

# New Orleans Police Superintendent Executive Search

**Candidate Profile: Jarad Phelps**

Contact information for the  
International Association of Chiefs of Police

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# EXECUTIVE SEARCH

## Applicant for Superintendent

### Jarad L. Phelps

To Whom it May Concern:

I want to thank you for the opportunity to compete for the position of Chief of Police for the City of New Orleans. I am a 27-year veteran of the Prince William County Police Department and currently serve as the Deputy Chief of Police. I am a career law-enforcement professional and community-servant with a desire to lead a diverse team of like-minded officers to create an organization that values its residents, serves them with honor and fairness, and is committed to the safety of all. I strongly believe that in order to be a good officer and leader, one must possess a strong moral code and conviction to serve their community. To that end, I live by the personal philosophy of “doing the right thing, the right way, in the best way possible.” This is achieved through four pillars which have guided my professional career:

DESIRE – having passion in what you do;

DETERMINATION – mental focus to achieve goals with a clear vision;

DEDICATION – putting my heart and soul into what I do; and

DISCIPLINE – not allowing outside influences to become a distraction from achieving the vision and goals.

Over the course of my career, I have been extremely fortunate to serve in a variety of positions and ranks throughout the Prince William County Police Department. This has allowed me to gain valuable experiences that will enable me to lead the New Orleans Police Department. I have a passion for leadership and the development of officers with whom I serve. I have consistently worked with sworn and civilian police staff, not only within Prince William County, but also on a national level to impart what I have learned and am learning on my leadership journey. Whether teaching a formal class, providing back up on calls for service, hosting department or division meetings, seeking and supporting professional development training, or mentoring officers and supervisors, I am committed to the development of my staff to ensure that they are prepared for the variety of challenges that they will face throughout their career. This is a commitment that I will continue as a Chief of Police.

Service to my community not only occurs in my professional life, but in my private life as well. I am a dedicated and proud father of two – that are now young adults, and I recognize that youth today need volunteers in the community to serve as mentors, particularly mentors that are law-enforcement professionals. Sadly, a distrust of law enforcement has pervaded the minds of some youth today that view us more as an enemy than as a community helper. This is something that we must work together to change. That change starts with connection and dialogue. For many years I have been an active youth

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sports volunteer and coach and worked with many community organizations and youth to foster relationships. Community service has always played a vital role in my life, and I plan to reinforce this to the entire organization as Chief.

The past few years in particular have been a very difficult time for our nation and our police officers. I recognize that the policing profession must constantly evolve to ensure that we are doing our very best for the communities that we serve. As Acting Chief and Deputy Chief in the 10th most diverse jurisdiction in the United States, I have worked tirelessly to develop relationships with residents, government officials, community leaders, and members of my department to address community concerns, effect change, and continue the growth of the department. I am committed to doing the same as the Chief of Police for the City of New Orleans.

I am a committed and proven leader that values integrity, service, fairness, and collaboration. I lead by example and take ownership of the areas for which I am responsible. I will do everything possible to ensure the safety, security, and well-being of both the residents of New Orleans and its police officers. I look forward to the opportunity to speak with you regarding my qualifications and further discuss my vision for the department.

Sincerely,

Jarad L. Phelps



# EXECUTIVE SEARCH

## Applicant for Superintendent

### Jarad L. Phelps

#### SUMMARY

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##### Years of Supervisory-Level Experience

Twenty-seven years of supervisory-level experience.

##### Education

George Mason University, Master of Public Administration, 2006

##### Executive Profile

Experienced law enforcement professional with over 27 years of supervisory and executive staff leadership. A proven public safety leader who brings outstanding communication skills with extensive, progressive experience in law enforcement administration, investigation, and operations. Offering a wide variety of experience in leading organizational improvements by facilitating collaboration, with an emphasis on building relationships with the community and among public, and public-private, entities to modernize operations, improve services and solve difficult issues to better serve my community.

##### Summary of Qualifications

- 12- year member of Command Staff with supervisory responsibility for professional level staff and 5 years serving on the Executive Staff.
- Guided and mentored a department through social justice and police reform amid a global pandemic and unprecedented levels of civil unrest.
- Improved relationships between law enforcement and citizens using community engagement, outreach, education, and trust-building.
- Committed to recruitment and retention of a qualified, diverse team of law enforcement professionals with a heart to serve their community in a fair and unbiased manner.

