

# Rising Past Expectations

CITY OF NEW ORLEANS  
OFFICE OF POLICE SECONDARY EMPLOYMENT  
2017 ANNUAL REPORT



*“Changes call for innovation, and innovation leads to progress.”*

-LI KEQIANG



## INTRODUCTION

The Office of Police Secondary Employment (OPSE) has been almost revolutionary in its approach to reforming the paid detail system. Our commitment to having a simple, user-friendly system for both customers and officers involves technology, clever branding and a commitment to the public.

But, innovation can only start a business. It can't sustain one.

This year the OPSE has gone about the business of the City of New Orleans by continuing to streamline processes, build rapport with officers and increase customers. Our staff continues the yeoman's work of booking, scheduling and paying officers for jobs. It's the type of reliability that both our officers and customers expect.

We are pleased to continue working on behalf of officers for another year. Each year, we look for ways to improve our office through auditing, customer input or through officer participation.

When starting the daunting task of creating a city-managed paid detail system, we looked for best practices, hired qualified people, searched for innovation solutions and sought input from customers and officers. Five years later, we continue to look for new and better ways to execute the business to benefit our customers and the NOPD officers that work for them.

Introspection and foresight are two keys to maintaining success over a long period of time. Introspection is needed to look backwards and see where an organization can improve. Foresight is needed to look forward and anticipate changes in the market, changes in innovation and changes in personnel.

Our story, so far, is a measured balance between the two.

# THE NEW NORMAL

Once revolutionary, but now ordinary. That's how customers view the Office of Police Secondary Employment. But that's not a bad thing. It means the services provided are now the "New Normal."

2017 has been a prosperous year for NOPD officers. Officers are now paid an average of \$38 per hour with 85% of the police force working details through OPSE. The OPSE is now two years into running every single NOPD detail in the City of New Orleans. Last year the office began running second line details and mounted patrol for the first time. This year the second line process is streamlined and has become a major source of pride for the agency. Customers from all over the world call in to schedule the world famous private parade and are treated to a unique cultural experience all while going through an easy booking process.

Officers also know how many hours they can work per week, how to check and sign up for jobs with an online scheduling system, and who to call when they can't make details. Customers know they can call the office, not having to interface directly with the officer.

Customers regularly pay online or with a physical check and officers get paid on time for each and every detail.

*“Fantastic experience. The officers were very helpful and very friendly.”*

”

-ERMER WEDDING SECOND LINE  
CARMEN ERMER





# HELPING OFFICERS

Whether it's additional money to send their kids to private school or lagniappe to take a much-needed vacation, the OPSE continually works to expand the type and frequency of opportunities for New Orleans Police. Coordinators maintain great relationships with officers to notify them of changes in their detail schedule, customer issues and any needs they may have on the job. It's always about going the extra mile to let officers know that they are needed and appreciated. OPSE coordinators regularly visit officers on details to gauge the atmosphere and to encourage solidarity. OPSE staff members speak to recruits during their academy training to inform them about the virtues of the program. Coordinators are also available 24 hours a day if there is a problem on a detail.

The OPSE City Hall office also maintains an open-door policy. Officers have access to coordinators, finance personnel, the operations manager or the executive director during normal business hours. Officers saw their average pay rise from \$37.41 in 2016 to \$38.32 in 2017 and had greater access to work second line parades, mounted patrol, motorcycle escorts, retail security or special event jobs.

For the fourth consecutive year, officer participation has grown. Eight hundred thirty-six unique officers worked at least one detail through the OPSE. That is 85% of the entire police force. Reserve officers, patrol officers, licensed NOPD employees, supervisors and NOPD Commanders have worked details in 2017.

Officers were paid \$11.7 million in 2017.

*“Working with OPSE and having that boost in my paycheck has been a force multiplier for our family and our finances.”*

-NOPD OFFICER ANDREW WIEDMAN





# CUSTOMER GROWTH

This year the OPSE served 1,694 unique customers (33% more than in 2016) while also continuing to take care of our existing customers. That type of growth can only be attributed to providing great service and providing a great product. Although NOPD is not the only security service provider in New Orleans, they are the best-trained and most-requested security force in the City of New Orleans. Our officers walk the fine line between being friendly and austere when appropriate.

