policy instead of combining it with a policy regarding other video or audio equipment systems.
19. Simplify draft policy to make the responsibilities of those issued wireless devices clear under one heading in the policy.

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## **Goal 12: Leverage oversight, technological, and analytical capabilities to advance 21st Century policing.**

### **Recommendation:**

1. Research and develop technological advancements to improve data latency, data retention, and accountability.

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### About The Bowman Group (TBG)

The Bowman Group is an Arlington, Texas based minority-owned business enterprise that provides management consulting services. The TBG professional experience is broad and multi-disciplinary, including reimagining public safety, police shootings, protests and demonstrations, special security events, consent decree compliance, law enforcement training, public surveying, and monitoring.

Led by Dr. Theron Bowman, TBG is comprised of leading policing practices experts, known for assessing and providing technical assistance for communities, law enforcement, and public safety agencies. TBG has more than 30 years of experience leading, managing, and participating in police practices oversight and professional services in multiple states, including Arizona, California, Colorado, Illinois, Louisiana, Maryland, Michigan, New Jersey, New Mexico, Ohio, Texas, Washington, and Wisconsin.

TBG is a national thought leader providing accountability services for our clients. We approach our work with professionalism, flexibility, attention to detail, a collaborative yet clearly defined organizational approach, and respect for confidentiality.

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