

NEW ORLEANS POLICE DEPARTMENT: STAFFING, RESPONSE TIMES, AND JOB SATISFACTION

PERFORMANCE AUDIT SERVICES

**Informational Report
Issued November 13, 2024**

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November 13, 2024

The Honorable J. Cameron Henry, Jr.,
President of the Senate
The Honorable Phillip R. DeVillier,
Speaker of the House of Representatives

Dear Senator Henry and Representative DeVillier:

This informational report provides the results of our analysis of staffing, response times, and job satisfaction of the New Orleans Police Department (NOPD). This report is intended to provide timely information related to an area of interest to the legislature or based on a legislative request. I hope this report will benefit you in your legislative decision-making process.

We would like to express our appreciation to the NOPD for their assistance during this review.

Respectfully submitted,



Michael J. "Mike" Waguespack, CPA
Legislative Auditor

MJW/aa

NOPD



Louisiana Legislative Auditor

Michael J. "Mike" Waguespack, CPA



New Orleans Police Department: Staffing, Response Times, and Job Satisfaction

November 2024

Audit Control #40230030

Introduction

This report provides the results of our analysis of staffing at the New Orleans Police Department (NOPD) and how NOPD staffing levels may affect response times to 911 calls. We also reviewed NOPD efforts to recruit and retain officers and conducted a survey to evaluate employees' satisfaction with the job and identify areas that could be improved. We conducted this review in response to legislative interest and recent reports related to NOPD staffing concerns, including the New Orleans Office of Inspector General's (OIG) August 2023 report¹ on NOPD staffing, recruitment, and retention.

Oversight. On March 16, 2011, the United States Department of Justice (DOJ) issued a written report alleging unconstitutional conduct by the NOPD and describing concerns about various NOPD policies and procedures. On July 24, 2012, the City of New Orleans (City), the NOPD, and the DOJ entered into a Federal Consent Decree. This decree is a broad blueprint for positive change and encompasses department-wide reforms. The United States District Court for the Eastern District of Louisiana ordered a law firm to serve as the Office of the Consent Decree Monitor (OCDM). The OCDM is responsible for observing and reporting the policy development, training, and implementation of practices by the NOPD to the Court. According to the City, as of September 11, 2024, it has spent approximately \$61.3 million as a result of the Consent Decree, with approximately \$14.3 million going to the OCDM.

The full and sustained implementation of this Agreement is intended to protect the constitutional rights of all members of the community, improve the safety and security of the people of New Orleans, and increase public confidence in the New Orleans Police Department.

Source: Amended and Restated Consent Decree regarding the NOPD

Organizational Structure. The NOPD is divided into six bureaus. Within these bureaus, the NOPD is comprised of commissioned officers, police recruits, reserve officers,² and civilian employees. Exhibit 1 provides examples of the

¹ "[NOPD Staffing, Recruitment, and Retention](#)", New Orleans Office of Inspector General, August 2023
² Reserve officers are non-paid volunteers, certified by the Louisiana Peace Officer Standards and Training (POST) Council and commissioned by the NOPD Superintendent of Police to enforce laws, provide community service, and assist in the furtherance of the goals and objectives of NOPD.

responsibilities of each bureau and the number of employees within each bureau as of September 2024.

Exhibit 1 Number of NOPD Employees by Bureau As of September 2024		
Bureau	Description	Number of Employees
Office of the Superintendent	Oversees all bureaus and includes the Public Affairs Division and Technology Division	24
Professional Standards and Accountability (PSAB)	Facilitates the implementation of the Consent Decree through the Consent Decree Implementation Section and incorporates other sections with functions closely related to implementation of the Consent Decree	46
Field Operations	Conducts all criminal investigations, protects life and property, prepares incident reports, handles traffic assignments, provides proactive patrols, and performs special assignments	625
Investigation and Support	Conducts follow-up investigations of crimes committed against persons or property in the City of New Orleans, which requires a degree of specialization or a centralized investigative approach	235
Management Services	Provides administrative and support services for NOPD, ranging from budget preparation to the preservation and dissemination of criminal records, human resources, recruitment, education and training, grants management, and facility and fleet support services	292
Public Integrity (PIB)	Promotes the credibility of, and public confidence in, NOPD officers by adopting preventive and proactive measures to enforce the highest standards of professional police performance	42
Total NOPD Employees		1,264
Source: Prepared by legislative auditor's staff using information from NOPD.		

The NOPD Field Operations Bureau is divided into eight districts, and each district is headed by a captain and has its own staff. Additionally, each district has its own geographic jurisdiction that covers specific neighborhoods across the City of New Orleans. See Appendix C for a map of the eight NOPD districts, the areas each encompasses, the population of each district,³ and the number of NOPD employees assigned to each district as of September 2024.

Incident Reporting. Citizens can report crimes and other incidents by calling 911. These calls for service (incidents) are received by Orleans Parish Communication District (OPCD)⁴ and processed using a priority dispatch ProQA system. As callers explain their incident, the system categorizes the type of incident being reported, assigns it a priority (such as emergency or non-emergency), and dispatches the incident to the responding officer. Exhibit 2 summarizes the total

³ Population data was obtained from the [Data Center's Neighborhood Statistical Area Data Profiles for New Orleans](#).

⁴ OPCD is the Public Safety Answering Point for all emergency communications via 911 and non-emergency city services via 311 within Orleans Parish. OPCD employs more than 140 individuals and provides emergency medical, fire, and police dispatch for both local residents and the millions of annual visitors to the City.

number of incidents assigned to NOPD, by category, during calendar years 2021 through 2023, while Appendix D shows incidents by subcategory.

Exhibit 2 Total Number of Incidents Assigned to NOPD by Category Calendar Years 2021 through 2023			
Incident Category	Description*	Incidents	
		Number	Percent
Other Crime	Criminal damage, disturbance, domestic, drug violation, family offense, fireworks, juvenile violation, kidnapping, other sex offense, simple assault/battery, threat, weapons offense	253,698	24.7%
Miscellaneous Policing	Assist another agency, escort, officer needs assistance, patrol, warrant	220,512	21.5%
Service	Alarm, complaint, emergency situation, homeless, lost or missing person/property, suspicious person/item	215,791	21.1%
Traffic	Driving while intoxicated, enforcement, fatality accident, incident, injury/non-injury accident, vehicle pursuit	157,290	15.3%
Property Crime	Arson, auto theft, burglary, theft, vehicle burglary	78,485	7.7%
Medical	Death, injury, mental patient, suicide, welfare check	77,844	7.6%
Person Crime	Aggravated assault, carjacking, homicide incident (firearm/non-firearm), non-fatal shooting, rape, robbery	21,600	2.1%
Total Incidents		1,025,220	100.0%
*Description is based on subcategories listed in Appendix D. Source: Prepared by legislative auditor’s staff using data from OPCD’s CAD system.			

To conduct this review, we analyzed OPCD data on reported incidents and response times, reviewed NOPD staffing levels, and summarized NOPD efforts to recruit and retain officers. To assess NOPD employees’ job satisfaction, identify barriers to job performance, and evaluate perspectives on leadership and accountability, we conducted a survey of NOPD employees in May 2024. We sent surveys to 1,355⁵ NOPD employees and received 351 responses for an overall response rate of 25.9%.⁶ See Appendix B for our detailed scope and methodology.

The objectives of this review were:

- 1. To provide information on staffing and response times at NOPD.**
- 2. To provide information on job satisfaction and employee morale, as well as NOPD initiatives to recruit and retain employees.**

⁵ The total number of employees in May 2024 differs from the number in Exhibit 1, which is based on employee counts as of September 2024.

⁶ The number of responses for each question varies because not all respondents answered each question. See Appendix F for all survey results.

Our results are summarized on the next page and discussed in detail throughout the remainder of the report. Appendix A contains NOPD's response to this report, and Appendix B contains our scope and methodology. Appendix C contains a map of the eight NOPD districts and the areas each encompasses, as well as the population and number of NOPD employees assigned to each district. Appendix D summarizes total incidents by category and subcategory during calendar years 2021 through 2023, Appendix E contains total incidents each year by category and district during calendar years 2021 through 2023, and Appendix F summarizes results from our May 2024 survey of NOPD employees.

Informational reports are intended to provide more timely information than standards-based performance audits. While these informational reports do not follow *Governmental Auditing Standards*, we conduct quality assurance activities to ensure the information presented is accurate. We incorporated NOPD's feedback throughout this informational report.