Customers can call and speak to a real person 24 hours a day. This access and reliability allows consumers to build confidence in the office. Customers know that OPSE staff members are both responsive and conscientious.

Customer satisfaction has never been higher. The Net Promoter score (NPS), a measure that defines customer fulfillment, has grown again from 74 to 86 in 2017. That level of customer confidence puts the office in the same realm as Google, Apple, Costco and Amazon.

*“The police officers are always friendly, timely and helpful. I'm a huge fan.”*

-MADELINE  
MINT JULEP PRODUCTIONS



We served almost

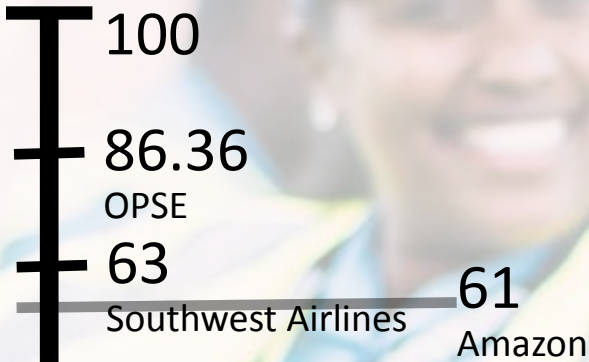
**1,700**  
unique customers

# 2017

## YEAR IN STATS

NPS

Net Promoter Score



**836**

officers worked jobs through our office

**\$11.7 million paid**  
to officers through OPSE  
managed jobs.

Our HireNOPD.com website booked more than

**1,000**  
customers

Officers worked

**305,146** hours

more than the

**279,920** hours  
worked in 2016



# FISCALLY RESPONSIBLE

This year, OPSE turned a significant corner and for the first time brought in revenues from our administrative fee that covered the full annual operating costs of the office. And the fiscal discipline happened as we demonstrated procedural discipline. The results of a full audit conducted on OPSE operations on behalf of the federal court overseeing the NOPD consent decree were released in mid-2017 with very good results, and by the end of the year, OPSE was judged by the court to be in compliance with virtually all applicable Consent Decree provisions.





# CONSENT DECREE REQUIRED DATA

Among All Officers Who Worked Secondary Employment, Average Number of Hours Worked Under OPSE Management January - December 2017 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	123			1,123	3,113	8,665	2,940		15,963
2nd District	505			1,614	5,487	13,475	4,672		25,752
3rd District	133		151	457	2,868	7,802	4,527	42	15,978
4th District	80			1,674	3,115	10,669	3,501		19,038
5th District	172			2,137	8,012	15,322	2,527		28,170
6th District	109			1,500	4,011	10,936	2,920		19,474
7th District				1,551	2,915	8,467	3,267		16,200
8th District	65		948	3,824	4,831	23,954	3,270		36,892
Special Operations Division	1,033			167	3,351	10,274	510		15,334
Reserves	412		243	1,364	6,329	8,493	1,228		18,068
Field Operations Bureau, Other		75	504	1,397	5,075	10,295	212	794	18,350
Compliance Bureau	77			169	560	1,266			2,072
Public Integrity Bureau	323			731	4,813	1,110		69	7,046
Investigation & Support Bureau	1,789		616	4,662	8,395	35,226	695		51,382
Management Services Bureau	815			540	3,706	8,584		165	13,810
Officer of the Superintendent					2,244	996		88	3,327
<b>Total Hours</b>	<b>5,633</b>	<b>75</b>	<b>2,461</b>	<b>22,907</b>	<b>68,823</b>	<b>175,534</b>	<b>30,267</b>	<b>1,157</b>	<b>306,856</b>

