



TRANSMITTAL MEMORANDUM

TO: The Honorable Mayor and City Council

FROM: Lacey G. Simpson, Acting City Manager

DATE: December 9, 2021

RE: **Authorizing Offer of Employment – Police Chief**

By report dated April 1, 2021, the City Manager's office advised the City Council that Police Chief Joe White had submitted his notice of intent to retire effective the close of business June 21, 2021.

The Human Resources Division has undertaken a national recruitment to identify a successor to Chief White. Thirty-one (31) applicants applied for the position including 3 members of the department, one of which withdrew from consideration.

A screening committee consisting of the Acting City Manager, Human Resources Division Manager, Acting Police Chief and Public Works Director reviewed the applications. Four (4) external candidates were selected for telephonic interviews and three (3) candidates were invited to participate in on-site interviews in Ketchikan including the two (2) internal candidates.

Following the interviews and after completion of the required background checks, it was the unanimous recommendation of the screening committee that the position of Police Chief be offered to Jeffrey Walls of Pearl River, Louisiana. A copy of Mr. Walls' resume is attached for City Council review. As indicated in Mr. Walls' application, he has worked in law enforcement for nearly 25 years and has served as a Commander of several districts of the New Orleans Police Department for 10 years. The screening committee determined that his experience, community approach and mentorship philosophy would make Mr. Walls an asset for the Ketchikan Police Department and community.

Mr. Walls has indicated his willingness to accept the position based upon a compensation level of Grade 782, Step O at an annual salary of \$132,761 and annual vacation accrual at 19 working days. Chief White was compensated at Grade 782, Step U, which provides for an annual salary of \$145,167.

Since the requested compensation and vacation accrual rate are above the level that the City Manager's Office is authorized to offer under the Compensation Plan and Personnel Rules, approval of the City Council is required. If approval of the City Council

is forthcoming, Mr. Walls has indicated that he may be able to assume the position beginning February 1, 2022 to attend the lateral officer recertification Department of Public Safety Academy in Sitka, Alaska as required.

A motion has been prepared for City Council consideration.

RECOMMENDATION

It is recommended that the City Council adopt the motion authorizing the Acting City Manager to offer the position of Police Chief to Jeffrey Walls of Pearl River, Louisiana based upon a compensation level of Grade 782, Step O at an annual salary of \$132,761 and an annual vacation accrual rate of 19 working days.

Recommended Motion: I move the City Council authorize the Acting City Manager to offer the position of Police Chief to Jeffrey Walls of Pearl River, Louisiana based upon a compensation level of Grade 782, Step O at an annual salary of \$132,761 and an annual vacation accrual rate of 19 working days.

City of Ketchikan-Ketchikan Public Utilities, Alaska APPLICATION FOR EMPLOYMENT

Please Return to:	Marie Miller, Manager Human Resources Department City of Ketchikan 334 Front Street, Ketchikan, AK 99901 Fax: (907) 247-2111	Date Received by City: 
--------------------------	--	--

Dear Applicant:

Thank you for your interest in the City of Ketchikan/KPU's employment opportunities. Your application will be considered with others in competition for the position. It is the policy of the City/KPU to provide equal opportunity in employment. This policy prohibits discrimination on the basis of race, color, religion, sex, age, national origin, creed, physical or mental disability, marital or veteran status or citizenship status of a person otherwise authorized to work in the United States, or any other basis prohibited by statute. This policy applies to all phases of full, part-time and temporary employment.

The information that you supply will be used to determine how well you meet the qualifications. Be as specific as possible.

You are encouraged to include a resume but the resume cannot be substituted for a completed application, which includes employment history.. Resumes may be submitted to our HR department at danieller@city.ketchikan.ak.us with the title of the position for which you are applying in the subject line.