Objective 1: To provide information on staffing and response times at NOPD.

Overall, we found the following:

- **While the number of NOPD civilian employees increased during calendar years 2019 through 2023, the number of commissioned officers decreased.** NOPD police districts lost 26.6% of their staff between calendar years 2019 and 2023. Insufficient staffing could also affect NOPD's ability to comply with the Consent Decree and respond timely to incidents.
- **Although reported incidents assigned to NOPD have generally decreased since 2021, median response times have increased. In addition, increases in the percentage of incidents with certain response categories, such as "no unit available" and "gone on arrival" may indicate an insufficient number of officers.** During calendar years 2021 through 2023, 80,924 (7.9%) of the 1,025,220 reported incidents did not include an arrival time. For incidents with arrival times, the median response time for all years ranged from approximately 9 minutes in District 8 (French Quarter, CBD, and Marigny) to 17 minutes in District 7 (New Orleans East) for emergency incidents, 37 minutes in District 2 (Uptown and Audubon) to 167 minutes in District 7 for non-emergency incidents, and 15 minutes in District 8 to 58 minutes in District 7 for incidents that had a change in priority.
- **During calendar years 2019 through 2023, NOPD had a total of 776 separation actions.** The most common reasons for separation were resignation and retirement.

This information is discussed in more detail on the pages that follow.

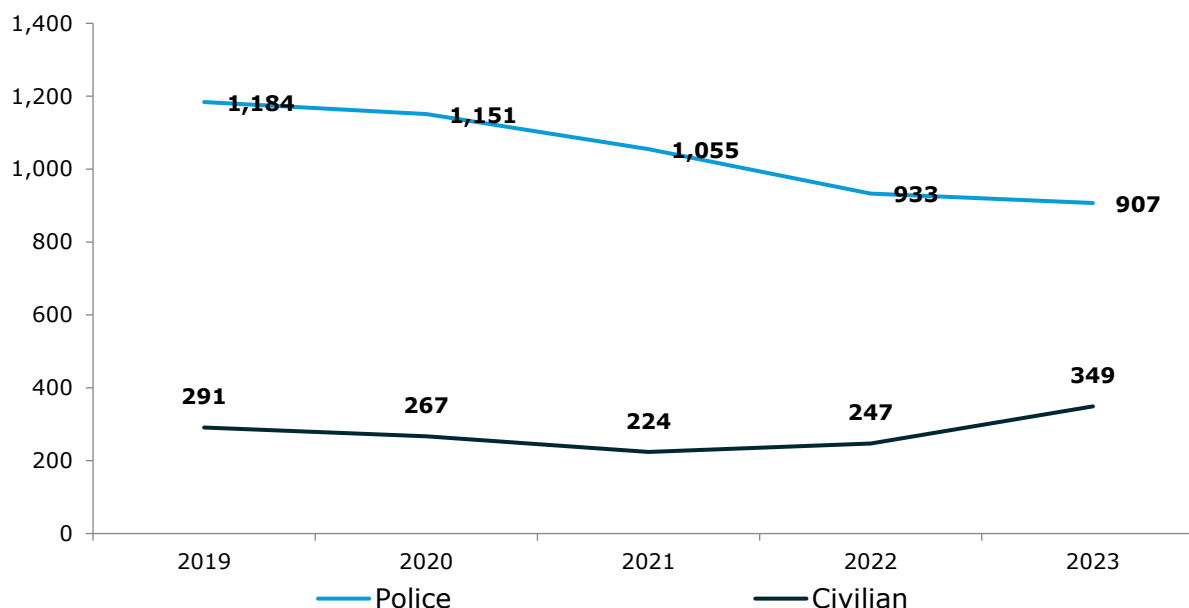
While the number of NOPD civilian employees increased during calendar years 2019 through 2023, the number of commissioned officers decreased. NOPD police districts lost 26.6% of their staff between calendar years 2019 and 2023.

Law enforcement organizations nationwide have faced challenges in recruiting and retaining officers. A 2023 survey from the Police Executive Research Forum (PERF) showed its affiliated organizations have seen commissioned officer ranks fall by nearly 5% between January 2020 and January 2022, though hiring has accelerated each year during the same period.⁷ The PERF survey showed member organizations hired 4,889 sworn officers in 2020, a decrease of 21.5% from 2019. Hiring increased over the next two years, as PERF member organizations reported a 10.8% increase in newly-hired sworn officers between 2020 and 2021, followed by an increase of 21.5% between 2021 and 2022. Despite the acceleration in hiring new commissioned officers, the PERF member organizations have reported declines in overall staffing as retirements and resignations have outpaced the new hires. In 2022, these organizations reported 4,175 sworn officer resignations, an increase of more than 47.9% from 2020. The PERF organizations also had 3,625 commissioned officers retire in 2022 – an increase of nearly 6% from 2020.

While the number of NOPD civilian employees increased during calendar years 2019 through 2023, the number of commissioned officers decreased. The number of commissioned police officers decreased by 23.4% from calendar years 2019 to 2023, falling from 1,184 officers to 907 officers. However, the number of civilian employees increased by 19.9% over the same timeframe. Exhibit 3 shows the total number of civilian and commissioned NOPD employees during calendar years 2019 through 2023.

⁷ ["New PERF survey shows police agencies are losing officers faster than they can hire new ones,"](#) Police Executive Research Forum, April 1, 2023

**Exhibit 3
Number of NOPD Civilian and Commissioned Police Employees
Calendar Years 2019 through 2023***



*As of December 31 of each year

Source: Prepared by legislative auditor’s staff using NOPD Human Resources data.

To reduce the workload of its commissioned officers, the NOPD has increased its hiring of civilian personnel to perform tasks that do not require a commissioned officer. The department hired civilians in positions including DNA and forensics experts, crime scene analysts, and intake specialists, among others. According to NOPD Human Resources, the department has made strides in hiring more civilian employees particularly with the Alternative Police Response (APR).⁸ As of January 2024, the department has hired around 25-27 more employees in APR. The Office of Community Oriented Policing Services within the U.S. Department of Justice recommended law enforcement organizations use civilian employees to handle administrative tasks, analysis and research, community communications, and public information jobs.⁹ Civilianization has been viewed as a means for law enforcement agencies to continue providing the same level of services despite having fewer commissioned officers at their disposal.

During a March 21, 2024 hearing with Judge Morgan, who oversees the implementation of the Consent Decree, the New Orleans Health Department presented information on the Mobile Crisis Intervention Unit (MCIU), which is dispatched separately from NOPD officers for mental health calls with no threat of violence. As of March 2024, the MCIU had fielded more than 2,100 calls.

⁸ APR is a strategic response to low-priority calls for service that do not require an immediate response to the scene.

⁹ ["Integrating Civilian Staff into Police Agencies,"](#) Office of Community Oriented Policing Services, United States Department of Justice, 2014

We found NOPD police districts lost 26.6% of their staff between calendar years 2019 and 2023. Exhibit 4 shows the decrease in each district between calendar years 2019 and 2023.

Exhibit 4 NOPD Police District Staffing Decreases* Calendar Years 2019 through 2023**							
District	District Description	2019	2020	2021	2022	2023	% Change CY 2019 - 2023
First	Mid-City and Tremé	86	83	75	62	60	-30.2%
Second	Uptown and Audubon	95	88	77	63	62	-34.7%
Third	Gentilly, Lakeview, and West End	90	79	74	66	62	-31.1%
Fourth	Algiers	81	85	73	66	61	-24.7%
Fifth	The Ninth Ward, Bywater, and Marigny	92	85	73	71	64	-30.4%
Sixth	The Garden District, Irish Channel, and Central City	82	74	67	52	58	-29.3%
Seventh	New Orleans East	101	97	87	75	79	-21.8%
Eighth	The French Quarter, Central Business District (CBD), and Marigny	105	94	88	82	91	-13.3%
Total		732	685	614	537	537	-26.6%

*This analysis only includes employees in NOPD Police Districts within the Field Operations Bureau.
 **As of December 31 of each year
Source: Prepared by legislative auditor’s staff using information from the NOPD website (<https://nola.gov/nopd/districts/>), 4th District Community Action Plan, and NOPD Human Resources data.