Number of Officers Who Worked Secondary Employment Under OPSE Management January - December 2017 By Bureau/District/Division and Rank									
NOPD Bureau/District/Division	Commander	Major	Captain	Lieutenant	Sergeant	Senior Police Officer	Police Officer	Civilian	# of Officers
1st District	1			3	10	35	20		69
2nd District	1			4	16	41	25		87
3rd District	1		1	3	12	24	16	1	58
4th District	1			5	12	35	20		73
5th District	1			3	13	31	24		72
6th District	1			5	13	35	19		73
7th District				5	11	26	20		62
8th District	1		1	8	18	57	19		104
Special Operations Division	1			1	8	33	5		48
Reserves	1		2	4	13	24	6		50
Field Operations Bureau, Other		1	1	4	12	32	1	10	61
Compliance Bureau	1			1	5	1			8
Public Integrity Bureau	1			4	8	4		1	18
Investigation & Support Bureau	3		1	7	19	79	1		110
Management Services Bureau	1			2	7	13		2	25
Officer of the Superintendent					5	2		1	8
<b># of Officers</b>	<b>15</b>	<b>1</b>	<b>6</b>	<b>59</b>	<b>182</b>	<b>472</b>	<b>176</b>	<b>15</b>	<b>926</b>





# CONSENT DECREE REQUIRED DATA

2017 Salaries of OPSE Employees		
Role	Class Title	Salary
Director	Unclassified	\$119,031
Deputy Director	Police Secondary Employment Administrator Assistant	\$81,999
Finance Specialist	Management Development Specialist I	\$45,169
Marketing Coordinator	Marketing Development Coordinator	\$63,960
Operations Supervisor	Police Secondary Employment Management Supervisor	\$76,109
Coordinator (Major Special Events)	Police Secondary Employment Coordinator Analyst II	\$39,388
Coordinator	Police Secondary Employment Coordinator Analyst II	\$39,893
Coordinator	Police Secondary Employment Coordinator Analyst II	\$39,893
Coordinator	Police Secondary Employment Coordinator Analyst II	\$37,959

2017 OPSE Administrative Operating Costs	
Personal Services (Payroll + Fringe)	\$787,235
Other Operating (Office Expenses)	\$69,157
<b>Total</b>	<b>\$856,392</b>

2017 OPSE Gross and Net Revenues	
Billed to Customer (Gross Revenues)	<b>\$10,675,159</b>
NOPD Employee Detail Pay (Cost of Services Sold)	<b>(\$9,602,049)</b>
<b>Administrative Fee Income (Net Revenues)</b>	<b>\$1,073,110</b>

2017 OPSE Operating Income					
	2017Q1	2017Q2	2017Q3	2017Q4	Total
Net Revenue	\$293,935	\$358,023	\$325,445	\$400,598	\$1,378,000
Office Operating Expenses	(208,370)	(196,191)	(224,523)	(227,307)	(856,392)
Customer Rebates	(23,531)	(34,473)	(31,121)	(30,398)	(119,523)
Officer Bonuses	(36,778)	(54,809)	(36,249)	(57,532)	(185,367)
<b>Net Income (Loss)</b>	<b>\$25,255</b>	<b>\$72,549</b>	<b>\$33,552</b>	<b>\$85,361</b>	<b>\$216,718</b>



# LOOKING AHEAD TO 2018

## **Achieve and sustain full compliance with the consent decree**

We continue to promote the ideals set forth in the consent decree by instituting a fair and transparent system that is not a burden to the taxpayers of New Orleans and removes unnecessary administrative burden from police officers. Our mission is to continue to contribute to the implementation of effective, constitutional policing for our citizens. As an agency, the OPSE is 99% compliant with the Federal Consent Decree with full compliance in the near future.

## **Increase officer satisfaction and participation**

Our customer satisfaction has only increased during recent years. Our goal is to increase officer satisfaction. Through the use of officer surveys and increased outreach to officers, we look to determine how we can better serve them. We must maximize officer participation to meet the increasing public demand for security.

As the police department grows, we will continue to make it easier and more attractive for officers to participate in the secondary employment program. By ensuring that officers can continue to supplement their incomes through off-duty work, we in effect support NOPD's recruiting and retention goals, and the economic development objectives of New Orleans.

## **Reduce the administrative burden on officers, customers, and ourselves**

We will continue to refine policy to ensure police secondary employment is administered efficiently with fairness, transparency, and integrity. By developing and procuring software solutions, we will strip away some of the existing administrative burdens of participation, making officers' and customers' experiences easier and simpler.