CONTACT INFORMATION

Position Applying for: Chief of Police	Full Name Jeffrey Walls
Date Available: June 1, 2021	Telephone Numbers: 
Available for work: (Please check all that apply) ☒ Monday - Friday ☒ Saturday ☒ Sunday ☒ 7 AM - 5 PM ☒ 3 PM - 12 PM ☒ 12 AM - 8 PM	Mailing Address: 

Alaska Resident? ☐ YES ☒ NO	If Alaska resident, since when: Date:	How were you informed of this opening: Internet search
---	--	--

OFFICE USE ONLY - QUALIFICATIONS SUMMARY

Qualifying Education:	☐ Years	☐ Months
Years and Months of Experience:	☐ Years	☐ Months
Years and Months of Related Experience:	☐ Years	☐ Months
Meets Qualifications: ☐ Yes ☐ No ☐ Credit/Semester Hours		

Please answer yes or no to the following questions. If you answer "yes" to 7, 8 or 9 or if you answer "no" to 1, 3 or 10:

☐ YES ☒ NO	1.	Do you have a valid Alaska driver's license? If you answered yes to the previous question and a CDL is required, please list the CDL type and number:
☐ YES ☒ NO	2.	Do you have any needs that might necessitate accommodation in the application/interview process?
☒ YES ☐ NO	3.	Are you a U.S. Citizen or legally eligible to accept employment in the U.S? We are interested in every qualified candidate who is eligible to work in the United States. However, we are not able to sponsor work visas.
☐ YES ☒ NO	4.	Have you ever been employed by the City of Ketchikan or KPU? If you answered yes to #4, please provide the position, department, and dates below:
☐ YES ☒ NO	5.	Are you related through blood, marriage or adoption to anyone currently working for the City/KPU? Such relationship is not automatically disqualifying. If you answered yes to #5, please provide their name and your relationship to them.
☐ YES ☒ NO	6.	Are you related to the Mayor, a member of the City Council, or the City Manager? These relationships are disqualifying.
☐ YES ☒ NO	7.	Have you ever been discharged or asked to resign from a job? Explanation:

☐ YES ☒ NO	8.	Have you ever been convicted of a misdemeanor? Explanation:
☐ YES ☒ NO	9.	Have you ever been convicted of a felony? Conviction records do not automatically disqualify applicants. Certain positions require criminal background checks. Explanation:
☒ YES ☐ NO	11.	Are you of legal age to hold employment in the United States?

EDUCATION

High School or GED: Include name/address of school.

Satsuma High school Satsuma, Alabama

Accredited College or University: Include name/address of school, degree earned, dates attended, and major course of study.

Loyola University New Orleans, La. 2003-2006 Bachelor's in Criminal Justice

Graduate School: Include name/address of school, degree earned, dates attended, and major course of study.

Tulane University New Orleans, La. 2016-2018 Master's in Homeland Security

Technical School: Include name/address of school, degree earned, dates attended, and major course of study

List any correspondence courses, workshops, training, or certifications that might relate to this position and are not reflected in the preceding course work.

THE POLICE EXECUTIVE RESEARCH FORUM'S SENIOR MANAGEMENT INSTITUTE FOR POLICE (SMIP)
Boston, Ma. 2018

Professional Certifications, Registrations or Licenses: Include title, issuing agency, registration number, date issued, and expiration date for each.

List Professional Organizations where you are a member and any offices you may have held: Include organization name, office, and dates held for each.

EMPLOYMENT HISTORY: You are encouraged to include a resume but the resume cannot be substituted for a completed application, which includes employment history. Please account for all employment during the past 10 years, listing current or most recent employment first. If you have more employment history than will fit in the 4 provided in this form, please feel free to e-mail additional experience to our HR department at danieller@city.ketchikan.ak.us with the job title in the subject line.

JOB TITLE: District Commander	
Date Employed: 11/02/1997 - present	Employer Name & Address: New Orleans Police Department. 3401 Broadway St. New Orleans, La. 70125
Reason for Leaving: Retirement	Supervisor's Name & Title: Deputy Superintendent John Thomas
Starting Salary: 25,000.00 Ending Salary: 105,000.00	Supervisor's Contact Numbers: [REDACTED]
May we contact this employer? ☒ YES ☐ NO Hours worked per week:	Number of employees you supervised: If you supervised, did you have the authority to: ☒ Recruit ☒ Interview ☒ Hire ☒ Evaluate ☒ Discipline ☒ Discharge

Major Duties and Responsibilities:

As a Police Commander, I am responsible for the management and supervision of a district or section of the city. The Uptown area of the city consist of over 6,000 residents, with 100 officers falling under my command. In 2019, the city itself was listed as having 390,144 residents. It is my responsibility to provide security and protection to the citizens residing within my district. I must have a knowledge of every aspect of the department and must be able to stand in for the Superintendent of Police to provide up to date answers and responses to the public. The Police Department has been under a Federal Consent Decree for almost 10 years. I have been instrumental in establishing police behaviors that build positive community relations through constitutional policing. All officers assigned to my district are my responsibility and I am held accountable for their actions, as well as crime concerns for my district. I develop and ensure deployment of officers as best used to prevent crime. With limited manpower and resources, I must think creatively utilizing every tool available while implementing best practices to ensure the community is safe and the officers are maintaining constitutional policing. This involves promoting successful change management practices, as well as effective community policing. The below bullet points show some of where I have excelled in my experience as a District