The NOPD is facing financial penalties from its retirement system for its staffing shortage. Under state law,¹⁰ any municipal police department that has 50 fewer employees over the course of a fiscal year is considered to be partially dissolved and is required to pay its portion of the unfunded liability to the Municipal Police Employees’ Retirement System (MPERS). In March 2023, MPERS determined the NOPD lost more than 50 police employees between 2020 and 2021, and then again between 2021 and 2022. As a result of these two partial dissolutions, the City of New Orleans is required to pay a fine of \$50,314 each month beginning July 1, 2023, increasing to \$214,113 per month starting on July 1, 2024. According to MPERS, the department can halt the payments if its staffing levels increase but would need to have an estimated 1,100 employees in the system to undo the dissolution.

Insufficient staffing could also affect NOPD’s ability to comply with the Consent Decree and respond timely to incidents. The OCDM and the OIG have expressed concerns that the NOPD’s decreased staff could impact the

¹⁰ LA R.S. 11:2225.4

department's ability to reach and maintain compliance with various provisions of the Consent Decree. The OCDM mentioned its concerns on "Gone on Arrival" (GOA) dispositions for emergency calls for service, specifically looking at calls related to domestic violence and sexual assault.¹¹ Additionally, the OCDM added that if officers cannot consistently respond to calls for service in a timely manner, the NOPD cannot meet this fundamental obligation to provide the fair, impartial, and unbiased police service required under the Consent Decree. The next section summarizes the results of our analysis of 911 calls directed to NOPD and their response to these calls.

Although reported incidents assigned to NOPD have generally decreased since 2021, median response times have increased. In addition, increases in the percentage of incidents with certain response categories, such as "no unit available" and "gone on arrival" may indicate an insufficient number of officers.

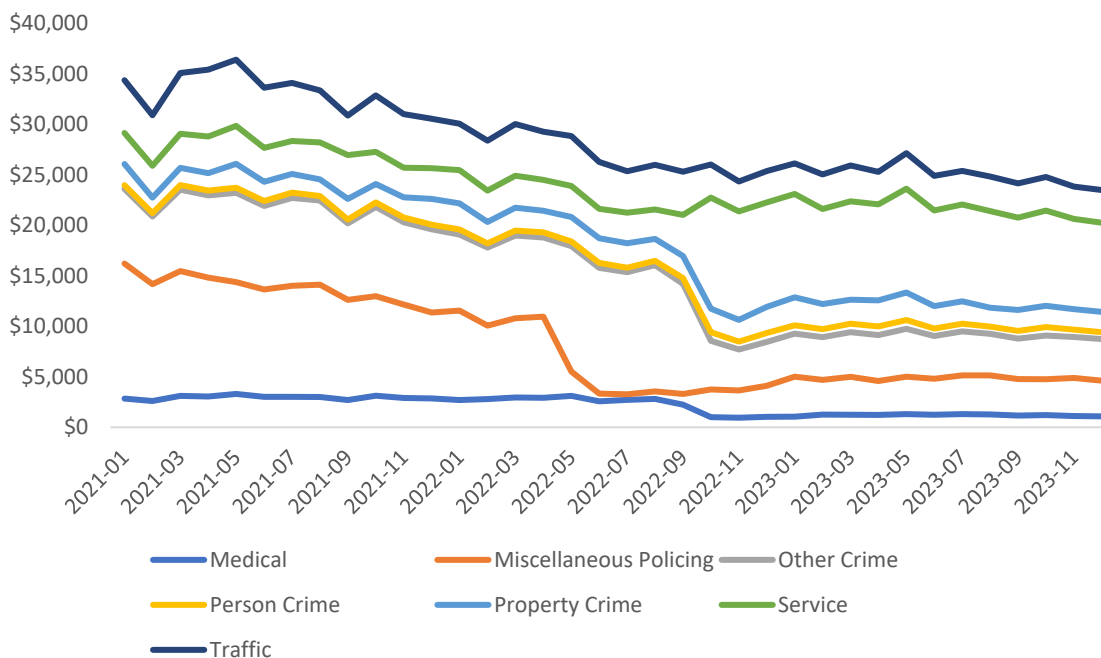
When an incident occurs requiring an NOPD response, such as a traffic incident, a homicide, or the theft of property, a member of the public calls the Orleans Parish Communication District (OPCD) via 911 or another published number, or law enforcement reports the incident. Calls and reports received by OPCD are documented in OPCD's Computer Aided Dispatch (CAD) system. Once an incident is created, the CAD system automatically assigns date and time stamps to all information entered, such as when the call was received, the agency assigned to respond to the incident, if the incident was prioritized as an emergency, the type of incident reported, and the time that an officer arrived on the scene.

Total incidents assigned to NOPD generally decreased during calendar years 2021 through 2023. OPCD received 1,025,220 reported incidents that were assigned to NOPD during calendar years 2021 through 2023.¹² Reported incidents decreased by 31.7%, from 34,394 incidents in January 2021 to 23,505 in December 2023. Appendix D summarizes the total number of incidents by category and subcategory during calendar years 2021 through 2023. As shown in Exhibit 5, all categories of incidents have decreased or remained stable during this time.

¹¹ ["Special Report of the Consent Decree Monitor Regarding Deprioritizing Calls for Service and Its Impact on 'Gone on Arrival' Dispositions and 'Code 2' Response Times,"](#) Office of the Consent Decree Monitor, October 27, 2023

¹² Our analysis was comprised of incidents assigned to NOPD between January 1, 2021, and December 31, 2023, and excluded incidents identified in the CAD data as test incidents, duplicate incidents, voided incidents, incidents canceled by the complainant, and incidents in which officers were notifying OPCD that they were beginning or ending an off-duty detail. In addition, any incidents responded to by the specialized unit of the Louisiana State Police founded in 2024 in New Orleans, or Troop NOLA, are not included in this report.

**Exhibit 5
Monthly Incidents by Category
Calendar Years 2021 through 2023**



Source: Prepared by legislative auditor’s staff using information from OPCD’s CAD system.

During calendar years 2021 through 2023, 80,924 (7.9%) of the 1,025,220 reported incidents did not include an arrival time. For 489,196 incidents with arrival times,¹³ the median response time for all years ranged from approximately nine minutes in District 8 [French Quarter, Central Business District (CBD), and Marigny] to 17 minutes in District 7 (New Orleans East) for emergency incidents, 37 minutes in District 2 (Uptown and Audubon) to 167 minutes in District 7 for non-emergency incidents, and 15 minutes in District 8 to 58 minutes in District 7 for incidents that had a change in priority. Once an incident is received by OPCD, the CAD system logs the date and time the incident was reported, and OPCD staff assigns a police officer to the incident through the CAD system. Other times logged in the CAD system include when the police officer was dispatched and when the first officer arrived on the scene of the incident. NOPD officers report that they have arrived at the scene of an incident by clicking a button on their NOPD laptop when they arrive, notifying OPCD of their arrival, or by later reporting the time. The difference between the time the incident was reported and when the officer arrived to the incident is considered to be the “response time”.

¹³ Our analysis of incident arrival times excluded incidents that were not listed as being responded to by one of New Orleans’ eight districts, incidents listed as not requiring a response and “self-reported” incidents which occur when a member of law enforcement reports the incident to OPCD. These incidents were excluded from our analysis because the CAD system used the same date and time for when an incident was created and when an officer arrived in 99.9% of these instances.

Having accurate and complete information for these times in the CAD system is crucial to determine how quickly officers arrive to the scene of incidents. However, we found that 80,924 (7.9%) of all incidents during calendar years 2021 through 2023 have no arrival time. It should be noted that incidents with no arrival times are included in the New Orleans City Council’s public NOPD Response Time Dashboard (City’s dashboard).¹⁴ To include these incidents in the City’s dashboard, the incident dispatch time is used in place of the missing arrival time. However, the use of the dispatch time in place of the arrival time reduces the overall response time as 489,125 (99.99%) of the 489,196 incidents included in our analysis of response times had a dispatch time that was closer to when the incident was reported than the arrival time. To determine how long it took NOPD to respond to incidents, we analyzed only incidents with arrival times. Exhibit 6 shows the median response time in minutes by district by calendar year for incidents prioritized as emergencies.

Exhibit 6				
Median Response Time by District (in minutes) for Emergency Incidents				
Calendar Years 2021 to 2023				
District	2021	2022	2023	Overall Median
District 1: Mid-City and Tremé	8.2	10.3	11.9	9.8
District 2: Uptown and Audubon	9.0	10.6	11.1	10.0
District 3: Gentilly, Lakeview, and West End	10.4	12.4	13.5	11.7
District 4: Algiers	10.1	11.9	13.1	11.5
District 5: The Ninth Ward, Bywater, and Marigny	11.7	12.7	13.6	12.5
District 6: The Garden District, Irish Channel, and Central City	8.7	10.3	10.4	9.6
District 7: New Orleans East	16.8	18.5	18.0	17.7
District 8: The French Quarter, CBD, and Marigny	8.3	9.1	10.0	9.0

Source: Prepared by legislative auditor’s staff using data from OPCD’s CAD system.