#### PROFESSIONAL EXPERIENCE

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##### PRINCE WILLIAM COUNTY POLICE DEPARTMENT

JANUARY 1996 – PRESENT

The Prince William County Police Department (PWCPD) is the primary law enforcement agency for the County of Prince William, with more than 700 sworn officers and 200 professional staff. The PWCPD is comprised of four divisions and 13 bureaus, including patrol services, specialty units and investigative and support resources. The Department is nationally accredited and provides 24/7 coverage to residents, business owners and visitors in the county.

**Acting Chief of Police**

**April 2020 – January 2021**

- Served as transformational change agent in guiding the Department through the COVID-19 pandemic, civil unrest, and police reform during the Police Chief's extended absence and subsequent retirement.
- Collaborated directly with citizens, community leaders, and agencies in person and via social media to ensure transparency, strengthen relationships, and foster trust.
- Participated in a variety of media outreach opportunities to convey critical information to the community regarding developing public safety matters.
- Conferred on a regular basis with elected officials to keep them informed on key issues and progress toward successful resolutions.
- Served as a member of the County Executive's Executive Leadership Team; collaborated with Department Directors and provided guidance on county initiatives.
- Oversaw and administered a \$114 million budget and a law enforcement and administrative staff of over 900 people, hired and promoted police officers and civilian staff, and administered discipline and termination proceedings.
- Continued oversight and implementation of evidence-based decision-making policies and practices in the criminal justice system.
- Reinstated an unbiased policing committee comprised of staff and citizens as well as led staff development and project management initiatives to include implementation of a mental health co-responder unit, expansion of a public safety behavioral health and mental wellness initiatives, expansion of investigative technologies, and de-escalation training initiatives – all in alignment with the six pillars of "The President's Task Force on 21st Century Policing."
- Served on the County Strategic Planning Committee, Prince William County Regional Jail Board, and Racial and Social Justice Commission.
- Oversaw collaboration with the Chief's Citizen Advisory Board and attended public meetings to explain police activities, functions, and to foster community relationships.
- Oversaw the implementation and expansion of the Department's Co-Responders Unit; a joint initiative with Community Service on teaming an officer with a licensed therapist to respond to calls and provided immediate assistance to those in crisis.
- Collaborated with local, state, and federal partners to address public safety issues.
- Collaborated with Department of Criminal Justice Service to implement Courageous Conversations with our community, which resulted in a highly successful, an annual, Community Fair to highlight the various community organizations within Prince William County. This event is sponsored by the Police Department and planned in conjunction with community members.
- Created a Control Tactics Unit within the Academy to focus on the development and implementation of training involving de-escalation, communication and officer safety.

**Lieutenant Colonel, Deputy Chief of Police**

**November 2019 – Present**

- Responsible for the overall management and day-to-day operation of the Department.
- Serve as Acting Chief of Police in the absence of the Police Chief and provide recommendations to him on matter of department policy, as well as assist with hiring and promotions of police officers and professional staff.

CANDIDATE: Jarad L. Phelps

- Oversaw the development and implementation of using Crime Briefings for holistic and strategic approach to crime reduction.
- Administer all major police services and programs and manage the discipline/grievance process grievance for department personnel.
- Work collaboratively with County agency directors, elected officials, and regional law enforcement officials.
- Present and facilitate Police Chief's Citizen Advisory Board.
- Participated in a variety of media outreach opportunities to convey critical information to the community regarding developing public safety matters.
- Collaborated directly with citizens, community leaders, and agencies in person and via social media to ensure transparency, strengthen relationships, and foster trust.
- Participate in the County Executive's Executive Leadership Team meeting and collaborate with Department Directors on County-wide initiatives.
- Oversaw the implementation of Woman's Mentoring Program throughout the department.
- Increased the size of Police Cadet program, created paid internship opportunities, and reinstated a youth police academy to target the development of our youth to grow within the department.