JOB TITLE:	
Date Employed:	Employer Name & Address:
Reason for Leaving:	Supervisor's Name & Title:
Starting Salary:	Supervisor's Contact Numbers:
Ending Salary:	
May we contact this employer? ☐ YES ☐ NO Hours worked per week:	Number of employees you supervised: If you supervised, did you have the authority to: ☒ Recruit ☒ Interview ☒ Hire ☒ Evaluate ☒ Discipline ☒ Discharge
Major Duties and Responsibilities:	

JOB TITLE:	
Date Employed:	Employer Name & Address:
Reason for Leaving:	Supervisor's Name & Title:
Starting Salary:	Supervisor's Contact Numbers:
Ending Salary:	

May we contact this employer? ☐ YES ☐ NO Hours worked per week:	Number of employees you supervised: If you supervised, did you have the authority to: ☒ Recruit ☒ Interview ☒ Hire ☒ Evaluate ☒ Discipline ☒ Discharge
Major Duties and Responsibilities:	

JOB TITLE:	
Date Employed:	Employer Name & Address:
Reason for Leaving:	Supervisor's Name & Title:
Starting Salary:	Supervisor's Contact Numbers:
Ending Salary:	
May we contact this employer? ☐ YES ☐ NO Hours worked per week:	Number of employees you supervised: If you supervised, did you have the authority to: ☒ Recruit ☒ Interview ☒ Hire ☒ Evaluate ☒ Discipline ☒ Discharge
Major Duties and Responsibilities:	

CERTIFICATION AND RELEASE

I certify that the answers on this application are true and correct to the best of my knowledge. I understand that any false or misleading information provided, any omission or concealment of facts, could disqualify me from consideration for employment, cause any offers of employment to be withdrawn and constitutes grounds for immediate dismissal should I become employed by the City or KPU.

I understand, acknowledge and agree that no offer of employment is valid or binding until formal approval by the City Manager and written offers are signed by all parties. The City or KPU shall not be liable for any reliance on any oral or written offers made to me without proper authorization. I also understand that applications, resumes and attachments are public records and therefore can be made available for inspection and copying according to City policies.

In connection with this application I hereby authorize any and all former employers, organizations where I have volunteered and references named to release to the City/KPU and its agents any and all information both public and private. I understand that the City/KPU will use this information to determine in part my fitness for the position I am applying for. This authorization expires one year from the date signed.

I hereby release the City/KPU and all former employers or their agents, volunteer organizations and references, for any and all liability or whatever nature incurred by reason of requesting or providing such information. *NOTICE: Read the preceding statements carefully before signing. By inputting your name in the box below you are agreeing to all the terms in the preceding statement just as if you had signed your name.

Signature: Jeffrey H. Walls

Jeffrey H. Walls



May 23, 2021

City of Ketchikan
334 Front Street
Ketchikan, AK, 99901

To Whom It May Concern,

Let me just start off by saying, thank you for allowing me the opportunity to apply for the position of police chief. Having grown up in a family that spent our free time in the outdoors, I have always loved the idea of moving to Alaska; however, the opportunity had never presented itself. My wife, Sharon has also had this same yearning and we often spend winters on vacation in the Mountains for this same reason. I grew up in a small-town, Satsuma, Alabama and moved to New Orleans to gain the experience and education of a large municipal police department. My wife Sharon grew up in Texas and has missed the same feel that Ketchikan offers. Having been a member of the International Association of Chiefs of Police, I often look on their site for news, new ideas or best practices in policing for my district. Just recently I looked at the IACP listing of Jobs and noted that Ketchikan was looking for a police chief. After speaking to Sharon, we both felt I should apply. Enclosed is my resume, which indicates that my background, experience and education have made me an ideal candidate for this position.