Exhibit 7 shows the median response time in minutes by district by calendar year for incidents prioritized as non-emergency.

¹⁴ The City’s dashboard measures the “time between when an incident was created and when a unit first arrived. Incidents that have no dispatch AND arrival time, have a negative response time, have a response time of greater than 24 hours (for the Response Time line chart only), are noted as ‘self-initiated,’ or have a void, duplicate, or other rare disposition have been removed. The 90th Percentile measurement refers to the number of minutes encompassing 90% of incidents which is designed to show all but the largest outliers. The time of dispatch is substituted for incidents without an arrival time.”

Exhibit 7				
Median Response Time by District (in minutes) for Non-Emergency Incidents Calendar Years 2021 to 2023				
District	2021	2022	2023	Overall Median
District 1: Mid-City and Tremé	29.9	69.3	73.8	49.3
District 2: Uptown and Audubon	38.0	40.2	36.1	37.9
District 3: Gentilly, Lakeview, and West End	35.7	51.4	47.5	44.4
District 4: Algiers	28.1	54.3	53.0	42.7
District 5: The Ninth Ward, Bywater, and Marigny	71.3	108.3	77.6	83.5
District 6: The Garden District, Irish Channel, and Central City	45.1	93.5	62.1	62.1
District 7: New Orleans East	161.1	240.9	131.8	167.6
District 8: The French Quarter, CBD, and Marigny	30.9	60.6	47.9	42.9
Source: Prepared by legislative auditor's staff using data from OPCD's CAD system.				

Exhibit 8 shows the median response time in minutes by district by calendar year for incidents that had changes in their priority.

Exhibit 8				
Median Response Time by District (in minutes) for Incidents with Priority Changes Calendar Years 2021 to 2023				
District	2021	2022	2023	Overall Median
District 1: Mid-City and Tremé	16.0	30.4	38.4	24.6
District 2: Uptown and Audubon	14.6	18.1	20.6	17.2
District 3: Gentilly, Lakeview, and West End	17.7	26.2	29.4	23.6
District 4: Algiers	17.7	26.5	19.6	20.9
District 5: The Ninth Ward, Bywater, and Marigny	30.7	47.6	32.9	35.9
District 6: The Garden District, Irish Channel, and Central City	13.7	22.8	24.3	18.6
District 7: New Orleans East	47.9	72.6	58.9	58.1
District 8: The French Quarter, CBD, and Marigny	12.5	15.6	18.1	15.1
Source: Prepared by legislative auditor's staff using data from OPCD's CAD system.				

Incident data from calendar years 2021 through 2023 show increases in several response categories that may indicate issues with staffing. An October 2023 report from the Office of the Consent Decree Monitor that focused on NOPD response times found several issues related to its ability to respond to calls. Specifically, it found that slow response times, often caused by the unavailability of officers (coded as "no units available") were resulting in increased instances of "gone on arrival," meaning the person reporting the incident was no longer on the scene when an officer arrived. The report also found that supervisors were deprioritizing incidents from emergency to non-emergency often due to the unavailability of officers. We analyzed the incident data to determine whether the number of incidents identified as no units available (NUA), gone on arrival (GOA),

or that were deprioritized had increased since calendar year 2021. Overall, the percentage of incidents meeting each of these categories increased from calendar year 2021 to calendar year 2023. Exhibit 9 shows the prevalence of these categories by calendar year.

Exhibit 9 Percentage of Incidents with Certain Response Categories Calendar Year 2021 through 2023				
Response Category	Description	% of Total Incidents 2021	% of Total Incidents 2022	% of Total Incidents 2023
Deprioritization	An incident originally prioritized as an emergency that downgraded to a non-emergency by NOPD or the CAD system.	8.2%	11.4%	12.8%
No Units Available (NUA)	When an incident is created in the CAD system and there are an insufficient number of officers available to respond to the call, OPCD staff will identify the incident as having "No Units Available."	5.4%	6.2%	5.7%
Gone On Arrival (GOA)	Incidents in which the person who reported the incident was gone when the officer arrived on scene.	15.6%	21.2%	20.4%
Totals	Percent of unique incidents meeting at least one of the three categories	30.1%	37.8%	38.2%
Note: Incidents may be included in more than one category.				
Source: Prepared by legislative auditor's staff using data from OPCD's CAD system.				

We also analyzed the use of these categories by district. As Exhibit 10 shows, the percent of unique incidents that meet at least one of these categories increased in every district except District 7 (New Orleans East) from calendar year 2021 to calendar year 2023.

Exhibit 10				
Percentage of Incidents with Certain Response Categories by District				
Calendar Years 2021 through 2023				
District	% of Total 2021	% of Total 2022	% of Total 2023	Change in Percentage of Incidents Between 2021 and 2023
District 1: Mid-City and Tremé	24.6%	33.5%	35.6%	11.0%
District 2: Uptown and Audubon	23.9%	34.1%	35.8%	11.9%
District 3: Gentilly, Lakeview, and West End	21.1%	24.9%	23.9%	2.8%
District 4: Algiers	17.2%	23.5%	31.1%	13.9%
District 5: The Ninth Ward, Bywater, and Marigny	41.2%	47.1%	41.9%	0.7%
District 6: The Garden District, Irish Channel, and Central City	33.2%	47.9%	45.9%	12.6%
District 7: New Orleans East	51.8%	52.6%	48.5%	-3.3%
District 8: The French Quarter, CBD, and Marigny	28.8%	40.2%	43.3%	14.5%
Other*	50.8%	60.1%	52.9%	2.1%

*Includes outlying parishes and city-wide calls.
Note: Incidents may be included in more than one category.
Source: Prepared by legislative auditor's staff using data from OPCD's CAD system.

Median response time for GOA, NUA, and deprioritized calls with arrival times ranged from approximately eight minutes in District 1 (Mid-City and Tremé) to 21 minutes in District 7 (New Orleans East) for emergency incidents, 58 minutes in District 2 (Uptown and Audubon) to 555 minutes in District 7 for non-emergency incidents, and 12 minutes in District 8 (French Quarter, CBD, and Marigny) to 72 minutes in District 7 for incidents that had a change in priority. Because there may be a correlation between staffing shortages and response times for incidents that were deprioritized or that were identified as GOA or NUA, we analyzed those calls with arrival times to determine if the median for those incidents was significantly longer than the median for all incidents with response times.¹⁵ Exhibit 11 shows the median response time in minutes by district by calendar year for incidents prioritized as emergencies. Appendix E contains total incidents each year by category and district during calendar years 2021 through 2023.

¹⁵ Our analysis only included incidents with arrival times, whereas the response times published on the New Orleans City Council's Crime Dashboard uses the dispatch time to calculate the response time for incidents that do not have an arrival time.

Exhibit 11 Median Response Time by District for Emergency GOA, NUA, and Deprioritized Incidents with Arrival Times (in minutes) Calendar Years 2021 through 2023				
District	2021	2022	2023	Overall Median
District 1: Mid-City and Tremé	8.4	10.7	12.8	10.2
District 2: Uptown and Audubon	9.3	10.7	10.9	10.1
District 3: Gentilly, Lakeview, and West End	11.1	13.2	15.4	12.7
District 4: Algiers	10.7	12.1	13.5	12.0
District 5: The Ninth Ward, Bywater, and Marigny	12.2	13.0	15.4	13.1
District 6: The Garden District, Irish Channel, and Central City	9.6	11.0	10.8	10.4
District 7: New Orleans East	20.1	21.7	21.0	20.7
District 8: The French Quarter, CBD, and Marigny	9.3	10.3	11.0	10.2
Source: Prepared by legislative auditor’s staff using data from OPCD’s CAD system.				

Exhibit 12 shows the median response time in minutes by district by calendar year for incidents prioritized as non-emergency.

