

BUILDING ON SUCCESS

2018 OPSE ANNUAL REPORT



**“THERE ARE NO SECRETS TO SUCCESS. IT IS THE RESULT OF
PREPARATION, HARD WORK, AND LEARNING FROM FAILURE.**



-COLIN POWELL

INTRODUCTION

The Office of Police Secondary Employment (OPSE) is a staple in the New Orleans Business community. Our commitment to building upon business partnerships already established, securing new business, fostering true partnerships, building upon the business acumen already realized and maintaining a simple, user-friendly scheduling system for both customers and officers will enhance our footprint within the City of New Orleans.

While the innovation involved has been studied and imitated across the country, it is the office's stalwart nature that ensures that officers are paid fairly and regularly. Customers expect to receive excellent security and quality service for their investment and OPSE and the NOPD fulfill those expectations.

But what stands out about 2018, is the office's commitment to working and learning from NOPD. Each year, we look for ways to improve our office through auditing, customer input and through officer participation. This past year we surveyed officers to find out how we can improve and learn from their experience with the program.

The office is now 100% compliant with the Federal Consent Decree. This adherence to the consent decree is the result of thousands of hours of hard work and fine tuning processes in order to create the best possible service for customers and officers while maintaining the rigorous standards set forth by the Justice Department.



A STRONG FOUNDATION

The Office of Police Secondary Employment has shown a gradual rise in paid details, new customers, officer participation and public satisfaction since its inception in 2012.

This rise, however, is not accidental. OPSE studies best practices from around the country and strictly scrutinizes our customer feedback to work with the Operations Department to make sure we are giving customers the best possible experience. Leadership then works with the legal team to make sure all changes are fully compliant with the extensive consent decree.

Six years in, and the OPSE is getting stronger financially. When the office was created, it created a deficit in the city's funds as the director hired staff and the administrative costs associated, purchased equipment and materials required. But as predicted, OPSE began to slowly assume more police details. This increased revenue for police officers which in turn increased revenue for the office through the administrative fee. Reflecting its original business plan, OPSE is now paying down the initial start-up costs.

OPSE decided to maximize the city's investment by keeping the staff small and investing in a computer scheduling system that allows coordinators to schedule thousands of detail hours and hundreds of officers each week. It also gives officers the ability to view and sign up for jobs in their rank, required pay range and schedule to fully utilize their available time.

OPSE also created a customer-friendly website (HireNOPD.com) that allows customers to request details. HireNOPD.com is a fixture in the region as thousands of customers from all over the country have visited the website and used it to schedule security details from second line parades to canine patrols.

“THE MONITORING TEAM HAS REVIEWED ALL ASPECTS OF OPSE AND CONTINUES TO BE IMPRESSED WITH THE SIGNIFICANT IMPROVEMENT NOPD HAS MADE IN THIS AREA. WE ALSO HAVE BEEN IMPRESSED... ...THAT OPSE'S WORK HAS TRANSLATED INTO MORE EMPLOYMENT OPPORTUNITIES FOR MORE POLICE OFFICERS.

-CONSENT DECREE MONITOR REPORT 2019

“IT’S LIKE HAVING AN EXTRA INCOME. ONCE OFFICERS GET INVOLVED,
THEY LOVE IT.



-NOPD OFFICER SHARON WILLIAMS

A WINNING RELATIONSHIP

Just like 2017, NOPD pay flourished with officers now paid an average of \$30.95 per hour with more than 81% of the police force working details through OPSE.

Some officers use detail money to send a spouse or children to college, or maybe it is money for the grandkids. Whatever the reason, the OPSE continually works to expand the type and frequency of opportunities for New Orleans Police. The Operations Management Team takes an “Alpha through Omega” approach with staff members speaking to recruits during their academy training to inform them about the virtues of the program, and also reaching out to newly retired officers who work as reserves.

Coordinators maintain excellent relationships with officers which enable two-way open communication when the need to notify the office of changes in their detail schedule arises, any customer issues/concerns or any particular needs they may have on the job. OPSE coordinators are encouraged to visit the job sites to check officer satisfaction and to increase solidarity and build upon a positive customer experience.