**Major, Assistant Chief of Police for Operations**

**January 2017 – November 2019**

- Responsible for the overall management of the Operations Division of the Department which consists of more than 450 sworn and civilian personnel within three patrol districts and the Special Operations Bureau consisting of 10 specialty units.
- Establish mission, goals and objectives and establish division budget consistent with overall Department and Chief of Police priorities.
- Oversaw the development and implementation of policy to include the implementation of the use of naloxone drugs and the body worn camera program and made policy recommendations to the Chief of Police.
- Developed and oversaw mutual aid agreements for police services to ensure continuity of operations.
- Assigned personnel and resources for regional task force investigations and initiatives through the Metropolitan Washington Council of Governments.
- Reviewed all use of force investigations and served as the chair of the officer shooting review board, as well as led suspension hearings as part of termination proceedings.
- Honored by the Prince William County Human Rights Commission for developing and teaching "Staying True to Blue," a program that teaches police recruits the dangers/biases that occur when police officers are not true to their mission of serving their community.
- Selected to serve as Department representative on a Metropolitan Washington Council of Governments-sponsored course that traveled to Israel.

**Captain**

**December 2014 – January 2017**

***Academy Director***

- Oversaw training for basic and in-service staff for the Police, Adult Detention Center, and Sheriff's Office, and the implementation of Police Executive Research Forum's Integrated Communications and Tactics (ICAT) within the training curriculum.
- Responsible for managing the \$1 million training budget.

***Evening Operations Commander***

- Developed and oversaw the implementation of an Operations Plan for World Police and Fire Games, Quicken Loans National Golf Tournament and served as the Incident Commander for these events.
- Served as Operations Section Chief for the line of duty death funeral for Officer Ashley Guindon.

***Special Operations Bureau Commander***

- Managed the activities of the Department's full-time specialized operational units which include the Crash Investigation Unit, Crossing Guard Unit, K-9 Unit, Special Events, Traffic Enforcement Unit (Motors), and the Emergency Management Coordinator.
- Also managed part-time teams and units including: the Bike Team, Civil Disturbance Team, Crisis Negotiation Team, Command One Team, Honor Guard Team, Horse Mounted Patrol Unit, Incident Management Team, Marine Unit, Search and Rescue Team, Small Unmanned Aircraft System Team, Special Weapons and Tactics (SWAT) Team, and Underwater Search and Recovery Team.

**Lieutenant**

**June 2009 – December 2014**

***Deputy Bureau Commander/Special Events Coordinator – Special Operations Bureau***

- Developed and implemented operational plans for large-scale events, to include a large amphitheater (Jiffy Lube Live) and served as the liaison with public and private entities to provide a safe, secure, and inviting atmosphere at all special events.

***Deputy CID Commander – Youth Services and Special Victims Commander***

- Oversaw case administration and prosecution of crimes involving child victims and victims of sexual assault and reviewed and updated the Habitual Runaway Program.
- Ensured continued communication with all stakeholders to support victims and alleviate community concerns.
- Oversaw School Resource Officer program and collaborated with schools and community stakeholders to ensure safety of nearly 100,000 students in the second largest public school system in Virginia, and consolidated and revised the department's MOU with Prince William County Schools.
- Served on Fiscal Policy Group to review and recommend policy amendments, pay practice revisions, and equipment purchases to Chief of Police and updated the Active Violence Response and Department Emergency Operations Plans.
- Coordinated all personnel assignments and logistics for the line of duty death funeral for Officer Chris Yung.

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***Deputy CID Commander – Property Crimes Bureau***

- Served on Fiscal Policy Group to review and recommend policy amendments, pay practice revisions and equipment purchases to Chief of Police.
- Served on New Performance Evaluation Group, which was responsible for the design, policy development and implementation of the performance evaluation program.

***Western District Deputy Commander – Acting District Commander (temporary assignment)***

- Assisted the District Commander with the management of the Western District sworn and civilian staff.
- Responded to inquiries made by the Board of County Supervisors and other elected officials.
- Worked with the community to identify solutions to neighborhood concerns.
- Served on the Fiscal Policy Group to review and recommend policy amendments, pay practice revisions and equipment purchases to Chief of Police.

***First Sergeant, Western District – Operations Division***

**February 2006 – June 2009**

- Managed patrol squads on all three shifts and oversaw response to calls for service and criminal investigations.
- Responsible for the professional growth and development of subordinate supervisors and officers.

***Sergeant, Bicycle Unit – Operations Division***

**December 2003 – February 2006**

- Responsible for the operation of the full-time and part-time Bicycle Units, to include purchasing of new equipment, analyzing deployment of resources, documenting activities, and training.
- Authored the current mission statement, developed performance measures, created a new monthly report and a five-year budget that included a staffing plan and equipment purchase schedule.