Exhibit 12 Median Response Time by District for Non-Emergency GOA, NUA, and Deprioritized Incidents with Arrival Times (in minutes) Calendar Years 2021 through 2023				
District	2021	2022	2023	Overall Median
District 1: Mid-City and Tremé	113.7	212.1	216.5	172.6
District 2: Uptown and Audubon	72.6	83.3	58.6	72.0
District 3: Gentilly, Lakeview, and West End	139.4	158.1	119.1	138.2
District 4: Algiers	107.0	132.7	92.9	109.6
District 5: The Ninth Ward, Bywater, and Marigny	162.3	266.6	173.5	198.1
District 6: The Garden District, Irish Channel, and Central City	121.4	203.7	119.3	140.4
District 7: New Orleans East	427.9	555.9	288.1	415.8
District 8: The French Quarter, CBD, and Marigny	100.5	167.5	125.1	128.0
Source: Prepared by legislative auditor’s staff using data from OPCD’s CAD system.				

Exhibit 13 shows the median response time in minutes by district by calendar year for incidents that had changes in their priority.

Exhibit 13				
Median Response Time by District for GOA, NUA, and Deprioritized Incidents with Priority Changes and Arrival Times (in minutes)				
Calendar Years 2021 through 2023				
District	2021	2022	2023	Overall Median
District 1: Mid-City and Tremé	16.0	30.4	38.4	24.6
District 2: Uptown and Audubon	14.6	18.1	20.6	17.2
District 3: Gentilly, Lakeview, and West End	17.7	26.2	29.4	23.6
District 4: Algiers	17.7	26.5	19.6	20.9
District 5: The Ninth Ward, Bywater, and Marigny	30.7	47.6	32.9	35.9
District 6: The Garden District, Irish Channel, and Central City	13.7	22.8	24.3	18.6
District 7: New Orleans East	47.9	72.6	58.9	58.1
District 8: The French Quarter, CBD, and Marigny	12.5	15.6	18.1	15.1

Source: Prepared by legislative auditor's staff using data from OPCD's CAD system.

During calendar years 2019 through 2023, NOPD had a total of 776 separation actions. The most common reasons for separation were resignation and retirement.

During calendar years 2019 through 2023, NOPD had a total of 776 separation actions. According to NOPD Human Resources data, the most common separation actions were resignation (63.9%) and retirement (26.4%). We found reasons for resignation from NOPD included factors such as getting a better job and moving to another city, among others. Exhibit 14 shows the number of separations by reason for calendar years 2019 through 2023.

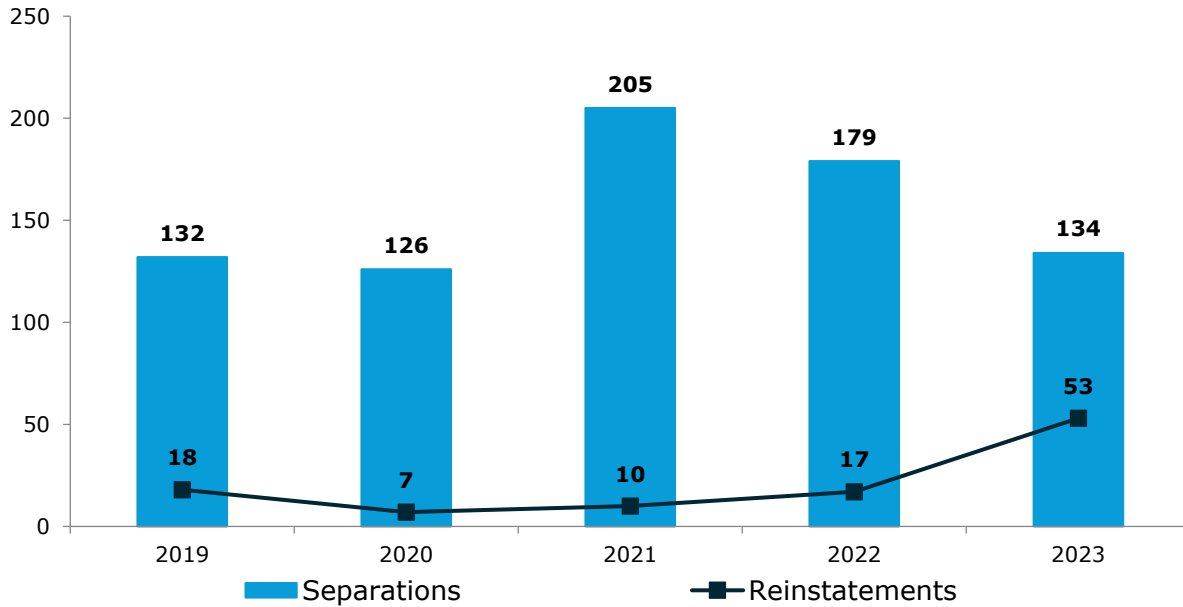
Exhibit 14							
NOPD Separation Actions							
Calendar Years 2019 through 2023							
Action Reason	2019	2020	2021	2022	2023	Total	Percent
Resignation	80	77	126	129	84	496	63.9%
Retirement	35	30	60	43	37	205	26.4%
Dismissal	15	12	10	2	7	46	5.9%
Deceased	2	7	6	4	3	22	2.9%
Other*	0	0	3	1	3	7	0.9%
Total	132	126	205	179	134	776	100.0%

*Other includes separation reasons such as "potential employees no show" and "end of temporary appointment".

Source: Prepared by legislative auditor's staff using NOPD Human Resources data.

As shown in Exhibit 14, the number of separations decreased from calendar year 2021 through 2023. Over the same period, the number of employees returning to the NOPD after a previous separation increased. While this increase is not enough to offset the total number of terminations, it provides the NOPD with employees who have experience with the department. Exhibit 15 shows the number of NOPD separations and reinstatements during calendar years 2019 through 2023.

**Exhibit 15
NOPD Separations and Reinstatements
Calendar Years 2019 through 2023**



Source: Prepared by legislative auditor’s staff using NOPD Human Resources data.

Objective 2: To provide information on job satisfaction and employee morale, as well as NOPD initiatives to recruit and retain employees.

Overall, we found the following:

- **According to our job satisfaction survey, respondents indicated pay, morale, and fairness in promotions and discipline impact their job satisfaction the most.** However, survey results show respondents are generally satisfied with their relationships with colleagues and support from supervisors.
- **Survey results also indicate respondents are concerned that limited equipment and resources prevent them from providing services.** Other barriers that affect respondents' ability to do their jobs include staffing shortages and a lack of training.
- **According to our survey, respondents indicated concerns with the assignment of secondary employment opportunities.** On average, 765 (57.9%) NOPD employees participated in at least one secondary employment opportunity each year during calendar years 2019 through 2023.
- **Responses to exit interviews administered by the NOPD generally mirrored the results from our job satisfaction survey.** However, the NOPD should ensure it is analyzing exit interview data to strengthen retention efforts.
- **As the number of NOPD officers declined between calendar years 2019 and 2023, the NOPD and the New Orleans Civil Service have taken additional measures to address recruitment and retention of officers.** To facilitate a more streamlined recruitment process, the NOPD and Civil Service have implemented several changes to the application process. To address concerns over lower salaries as a barrier to entry, the City developed new compensation plans and new bonus schedules for recruits, lateral hires, and current officers.

This information is discussed in more detail on the pages that follow.

According to our job satisfaction survey, respondents indicated pay, morale, and fairness in promotions and discipline impact their job satisfaction the most. However, survey results show respondents are generally satisfied with their relationships with colleagues and support from supervisors.

Job satisfaction is the extent to which employees are happy, or satisfied, with their jobs and work environment, and is a good predictor of employee retention. According to research,¹⁶ when employees are satisfied with their work environment, they are more likely to use their skills, abilities, and knowledge to be successful. In addition, job satisfaction in law enforcement is essential because it promotes continuity of a professional and cohesive police force that works well together, follows proper policy and procedures, and provides the services needed to the public.¹⁷ Further, dissatisfied employees are at risk for negative occupational behaviors such as job turnover, poor performance, work avoidance, and decreased morale. To better understand job satisfaction, identify barriers to job performance, and evaluate perspectives on leadership and accountability at the NOPD, we conducted a survey of NOPD employees in May 2024.