Coordinators work tirelessly throughout regular business hours and are also available 24 hours a day-7 days a week on a rotating basis to address any issue/concern on a detail.





CUSTOMER FOCUS

This year the OPSE filled 68,451 jobs for both one-time and permanent customers. The ability to build a customer base is only attributed to high-end customer service and stellar performance by NOPD officers. After each survey period, dozens of customers praise the professionalism and high-quality training of NOPD officers.

The Operations Team's mission-oriented approach continually focuses on the essential connection between coordinator and customer. Being responsive to a client's needs is paramount to maintaining exceptional customer satisfaction levels. Customers know they can speak to a coordinator 24 hours a day. This access and reliability allows consumers to gain confidence in the office. The NOPD officers working the details also deliver the effort and professionalism our customers expect resulting in a win-win for all parties concerned. Customers routinely point out the great work of OPSE Coordinators, along with NOPD officers, as it relates to personable service, availability and responsiveness. OPSE's Net Promoter score (NPS), a measure that defines customer fulfillment, rose from its rating of 84.75 in 2017 to 90.49 in 2018. That level of customer confidence puts the office in the same realm as Tesla (97), and Honda (82) while placing us far past the likes of Apple (72), Costco (79) and Amazon (62).

“EVERYTHING WENT SUPER SMOOTH. THE COMMUNICATION WAS EFFICIENT AND I NEVER HAD ANY DOUBTS THAT OPSE WOULD NOT SHOW UP ON MY DAUGHTER'S WEDDING DAY. THEY KEPT ME POSTED THROUGHOUT THE ENTIRE PROCESS. I WAS SUPER HAPPY WITH EVERYTHING! THANK YOU!

-SR. ISABEL ORDONO

OFFICERS SPEAK...

“THE COORDINATORS ARE VERY HELPFUL & OBTAIN A GOOD BIT OF DETAILS FOR OFFICERS TO BE ASSIGNED.”

“THEY HAVE ALLOWED ME TO PROVIDE A COMFORTABLE LIVING FOR MY FAMILY WHICH MY REGULAR WAGE NEVER WOULD.”

“CONTINUE DOING WHAT YOU ARE DOING.”

“... (COORDINATORS) HAVE BEEN OUTSTANDING IN THE COMMUNICATION WITH ANY DETAIL I HAVE WORKED. I AM ABLE TO REACH THEM ANYTIME WITH PROMPT RESPONSE.”

“I THINK THEY ARE RUNNING THE SYSTEM IN A SMOOTH AND EFFICIENT MANNER FOR EVERYONE INVOLVED.”



FOLLOWING THE LEADER

Mayor LaToya Cantrell gave the newly formed OPSE advice when she was then Councilwoman LaToya Cantrell. She said, “Your customer satisfaction numbers look fantastic, but you really should look into polling officers to see what they think about the program.” Based on those words, OPSE launched a comprehensive anonymous officer survey in October 2018 that asked officers their views regarding OPSE operations, detail assignment fairness, officer pay rate and timeliness of pay, satisfaction levels on multiple components of the operations and any improvement recommendations. Surveys were sent to all 824 officers that worked a detail through the OPSE which, when filled out and returned, come to OPSE as anonymous. OPSE reviews each and every survey and utilizes the information collected to better improve overall operations. We are working on ways to improve officer survey participation so as to ensure the total story is being told and addressed.

SURVEY RESULTS WERE EYE-OPENING.

The majority of officers reported being satisfied with the Office of Police Secondary Employment with 41% of those being “Very satisfied.”

97% of officers responded that they have always been paid on time and 91% said they had no problems with their customers.

OPSE will continue to build on the excellent input from NOPD officers to include officer pay, job tiers, computerized detail selection process and other areas which can be improved while allowing OPSE to remain and sustain 100% compliance with the federal consent decree.

NOPD officers filled

68,451
jobs in the city.