***Police Officer***

**July 1996 – December 2003**

***Academy Instructor, PWCCJA, Support Services Division***

- Basic Training Instructor responsible for teaching, evaluating, and testing of recruit officers.
- Taught in-service training (control tactics and firearms) when needed.

***Bicycle Unit – Eastern District/Operations Division***

- Specialized unit formed to focus on high-crime areas to improve the quality of life of affected communities.

***Western District – Operations Division***

- Community officer who responded to calls for service and conducted thorough investigations to serve the community.

***Specialty Assignments***

***Incident Management Team***

**May 2013 – December 2014**

- Responsible for the creation of the team, authored policy, and standard operating procedures. Coordinated a successful multi-faceted large-scale training event with Virginia Dominion Power,

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including approximately 100 participants amongst several specialty teams, private partners, outside police agencies.

*National Capital Region Incident Management Team*

*October 2011 –September 2018*

*SWAT Team*

*March 1999 – March 2014*

Assistant Team Commander (January 2009 – December 2014)

- Authored first standard operating procedures.

Assistant Team Leader (January 2007 – January 2009)

- Developed Tactical Firearms Class, SWAT Rifle School, and Chemical Munitions class and qualification course.

*Honor Guard*

*April 2000 – March 2007*

*Search and Rescue*

*March 1998 – January 2001*

## **EDUCATION**

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Master of Public Administration | George Mason University | May 2006

Bachelor of Science | James Madison University | May 1995

*Major: Political Science / Minor: Criminal Justice*

## **PROFESSIONAL DEVELOPMENT & TRAINING**

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Senior Executive Institute (SEI) | 2022

Weldon Cooper Center for Public Service

Virginia Institute for Government

University of Virginia

Charlottesville, VA

National Executive Institute (NEI) | 2021

Session #44

FBI Academy

Quantico, VA

Police Executive Research Forum (PERF) | 2019

Session #74

Senior Management in Policing (SMIP)

Boston University

Boston, MA

FBI National Academy (FBINA) | 2016

Session #265

FBI Academy

Quantico, VA

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Police Executive Leadership School | 2013  
Session #33  
University of Richmond  
Richmond, VA 2013

## **PROFESSIONAL AFFILIATIONS**

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FBI National Academy Associates (FBINAA)

FBI National Academy Associates, Virginia Chapter – Board Member / Youth Leadership Program Coordinator

International Association of Chiefs of Police (IACP)

Law Enforcement United (LEU) – Board Trustee

Police Executive Research Forum (PERF)

Pi Alpha – MPA Honor Society

Virginia Association of Chiefs of Police (VACP)

National Organization of Black Law Enforcement Executives (NOBLE)

## **ADDITIONAL INFORMATION**

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### **Special Achievements**

#### ***Professional***

Guest Presenter for the FBI National Academy | 2017 – 2023

Authored article on Officer Safety, IPMBA Quarterly Newsletter | 2009

Risk Management Award – Bike Training Review | 2008

Selected as Virginia Representative, National Capital Region SWAT Association | 2007

#### ***Community***

Recipient of Prince William County Human Rights Commission Award | 2022 and 2018

Board Member and Chief City Counselor, American Legion Boys State of Virginia, Inc. | 1992 – Present

American Legion Boys State of Virginia Hall of Fame – Inductee | 2010

Assistant Coach – Fauquier Freeze Softball U14-U18/Assistant Coach & Warrenton Youth Soccer Club U14 | 2012 – 2019

#### ***Administrative***

Prince William County Scholarship Recipient, GMU Public Service Fellows Program

2007 County Executive Award, Nominee



# NEW ORLEANS SUPERINTENDENT ASSESSMENT CENTER

## Individual Candidate Report

Candidate: Jarad Phelps

Below are the individual competency and overall score for the Analysis Presentation, Structured Interview, and Written Exercise. Along with the score is the average of all candidates whose profiles have been submitted. Each competency is worth five points for a maximum total score of 35 points. At the bottom of the page are the overall scores for the entire promotional process including the Analysis Presentation, Structured Interview, and Written Exercise.