213 (67.6%) of 315 survey respondents stated they are not satisfied with their current base salary, and 230 (73.0%) stated their salary does not adequately reflect the responsibilities associated with their role. While factors such as respectful treatment and trust remain important, compensation is a critical job satisfaction factor.¹⁸ If employees do not feel like they are being adequately rewarded, they may look elsewhere for opportunities. Survey respondents mentioned salary and benefits as the most important issue that needs to be addressed at the NOPD. Examples of responses related to this included:¹⁹

¹⁶ [Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model](#), Frontiers in Public Health, May 13, 2022

¹⁷ [Job Satisfaction in Law Enforcement Officers According to Generational Cohorts](#), Walden Dissertations and Doctoral Studies, 2016

¹⁸ [Better Pay and Benefits Loom Large in Job Satisfaction](#), Society for Human Resource Management

¹⁹ Throughout the report, survey responses have been modified and redacted as needed for clarification, brevity, and to ensure anonymity of respondents.

- *Retention pay and overall salary. We risk our lives daily and our pay is not competitive with the rising cost of living.*
- *Salary and benefits need to be adequate with the job and responsibilities being completed.*
- *NOPD needs an enormous raise to give officers time to spend with their families instead of having to work overtime or details to have a decent life.*

"With current cost of living increases, it is impossible for an officer (with a family) to survive on their regular salary alone. The only way to live comfortably is to work 30+ hours of overtime every week in order to pay just normal bills. And working so much overtime causes officers to not be able to spend much needed time with family, which in turn affects family relationships and officer's mental health."

Source: May 2024 LLA survey of NOPD employees

The NOPD has taken steps to address these concerns with recent pay increases and bonuses. According to the United States Bureau of Labor Statistics' Quarterly Census of Employment Wages (QCEW), Orleans Parish had the highest average of annual wages per employee in the police protection industry in 2023 of all Louisiana parishes with \$80,125.²⁰ However, Orleans Parish was below the national average of \$89,149, according to the QCEW data.

Survey respondents indicated morale at NOPD is a factor in job satisfaction, with 212 (67.3%) of 315 disagreeing that current morale is high. According to research,²¹ morale includes an employee's attitude towards his or her job; how positive an employee feels towards an organization; or the level of fulfillment an employee has with aspects of the work environment such as variety, challenge, feedback, and opportunity. When morale is low, turnover rates may increase, and employees may feel less motivated and more apathetic toward their jobs. Low morale may also impact an organization's ability to successfully and efficiently achieve its goals. Exhibit 16 shows NOPD employee responses to various job satisfaction questions.

²⁰ The QCEW data includes all police protection employees in Orleans Parish, including those working for agencies other than the NOPD, such as the Orleans Parish Sheriff's Office.

²¹ [Impact of Employee Morale on Organizational Success](#), International Journal of Recent Technology and Engineering, November 2019

Exhibit 16 Job Satisfaction/Employee Morale Responses 315 Responses			
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree
I am satisfied with my current base salary.	15.6%	16.8%	67.6%
My salary adequately reflects the responsibilities associated with my role.	14.6%	12.4%	73.0%
The federal Consent Decree makes it more difficult for me to perform my job.	47.3%	34.9%	17.8%
Current morale is high at the NOPD.	8.9%	23.8%	67.3%
Recently, morale has improved at the NOPD.	30.2%	31.7%	38.1%
Discipline is carried out fairly for all ranks in the NOPD.	12.1%	24.4%	63.5%
Source: May 2024 LLA survey of NOPD employees			

Examples of responses related to measures that could enhance morale at the NOPD included:

- *Improve morale by fostering a healthy work/personal life balance and hire candidates that intend to stay and actually work which can help alleviate the stress caused by our low manpower.*
- *Improving NOPD employees’ morale is crucial for ensuring the effectiveness and professionalism of the department. One of the most important issues that needs to be addressed to boost morale is mental health and well-being. Addressing mental health issues and providing adequate support for employees can help improve their morale and overall job satisfaction.*
- *More awards should be given out to boost morale. Officers should be recognized more. Intramural events between districts or divisions.*

146 (53.5%) of 273 survey respondents disagreed that promotions at NOPD are based on achievement and performance. Additionally, 200 (63.5%) of 315 survey respondents disagreed that discipline is carried out fairly for all ranks in the NOPD. Equality refers to a holistic approach that involves fairness in opportunities for advancement and daily work experiences.²² Maintaining fairness and equity is crucial in minimizing disputes and fostering a workspace that promotes equal opportunities and productivity. When asked what improvements can be made regarding NOPD discipline and promotions, survey respondents indicated impartiality and objectivity within the discipline and promotion process should be encouraged. Examples of responses related to these issues included:

²² Equity and Fairness: Nurturing an Inclusive Workplace Culture, Society for Human Resource Management

- *Ensure that everyone regardless of their job title or role are held accountable for their actions.*
- *It's a friendly game of who knows who! There's a pattern of a close circle of friends who contribute to the negativity of promotions and discipline.*
- *NOPD discipline and promotions are not fair and impartial. Certain individuals always seem to be able to succeed while the vast majority of employees are left to their own devices.*
- *Discipline should be fair across the board. Promotions should be based on objective means and not subjective criteria.*

"Promotions are based on who you know. Discipline is based on who you are."

Source: May 2024 LLA survey of NOPD employees

According to the City of New Orleans Civil Service Department (Civil Service), NOPD employees have complained about promotions not being fair or transparent over the years. Civil Service usually offers promotional exams for NOPD positions every two years, as required by the Consent Decree. Interested officers who are qualified and who pass the exam are put on a promotional list that is valid for approximately two to three years. As of August 2020, NOPD was required to promote the eligible applicant with the highest Composite Score, which is a sum of the applicant's Promotion Committee Score and Civil Service Performance Examination Score.²³ However, the City rescinded this policy in September 2024 to allow NOPD to adopt its own departmental policy.²⁴

Survey respondents are generally satisfied with their relationships with colleagues and support from supervisors. Positive workplace relationships enhance employee performance because feeling respected and valued is closely tied to a supportive organizational environment. According to our survey, NOPD employees indicated their relationships with colleagues, support from supervisors, and variety of job responsibilities contributed to their overall job satisfaction. In addition, 182 (66.4%) of 274 survey respondents agree their district/division supervisor has the necessary knowledge and expertise to oversee their job, and 212 (77.4%) of 274 agree that their district/division supervisor treats them with respect. Examples of responses related to supervision and leadership included:

- *Since being hired, there is a feeling of family and professionalism that exists that is rare within organizations. NOPD is a family, and I feel I am a huge part of it. Continuing my career long term with NOPD is a goal for me.*
- *I love the work that I am doing, as well as my colleagues.*

²³ City of New Orleans Policy Memorandum No. 143(R), Promotion Procedure for Classified, Non-Civil (Commissioned) Positions (August 12, 2020).

²⁴ City of New Orleans Policy Memorandum No. 143(R), Rescind CAO Policy Governing Promotion Procedure for Classified, Non-Civilian (Commissioned) Positions (September 25, 2024).

- *I foresee great things within the NOPD. The department is heading in the right direction. I would like to be a part of the change that continues to promote growth within the department.*

Exhibit 17 shows NOPD employee responses to management and supervision questions.

Exhibit 17 Management and Supervision Responses 274 Responses			
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree
My district/division supervisor(s) has the necessary knowledge and expertise to oversee my job.	66.4%	14.6%	19.0%
My district/division supervisor(s) is a good leader.	64.6%	16.1%	19.3%
My district/division supervisor(s) treats me with respect.	77.4%	14.2%	8.4%
My district/division supervisor(s) provides feedback that helps improve my performance.	63.5%	18.2%	18.3%
My district/division supervisor(s) is open to new ideas and ways of thinking.	54.4%	22.2%	23.4%
My district/division supervisor(s) is trying to improve NOPD relations with the community.	55.5%	34.3%	10.2%
The current Superintendent of Police is leading the NOPD in the right direction.	78.5%	18.6%	2.9%
NOPD leadership encourages a workplace culture that emphasizes the importance of integrity and ethical values.	60.2%	24.1%	15.7%
In the past year, I have been pressured to do something unethical/against my morals.	10.9%	8.8%	80.3%
In the past year, I have been pressured to do something against NOPD policy.	8.0%	6.6%	85.4%
Source: May 2024 LLA survey of NOPD employees			

Survey results also indicate respondents are concerned that limited equipment and resources prevent them from providing services. Other barriers that affect respondents' ability to do their jobs include staffing shortages and a lack of training.