2018

YEAR IN NUMBERS

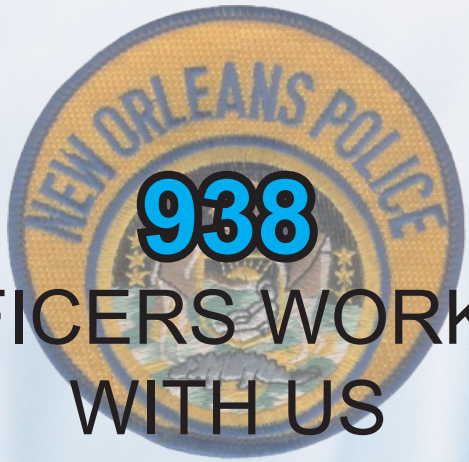
***NPS**

Net Promoter Score



OPSE paid officers

\$9,716,451



OFFICERS WORKED WITH US



Officers worked

313,906

hours

compared to the

305,146 hours
worked in 2017

**NPS measures customer experience and predicts business growth. This proven metric transformed the business world and now provides the core measurement for customer experience management programs the world round.*



CONSENT DECREE REQUIRED DATA

Hours Worked under OPSE Management January - December 2018 By Bureau/District/Division and Rank

NOPD Bureau/District/Division	Commander	Major	Captain	Lieutenant	Sergeant	Senior Police Officer	Police Officer	Civilian	Total Hours
1st District	86.00			1,873.25	1,208.50	5,800.25	4,405.00		13,373.00
2nd District	384.25			2,368.50	5,853.50	12,774.00	6,090.25		27,470.50
3rd District	107.75		174.75	171.25	3,732.20	8,556.50	4,886.78	7.00	17,636.23
4th District	206.00			1,287.50	3,501.25	11,165.50	3,225.58		19,385.83
5th District	161.75			1,777.67	7,758.25	12,981.92	3,576.17		26,255.76
6th District	390.50			1,144.25	4,754.50	10,007.08	4,191.00		20,487.33
7th District				1,331.25	2,872.25	5,580.00	2,923.25		12,706.75
8th District	49.75		917.50	3,485.50	2,938.00	26,132.27	3,700.75		37,223.77
Special Operations Division	955.00			577.95	2,465.75	8,256.70	1,659.50		13,914.90
Reserves	435.50		345.75	3,843.25	4,242.75	11,268.50	1,389.25	9.00	21,534.00
Field Operations Bureau, Other	180.00	82.25	618.25	1,129.20	4,658.60	15,713.70	5.50	1,074.50	23,462.00
Management Services Bureau	979.50			530.75	3,951.25	7,567.00		307.00	13,335.50
Compliance Bureau	86.50			138.00	781.25	1,213.00			2,218.75
Public Integrity Bureau	791.25			1,254.50	3,982.75	1,017.75		70.00	7,116.25
Investigation & Support Bureau	2,098.25		654.75	5,020.50	9,943.48	36,579.58	834.25	541.00	55,671.81
Office of the Superintendent					1,109.00	914.25		87.50	2,110.75
Total Hours	6,912.00	82.25	2,711.00	25,933.32	63,753.28	175,528.00	36,887.28	2,096.00	313,903.13

Number of Officers Who Worked under OPSE Management January - December 2018 By Bureau/District/Division and Rank

NOPD Bureau/District/Division	Commander	Major	Captain	Lieutenant	Sergeant	Senior Police Office	Police Officer	Civilian	# of Officers
1st District	1			3	10	25	19		58
2nd District	2			4	15	36	30		87
3rd District	1		1	2	13	23	17	1	58
4th District	1			3	12	37	24		77
5th District	1			4	11	28	21		65
6th District	1			5	13	28	20		67
7th District				5	15	19	21		60
8th District	1		1	8	14	58	19		101
Special Operations Division	1			1	9	32	7		50
Reserves	1		2	7	10	29	7	1	57
Field Operations Bureau, Other	1	1	1	3	12	44	1	10	73
Management Services Bureau	2			2	8	12		5	29
Compliance Bureau	1			1	3	1			6
Public Integrity Bureau	2			3	7	4		1	17
Investigation & Support Bureau	3		1	7	22	88	3	3	127
Office of the Superintendent					3	2		1	6
# of Officers	19	1	6	58	177	466	189	22	938