### Assessment Center Scores

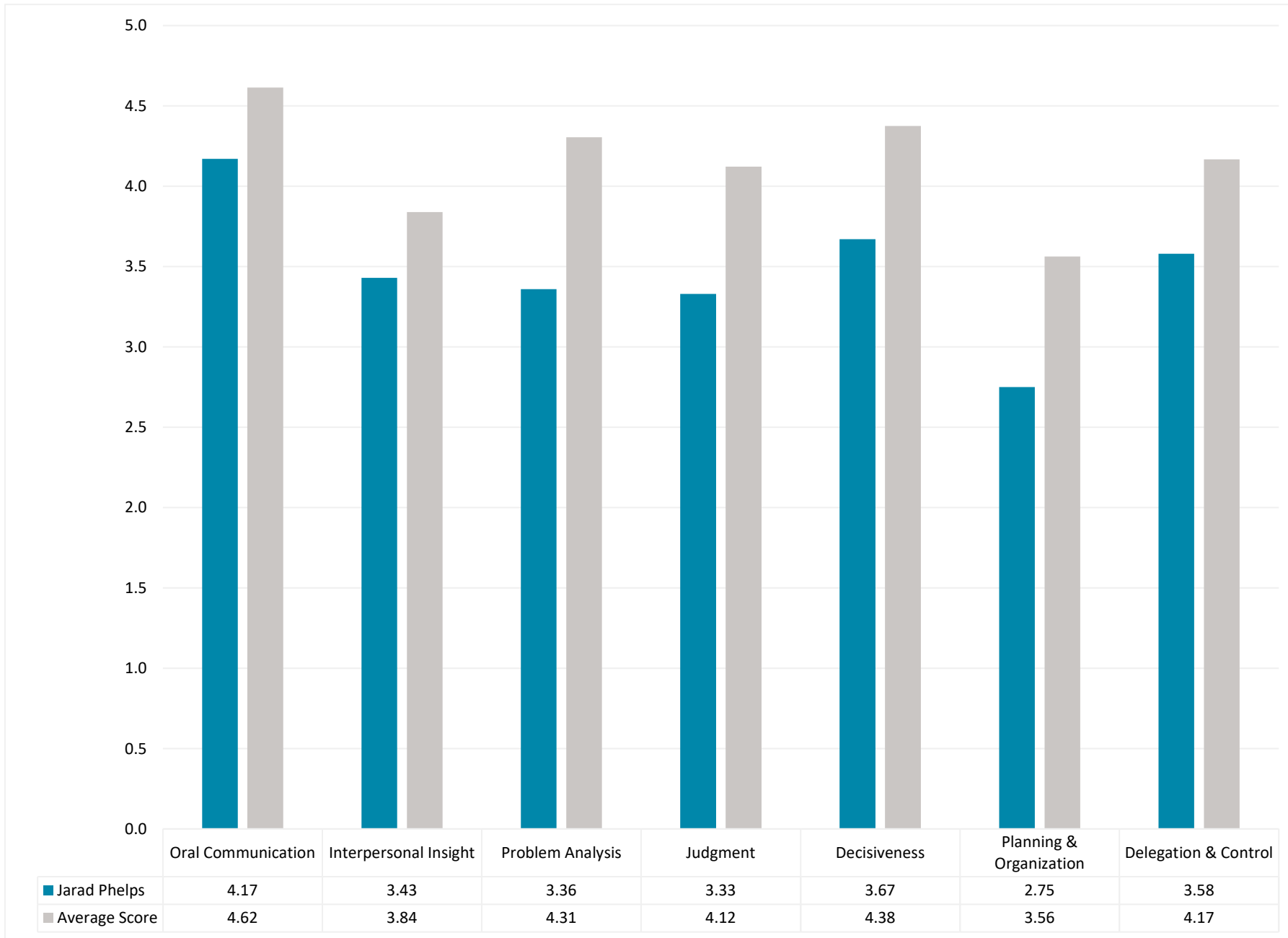
Competencies	Analysis Presentation		Structured Interview		Written Exercise	
	Candidate	Average	Candidate	Average	Candidate	Average
Written Communication					4.11	3.46
Oral Communication	4.17	3.94	3.00	3.94		
Interpersonal Insight	3.43	3.84	2.25	3.13	3.80	3.19
Problem Analysis	3.36	4.31	2.79	3.45	3.77	3.12
Judgment	3.33	4.12	2.55	3.36	3.72	3.25
Decisiveness	3.67	4.38	3.15	3.29	3.71	3.20
Planning & Organization	3.58	4.17	3.38	3.53	3.75	3.38
Delegation & Control	2.75	3.56	2.70	3.23	2.71	2.2
<b>Total (35)</b>	<b>24.29</b>	<b>28.99</b>	<b>19.82</b>	<b>23.91</b>	<b>25.57</b>	<b>21.78</b>
<b>Total %</b>	<b>69%</b>	<b>83%</b>	<b>57%</b>	<b>68%</b>	<b>73%</b>	<b>62%</b>