The New Orleans Police Department, where I am currently a member is a full-service police department serving the 51st largest city in the United States with approximately 390,128 citizens. Following a Federal Consent Decree on our department, I was appointed to the position of Commander, which I have maintained through two administrations and three superintendents of police. I am the longest tenured Captain running a district. I have been instrumental in building and developing community relations as well as change management. I have spoken on and promoted E.P.I.C., which stands for Ethical Policing Is Courageous. This is a program our department developed, which encourages officers to step in and prevent other officers from doing something unethical. I am very proud to say that I have developed and mentored numerous officers who have become leaders in our department. I have organized, planned, and supervised countless major events that include the Superbowl, Mardi Gras, Women's Final Four, National Championship games, College Bowl games, festivals, as well as numerous nonviolent and violent protest. One of my biggest accomplishments has been with community relations. I utilize our Police Community Advisory Board to help build on and foster relationships within the community and I am actively involved in Fifty Neighborhood Groups. PCAB takes members of the community from every genre and allows them the ability to make suggestions and opens dialogue with the police department

My educational achievements have mirrored my career and contributed to my success, as well as the success of the department. I earned my bachelor's degree in Criminal Justice from the University of Loyola and received my master's degree in Homeland Security from Tulane University. I continue to use any opportunity to educate myself and have done so throughout my career. In 2018 I attended and completed the Police Executive Research Forum's Senior

Management Institute leadership training. I continue to teach leadership to members of my department and continue to strive to better myself. Over my tenure I have become an experienced public speaker who has a calming demeanor with the ability to build and foster relationships within the most diverse communities and cultures. With that being said, I would love the opportunity to use my experience, expertise, and leadership for the Ketchikan Police Department.

At your convenience, I look forward to hearing back from you and would like the possibility to discuss this opportunity in person. I have included in my resume references, who I encourage you to speak with to know more about my character and commitment.

Sincerely,

Jeffrey H. Walls

Jeffrey H. Walls

Education:

MASTER OF PROFESSIONAL STUDIES | AUGUST 2018 | TULANE UNIVERSITY

- Major: Homeland Security and Emergency Management

BACHELOR OF ARTS | MAY 2006 | LOYOLA UNIVERSITY

- Major: Criminal Justice

ASSOCIATE OF ARTS | MAY 1997 | BISHOP STATE COMMUNITY COLLEGE

- Major: Criminal Justice

NOTED EDUCATION: | JULY 2018 | THE POLICE EXECUTIVE RESEARCH FORUM'S SENIOR MANAGEMENT INSTITUTE FOR POLICE (SMIP)

Training:

- New York City Counterterrorism Training, 2017
- Leadership in Police Organizations Instructor Training, 2013
- Leadership in Police Organizations, 2012
- Mounted Training, 2011
- DePaul Behavioral Health Center, Crisis Negotiations Advance Class #3, 2003
- Regional Counter Drug Training Academy, Physical Surveillance, 2003
- Advanced Crisis Negotiations Training, 2003
- Crisis Negotiations Training, 2002
- Delgado, Video Enhancement, 2002
- United States Department of Justice, Interview and Interrogation, 2002
- Regional Counter Drug Training Academy, Operational Law Enforcement Intelligence, 2002
- Satsuma Alabama Firefighter Training, 1995

Experience:

POLICE COMMANDER | NEW ORLEANS POLICE DEPARTMENT'S MOUNTED DIVISION, EIGHTH (FRENCH QUARTER), THIRD (LAKE VIEW), AND SECOND DISTRICTS(UPTOWN)| 2011-PRESENT

Job Description: As a Police Commander, I am responsible for the management and supervision of a district or section of the city. The Uptown area of the city consist of over 6,000 residents, with 100 officers falling under my command. In 2019, the city itself was listed as having 390,144 residents. It is my responsibility to provide security and protection to the

citizens residing within my district. I must have a complete knowledge of every aspect of the department and must be able to stand in for the Superintendent of Police to provide up to date answers and responses to the public. The Police Department has been under a Federal Consent Decree for almost 10 years. I have been instrumental in establishing police behaviors that build positive community relations through constitutional policing. All officers assigned to my district are my responsibility and I am held accountable for their actions, as well as crime concerns for my district. I develop and ensure deployment of officers as best used to prevent crime. With limited manpower and resources, I must think creatively utilizing every tool available while implementing best practices to ensure the community is safe and the officers are maintaining constitutional policing. This involves promoting successful change management practices, as well as effective community policing. The below bullet points show some of where I have excelled in my experience as a District Commander.