Law enforcement needs proper training, updated equipment, and proper evidence storage to allow it to function properly.²⁵ The proper use of technology provides consistency, objectivity, and protection for the agency as well as for citizens. When asked what barriers affect their ability to do their job, or do it as well as they would like, survey respondents often mentioned limited equipment and resources, staffing shortages, and a lack of training. Examples of responses related to these issues included:

Equipment and Resources

- *The lack of current model computers makes it extremely difficult to perform my job at the level I would like to. Old computers break down, lose documents, and are slow in their operation.*
- *Fully functional buildings for every district, i.e. working elevators, working AC.*
- *The outdated work applications, lack of streamlined workflows, no process to highlight and actually have normal problems fixed. Lack of supplies and the speed at which they are obtained when learned.*
- *Police station is in horrible condition! All the chairs have mold and mildew. Desks are falling apart. Floors are in poor condition they need to be professionally cleaned. Bathrooms need updating. Seriously just demolish the entire station and start over!*

"Officers are leaving due to poor work conditions, they're overworked and underpaid due to the amount of work that is required on a daily basis."

Source: May 2024 LLA survey of NOPD employees

During a March 2024 New Orleans City Council Criminal Justice Committee meeting, the NOPD advocated for upgraded buildings due to plumbing issues, heavy mold infestation, and concerns of rats eating drugs from the force's evidence room. According to news reports, NOPD headquarters was completed in 1968 and it would cost \$6 million to redo an air-conditioning system that collapsed in the summer of 2023, among other needed fixes. An estimated 400 NOPD employees relocated to a building in downtown New Orleans in May 2024.

²⁵ [Rabibah Butler, *The future of law enforcement rests in its technology investment*. Thomson Reuters Institute, October 16, 2023.](#)

Staffing Shortages

- *Manpower is ridiculous. I have no words for how bad it is. Two people on a platoon? If the administration would do their job as well as I am expected to do mine, we wouldn't have this issue.*
- *The current lack of manpower and also the constant schedule changes that keep officers from receiving proper rest.*
- *I was unable to go to a training due to not having the staff.*
- *There's just not enough of us left to effectively and safely police. We are burnt out and tired and leaving.*

"Due to being shorthanded, we are constantly pulled from reports to handle a code 2. This will always happen since the code 2 is most likely an emergency, but it's difficult when we are short... Having officers work a city roll at a festival or second line constantly leaves the district short."

Source: May 2024 LLA survey of NOPD employees

Lack of Training

- *The training provided is done just to satisfy the Consent Decree not to benefit the officers.*
- *I still have not received any official training, I am learning habits of people on the floor and still have not heard back when I will receive training. In short, that should not be the norm when starting a new job.*
- *Lack of adequate training and high turnover has diluted the accuracy of training which causes a lot of wasted time and double efforts. Also, poor morale causes decreased training quality.*
- *Lack of training, relying on a colleague to provide training can be difficult, especially if they're not properly trained. Bad habits continue to spread.*

The NOPD publishes its Annual Master Training Plan on its website as required by the Consent Decree.²⁶ The plan states that NOPD's Education and Training Division shall ensure that all recruits, officers, supervisors, and civilian personnel receive comprehensive training to understand and apply the law, adhere to policy and procedures, and effectively fulfill their duties and responsibilities.

²⁶ <https://nola.gov/nola/media/NOPD/Consent%20Decree/NOPD%20Audits/2024-NOPD-Annual-Master-Training-Plan.pdf>

According to our survey, respondents indicated concerns with the assignment of secondary employment opportunities. On average, 765 (57.9%) NOPD employees participated in at least one secondary employment opportunity each year during calendar years 2019 through 2023.

The NOPD allows employees in good standing to supplement their base pay through authorized off-duty “secondary” employment, or details, where the employee performs the duties of a police officer. These details, which usually involve working as security or providing traffic assistance for private organizations or businesses, are overseen by the City’s Office of Police Secondary Employment (OPSE). OPSE was established in May 2012, after the Consent Decree moved secondary employment oversight from the NOPD to the City because the DOJ said the secondary employment structure overseen by the NOPD undermined the quality of policing, facilitated abuse and corruption, contributed to officer fatigue and inequitable policing, and acted as a financial drain on the NOPD.

According to our survey, respondents indicated concerns with the assignment of secondary employment opportunities. Examples of responses related to this included:

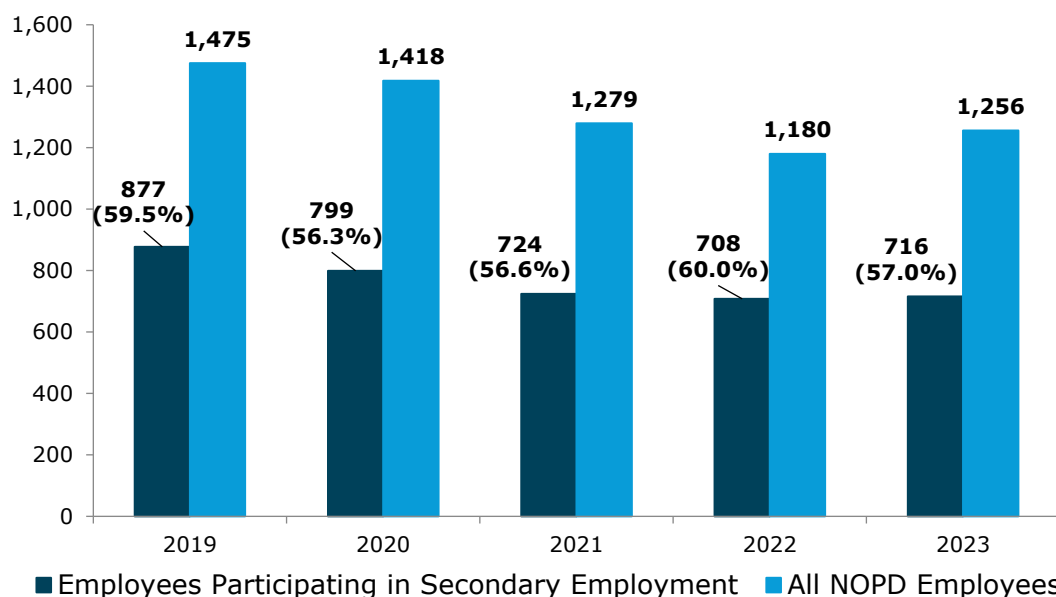
- *Certain OPSE employees do not fairly assign details, and keep opportunities away from applicants.*
- *I'm sure OPSE has their favorites who they can go to when details need to be filled.*
- *There should be transparency in how officers are selected for secondary employment, such as an open spreadsheet that shows who applied, who filled the detail, and why that person was selected.*
- *Certain OPSE employees call certain officers before they upload detail opportunities and give them preference. There are still certain details that are only worked by a selected few.*

According to OPSE’s Policies and Procedures available on its public website,²⁷ the process for assigning officers to secondary employment jobs strikes a balance between several important objectives, including equitable distribution of work opportunities, fair treatment of those with long-standing details, service to the customer, and effective administration. The methods by which OPSE fills a particular job and who is prioritized for assignment vary and are determined based on the type of job being offered and the amount of time available to fill the shifts.

²⁷ [Policies and Procedures for Customers and Officers, Version 6.5, June 2024](#)

We found that an average of 765 (57.9%) NOPD employees participated in at least one secondary employment opportunity per calendar year between 2019 and 2023. We analyzed secondary employment data for calendar years 2019 through 2023 and found employees who participated made an additional \$13,211 on average per calendar year.²⁸ Exhibit 18 shows the number of NOPD employees who worked details in calendar years 2019 through 2023.

**Exhibit 18
NOPD Employees Participating in Secondary Employment
Calendar Years 2019 through 2023**



Source: Prepared by legislative auditor’s staff using OPSE data.

The NOPD has addressed some Consent Decree requirements related to secondary employment; however, the NOPD is still resolving various issues with timekeeping discrepancies. The Consent Decree has several requirements related to secondary employment details, including a requirement that the OPSE maintain a list of secondary employment opportunities, keep a roster of NOPD employees interested in working details, and establish a fair rotation system for assigning details.

²⁸ This dollar amount does not include off-duty details worked at ASM Global Managed Facilities, which include the Smoothie King Center and Caesars Superdome, because NOPD officers are paid directly by ASM Global for these off-duty details.