### Overall Assessment Center Scores

Analysis Presentation		Structured Interview		Written Exercise	
Points (35)	%	Points (35)	%	Points (35)	%
24.29	69%	19.82	57%	25.57	73%

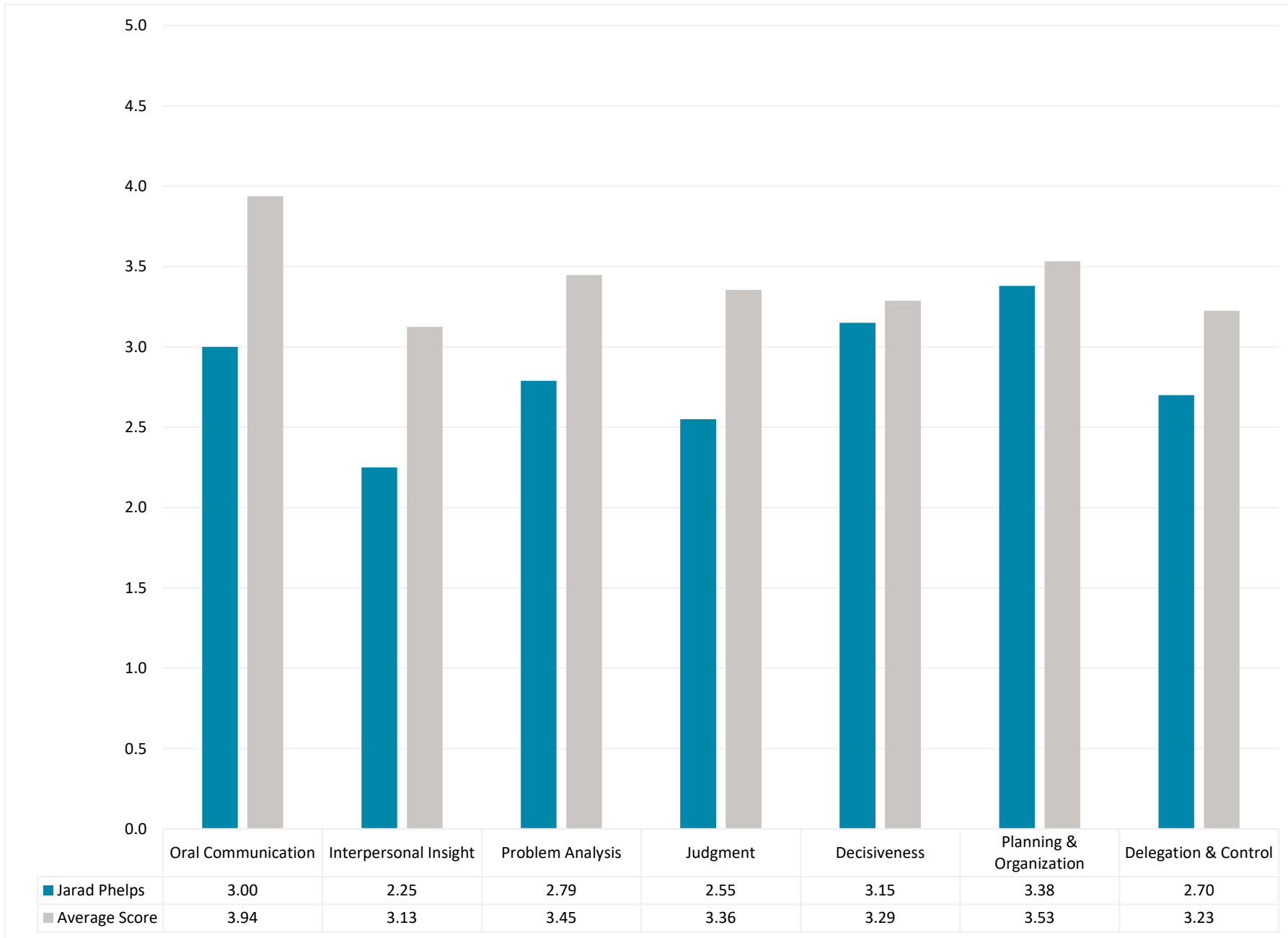
# Analysis Presentation

Candidate: Jarad Phelps  
Candidate Total Score: 24.29  
Average Total Score: 28.99