- First district to utilize new state laws to hold parents and guardians accountable for failing to supervise their children, 2019.
- Created a program where I along with my Second in Charge meet with juvenile repeat offenders' parents or guardians to place these juveniles in outreach programs in order to reestablish and get these juveniles back on the right path 2017.
- Plan and develop deployment plans to combat crime patterns in real time.
- Plan and manage budgets for both district and mounted uses.
- Created Mardi Gras deployment plans for the Mounted Division, Eighth, Third and Second Districts, which included budget management and supervision.
- Created Mardi Gras deployment plans 2011 to 2016 for French Quarter, which included management and supervision.
- French Quarter Festival management, which included deployment plans and supervision, 2011 to 2017.
- Created managed and supervised 2016 National College Football Bowl Games, as well as New Year's Eve Celebration.
- Created managed and supervised 2015 National College Football Bowl Games, as well as New Year's Eve Celebration.
- Created managed and supervised 2014 National College Football Bowl Games, as well as New Year's Eve Celebration.
- Created, managed and supervised 2013 Woman's NCAA Division I Final Four.
- Created, managed and supervised 2013 Super Bowl coverage, as well as Mardi Gras. This included the supervision of over 500 officers, not including the management and supervision of outside agencies.
- 2011 National College Football Championship Game, first time in 75 years that the two teams came from the same conference and was played in the same state (LSU vs Alabama). Also managed, planned and supervised 2011 New Year's Eve Celebration at the same time.
- Created, managed and supervised 2012 Men's NCAA Division I Final Four.
- Created, managed and supervised 2012 National College Football Bowl Games, as well as New Year's Eve Celebration.
- In 2011 created the first Joint Operation between Louisiana State Police and New Orleans Police to combat gun crime during Mardi Gras. This resulted in double the number of illegal guns taken off the street.
- 2011 created undercover unit to target illegal guns in the French Quarter. This unit continues today and has received numerous awards and recognition for the number of illegal guns off the street.
- 2011-2016 created a proactive unit to combat prostitution that worked with Baptist Friendship House in order to permanently remove those from this lifestyle. This program was geared to those forced or persuaded into being a prostitute and targeted the pimps, as well as the Johns.
- Manage, planned and executed the successful removal of Occupy NOLA from Duncan Plaza.
- Handled, managed and created plans for numerous pop up protest, which have included both Pro-Life and Pro-Choice Protest, Oil and Gas, Immigration, Fair wages, Anti-Semitic, Take Em Down, KKK, etc.....
- Manage the construction of both the New Third District Station and the New Mounted Stables with an additional Office building.
- Created the first successful breeding program for New Orleans Mounted Division.
- Created the first part time rider program for the New Orleans Mounted Division.
- Assisted in promoting organizational change management through participation in a direct-action team.
- Managed and developed changes, which enabled the Third District to be the first district to be in complete compliance with the Federal Consent Decree.

Reclassified and reorganized the District and Mounted Division's policies and procedures to conform with Consent Decree requirements.

DETECTIVE LIEUTENANT | NEW ORLEANS POLICE DEPARTMENT'S SIXTH DISTRICT (CENTRAL CITY) | 2009-2011

Job Description: As a Detective Lieutenant, I was responsible for the support units to the district, as well as management of the district. That included both person and property crimes detectives, (14 detectives and 2 sergeants) our two Task Force Units, (12 officers and 2 sergeants) and our Narcotics Unit, (6 officers and 1 sergeant). I was also responsible for ensuring the platoon Lieutenants were deploying their officers in a proper manner to prevent crime. The below bullet points show some of where I have excelled in this position.

- After being promoted to Lieutenant within a month I was promoted Detective Lieutenant and placed as second in charge of the district.
- Held responsibility as Second in Charge of the Sixth District.
- Supervised and deployed the Sixth District Investigative Unit.
- Created and Supervised deployment of the Sixth District Narcotics Unit, which led the city in the number of Narcotics Search Warrants served.
- Supervised and deployed the Sixth District Task Force, which was instrumental in taking violent offenders off the street.
- The Sixth District witnessed double digit decreases for three years in crime and in my last year the Sixth District distinguished itself by leading all other districts in crime reduction.

DETECTIVE SERGEANT | NEW ORLEANS POLICE DEPARTMENT'S SIXTH DISTRICT | 2003-2009

Job Description: As a Detective Sergeant I was responsible for 6 detectives, which investigated all person crimes type offenses. Once promoted to Sergeant, after only one month I was promoted to Detective Sergeant. The below bullet points show some of where I have excelled in this position.