CONSENT DECREE REQUIRED DATA

2018 Salaries of OPSE Employees		
Role	Class Title	Salary
Director / Interim Director	Unclassified	\$122,026
Deputy Director	Police Secondary Employment Administrator Assistant	\$81,999
Finance Specialist	Management Development Specialist I	\$57,195
Marketing Coordinator	Marketing Development Coordinator	\$67,219
Operations Supervisor	Management Development Specialist II	\$57,910
Coordinator (Major Special Events)	Police Secondary Employment Coordinator Analyst II	\$50,354
Coordinator	Police Secondary Employment Coordinator Analyst II	\$51,416
Coordinator	Police Secondary Employment Coordinator Analyst II	\$49,506
Coordinator	Police Secondary Employment Coordinator Analyst II	\$46,307
Coordinator	Police Secondary Employment Coordinator Analyst II	\$47,795

2018 OPSE Operating Income					
	2018Q1	2018Q2	2018Q3	2018Q4	Total
Gross Profit	\$281,113	\$392,023	\$289,646	\$439,032	\$1,401,815
Office Operating Expenses	(\$194,666)	(\$221,889)	(\$181,831)	(\$259,885)	(\$858,272)
Customer Rebates	(\$20,613)	(\$35,487)	(\$20,960)	(\$29,835)	(\$106,895)
Officer Bonuses	(\$34,186)	(\$65,054)	(\$41,069)	(\$77,241)	(\$217,550)
Operating Income	\$31,648	\$69,593	\$45,786	\$72,072	\$219,098

2018 OPSE Gross and Net Revenues		Total
Billed to Customer (Gross Revenues)		\$11,055,256
NOPD Employee Detail Pay (Cost of Services Sold)		(\$9,870,991)
Administrative Fee Income (Net Revenues)		\$1,184,265

2018 OPSE Administrative Operating Costs	
Personal Services (Payroll + Fringe)	\$786,838
Other Operating (Office Expenses)	\$71,433



BUILDING A HEALTHY 2019

2019 represents a new year with new possibilities.

OPSE looks to upgrade its scheduling system to a program that can interact with multiple platforms. This will further fine tune our process, save on valuable man-hours presently spent between the accounting office and the Operations Section, which in-turn can be better utilized in operations/coordination.

The office also looks to increase officer participation as new recruits join the NOPD and hopefully the ranks of the OPSE. This office actually aids NOPD in retention of their officers by providing a steady source of extra income. The leadership of OPSE is keenly aware of how important this supplemental income is to the lives of officers.

As the OPSE fine tunes its present staffing roles and responsibilities, internal policies and procedures and along with procuring the required equipment needed to remain operationally sound in the present and future, OPSE will continue to utilize the taxpayers' investment to optimize the greatest return on investment possible through hard work, dedication and tenacity as we move forward as a team with the NOPD and customers.

Additional OPSE plans for 2019 is to improve upon and grow the business relationship with the NOPD through transparency, open dialog on operational improvements which can be made without negatively impacting compliance, research the possibility of standing up working groups to facilitate the improvement processes to include operations, communications, education and satisfaction levels with sights set on a final product conducive to operational excellence and stewardship of taxpayer's dollars all in the name of the City of New Orleans to include its citizens, businesses and visitors.

Although OPSE is 100% compliant with the consent decree, we remain poised and ready to tackle any obstacle heading our way so as to remain fully focused on the road ahead to a sustained compliancy and a business unit others will emulate. The goal is to be better than 2018. We want more officers, more details, improved officer & customer satisfaction levels, structure and accountability, more transparency, improved operations... ..MORE TEAM!

We are... One Team - One Mission.