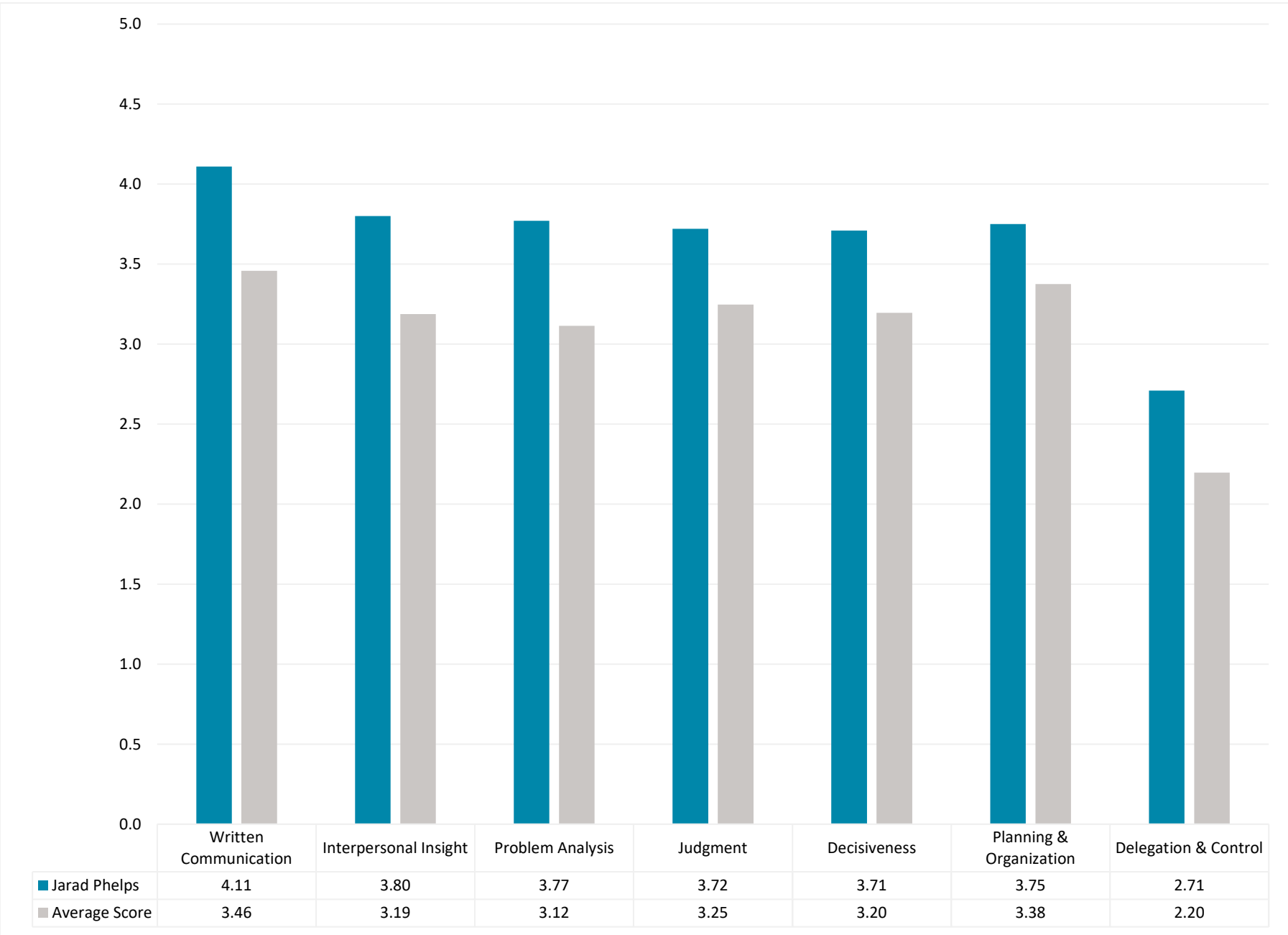
# Structured Interview

Candidate: Jarad Phelps  
Candidate Total Score: 19.82  
Average Total Score: 23.91



# Written Exercise

Candidate: Jarad Phelps  
 Candidate Total Score: 25.57  
 Average Total Score: 21.78





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