- Created a searchable information guide on all shootings and murders, which assisted in the removal of violent offenders and helped determine specific target areas to prevent violence, which is still in use today.
- Supervised and managed the Sixth District Person Crimes Unit.
- Supervised and managed the Sixth District Homicide Unit.
- In 2003, as a Sergeant I took over the Sixth District Homicide Unit, which had a 30 percent clearance rate. In less than a year the clearance rate went to 74 percent, which was maintained for the next four years when Homicide was recentralized.

POLICE DETECTIVE | NEW ORLEANS POLICE DEPARTMENT'S SECOND DISTRICT | 2001-2003

- Investigated homicides, shootings and armed robberies in the Second District.
- Held the highest clearance rate and District Attorney acceptance rate in person crimes 2003.
- Held the highest clearance rate and District Attorney acceptance rate in person crimes 2002.

TASK FORCE OFFICER | NEW ORLEANS POLICE DEPARTMENT'S SECOND DISTRICT | 1999-2001

- Proactive unit assigned to combat violent crime.
- Led unit in the number of narcotics and gun arrest.

PLATOON OFFICER | NEW ORLEANS POLICE DEPARTMENT'S FIFTH DISTRICT | 1997-1999

- Investigated all crimes.
- Based on my aggressive work as a one man-unit I was assigned to a two-person unit, which handled district wide major person crimes.

Competencies:

- Possess strong communication skills and builds relationships easily.
- Possess strong research and writing skills.
- Experience presenting at professional conferences.
- Experience interviewing and presenting to the media/national news.
- Experience in advanced crisis negotiations.
- Experience in physical surveillance.
- Experience in interview and interrogation.
- Experience in video enhancement.
- Works well with colleagues in a team-based environment.
- Experience motivating and involving individuals of varying backgrounds for maximum productivity and results in a learning environment.
- Proficient with Microsoft Word, PowerPoint, Excel, OneNote and Publisher and Visio.
- Proficient with Twitter, Facebook, Youtube, Instagram, Reddit, Pinterest and LinkedIn.
- Experience in counterterrorism.
- Experience in managing large crowds with minimal resources to ensure the safety and security of all.

Commendations and Special Recognition:

- 2018 Outstanding Leadership Recognition.
- 2016 Barkus Recognition.
- 2015 Barkus Recognition.
- 2015 French Quarter Festival Recognition.
- 2014 Barkus Recognition.
- 2014 French Quarter Festival Recognition.
- 2013 Barkus Recognition.
- 2013 French Quarter Festival Recognition.
- 2012 Barkus Recognition.
- Medal of Commendation 2007.
- Featured in Serial Killer Novel "Blood Lust".
- Medal of Commendation 2006.
- Letter of Commendation 2004.
- Medal of Commendation 2003.
- Letter of Commendation 2003.
- Detective of the Year, Second District 2002.
- Detective of the Year, Second District 2001.
- Civilian Recognition, 2002, Smash and Grab Investigation.
- Project Exile, A.T.F. Recognition, 2001.
- Attempted Murder Investigation, District Attorney Recognition, 2001.
- Armed Robbery Investigation, Civilian Recognition, 2001.

Certifications and Memberships:

- International Association of Emergency Managers member.
- FEMA Certificates: IS 100 (Intro to Incident Command Systems).
- 700 (National Incident Management System).
- 800.b (National Response Framework).
- 808 (Emergency Support Function #8).
- 821.a (Critical Infrastructure Support Annex).
- 860.b (National Infrastructure Protection Plan).
- 860.c (The National Infrastructure Protection Plan).
- 913.a (Critical Infrastructure Security and Resilience: Achieving Results Through Partnership and Collaboration).
- 921.a (Implementing Critical Infrastructure Security and Resilience).
- 546.a (Continuity of Operations Awareness).
- 547.a (Introduction to Continuity of Operations).
- 548 (Continuity of Operations Manager).
- 551 (Devolution Planning).
- International Association of Chiefs of Police.

References

- Retired Deputy Superintendent Robert R. Bardy
23359 Honeysuckle Rd., Bush La. 70431
[REDACTED]
- Stacy Horn Koch
Community Development and Human Services Executive
5776 Bellaire Drive, New Orleans, La. 70124
[REDACTED]
- Ken Caron
President of Mounted Cops
1020 Esplanade, Unit 213, New Orleans, La. 70116
[REDACTED]