In May 2023, the Professional Standards and Accountability Bureau (PSAB) Deputy Superintendent sent a memorandum to the then-Interim NOPD Superintendent addressing the overlap between OPSE and regular duty shifts. The memo stated that PSAB began investigating overlapping shifts in January 2023, focusing on a period between March 1, 2022, through December 3, 2022. The analysis identified 250 overlapping shift violations. Of the 250 violations identified, 183 officers had three or less overlaps, while 67 officers had four or more. PSAB sent emails to the 183 officers with three or less overlaps to notify them of their overlapping shifts. The memo said the email was educational in nature and invited the officers to share information that could help the PSAB understand the payroll issues. Those officers' captains were also notified. The PSAB notified the supervisors of the 67 officers with four or more overlaps and required a response for the discrepancies.

While the NOPD has met many of the Consent Decree's requirements for secondary employment, NOPD leadership has admitted there are remaining deficiencies in how the OPSE system prevents employees from overlapping off-duty details and their regular NOPD shifts.

In December 2023, PSAB issued a second memorandum addressing continued efforts to resolve various issues that cause OPSE/ADP²⁹ discrepancies. PSAB continued to track payroll data to identify and correct possible payroll errors to recognize violations including overlapping shifts. However, the ADP system and OPSE track time through their own systems, which causes a seven-day delay in reconciling the two tracking systems. Overlapping shifts pose the greatest risk to the department and can be indicative of a range of issues, from theft to timekeeping errors. According to PSAB, when overlaps are flagged, they often find there was not a true overlap, but a timekeeping error. Timekeeping errors can include supervisors not entering time into ADP correctly, officers not completing the OPSE timesheet correctly, and OPSE entering time incorrectly. In August 2024, PSAB reported a total of 332 possible overlap violations identified since April 2023. Of these possible violations, 287 (86.4%) were various timekeeping errors or events that lasted longer than scheduled, and 45 (13.6%) were non-disputed violations.³⁰ Non-disputed violations are mostly due to officers not being aware of their responsibilities. However, this is a decrease from the 21.0% of non-disputed violations noted in the December 2023 memo.

²⁹ ADP is the payroll system used by NOPD to keep records for officers' scheduled working hours. The OPSE payroll system keeps records for officers' off-duty details. PSAB manually conducts analysis between ADP and OPSE payroll records to identify possible overlap violations.

³⁰ PSAB conducts overlap violation analysis at the end of every time period, so there is a lag in the data because they have to wait for a time period to end before conducting this data analysis.

Responses to exit interviews administered by the NOPD generally mirrored the results from our job satisfaction survey. However, the NOPD should ensure it is analyzing exit interview data to strengthen retention efforts.

One tool for identifying why employees leave an organization in increasing numbers is through exit interviews.³¹ When exit interview data is both collected and analyzed, it can reveal what does or does not work inside the organization and highlight hidden challenges or opportunities. The use of exit interview data can also promote engagement and enhance retention by signaling to employees that their views matter. In addition to surveying current NOPD employees, we analyzed exit interviews of recently-separated NOPD employees from calendar years 2021 through 2023. Similar to our job satisfaction survey, the exit interviews often referenced dissatisfaction with morale, favoritism, and limited resources. Examples of exit interview responses related to this included:

- *Listen to the officers' suggestions. Ask what ways can improve morale. Make every district an equal place to work.*
- *Poor equipment (vehicles), rundown buildings, out of service bathrooms, low morale.*
- *The NOPD is not the problem! The NOPD is made up of the most dedicated and honest men and women I have ever had the privilege of knowing. Unfortunately, the heinous acts of a very few officers many years ago resulted in the counterintuitive response of a Consent Decree. It is my most ardent hope that someday the NOPD returns to the world-renowned law enforcement agency it once was.*
- *Remove the favoritism and make the playing field fair by establishing a curriculum of attainable job skills versus who you know.*

Both job satisfaction survey and exit interview respondents mentioned a lack of training as a concern. In exit interviews, respondents expressed interest for targeted training programs covering areas such as:

- tactical skills,
- basic medical skills,
- interview and interrogation techniques,
- active shooters,
- benefits and investment strategies,
- proactive policing, and
- defense tactics

³¹ [Making Exit Interviews Count](#), Harvard Business Review, April 2016.

The NOPD should ensure it is analyzing exit interview data to strengthen retention efforts. PERF³² and the RAND Center for Quality Policing³³ have emphasized the importance of factoring retention into police departments' staffing plans, noting that the expense of training new officers can be costly in comparison to resources spent on retention efforts and can lead to a less experienced department overall. The NOPD conducts exit interviews as part of the separation process; however, the OCDM and OIG found that the NOPD's exit interview process was not as meaningful as it could be. In its report on NOPD staffing, recruitment, and retention, the OIG recommended the department work with external partners and cited the OCDM's recommendation that the NOPD consult with human resource experts to ensure it is utilizing the exit interview process to the fullest extent. The report also encouraged the department to analyze the exit interview responses in aggregate to make best use of the data in designing retention efforts. According to the NOPD, work is currently being done to develop a revised questionnaire.

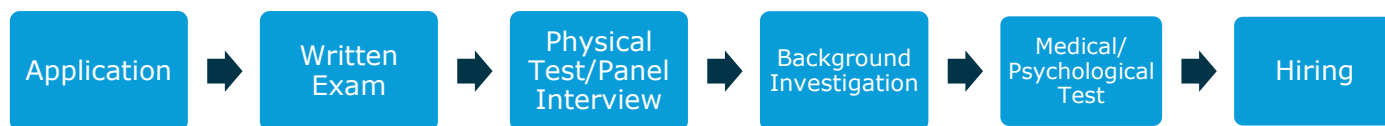
As the number of NOPD officers declined between calendar years 2019 and 2023, the NOPD and the New Orleans Civil Service have taken additional measures to address recruitment and retention of officers.

The hiring process is the shared responsibility of the New Orleans Civil Service (Civil Service) and the NOPD. Civil Service reviews the initial application to verify applicant eligibility and subsequently administers a written test. Applicants who pass the test are referred to the NOPD for a panel interview, physical agility test, and background interview. Successful candidates then receive a conditional offer of employment, and Civil Service communicates with them to schedule both medical and psychological screenings. Finally, the NOPD coordinates with the applicant to determine their start date at the police academy. Exhibit 19 summarizes the NOPD hiring process.

³² [The Workforce Crisis, and What Police Agencies Are Doing About It, Police Executive Research Forum, September 2019.](#)

³³ [Jeremy M. Wilson, Erin Dalton, Charles Scheer, Clifford A. Grammich. "Police Recruitment and Retention for the New Millennium. The State of Knowledge." \(November 2010\). RAND Center on Quality Policing.](#)

Exhibit 19 NOPD Hiring Process



Source: Prepared by legislative auditor’s staff using information from New Orleans Civil Service.

To facilitate a more streamlined recruitment process, the NOPD and Civil Service have implemented several changes to the application process.

According to NOPD policy and the Consent Decree, the NOPD, in coordination with Civil Service, is to develop and implement a comprehensive recruitment program.³⁴ The program has to include clear goals, objectives, and action steps for attracting high-quality applicants. According to the NOPD, adopting new procedures played a crucial role in enhancing the efficiency of recruitment operations.³⁵ These procedures included implementing a new application process and streamlining the background investigation processes allowing for quicker turnaround times.

Additionally, in an attempt to get more applicants into the initial application pool, the NOPD approved a revised hiring criterion which made specific revisions regarding marijuana usage timelines for commissioned applicants. The NOPD no longer automatically disqualifies applicants if they have used marijuana in the past; however, applicants must test negative for drugs if selected for the academy and abstain from drug use while employed. After the revision, the NOPD reviewed applicant data to find opportunities to rescreen and contact applicants who otherwise may have been eligible prior to the policy change. Additionally, since April 2014,³⁶ the NOPD no longer has a residency requirement for applicants. Applicants do not have to live in New Orleans to become an officer with the NOPD.

In May 2023, Civil Service began administering a new Police Recruit entrance exam using the National Testing Network’s (NTN) police officer exam, which allows applicants to take the exam at a nationwide test site of their choosing, at home with a virtual proctor, or at the Civil Service Department. The NTN exam also allows applicants to use one score to apply with participating law enforcement agencies nationwide. According to Civil Service, 499 applicants took the new Police Recruit exam in calendar year 2023. Of these applicants, 115 took the exam remotely, 355 took it onsite at the Civil Service Department, and 29 took the exam at special offsite recruiting events. Along with changes to the entrance exam, Civil Service contracted with Psychological Dimensions to allow for remote psychological evaluations and Concentra Medical Centers to allow for physical exams at any Concentra facility nationwide. The NOPD hired 88 applicants in calendar year 2023,

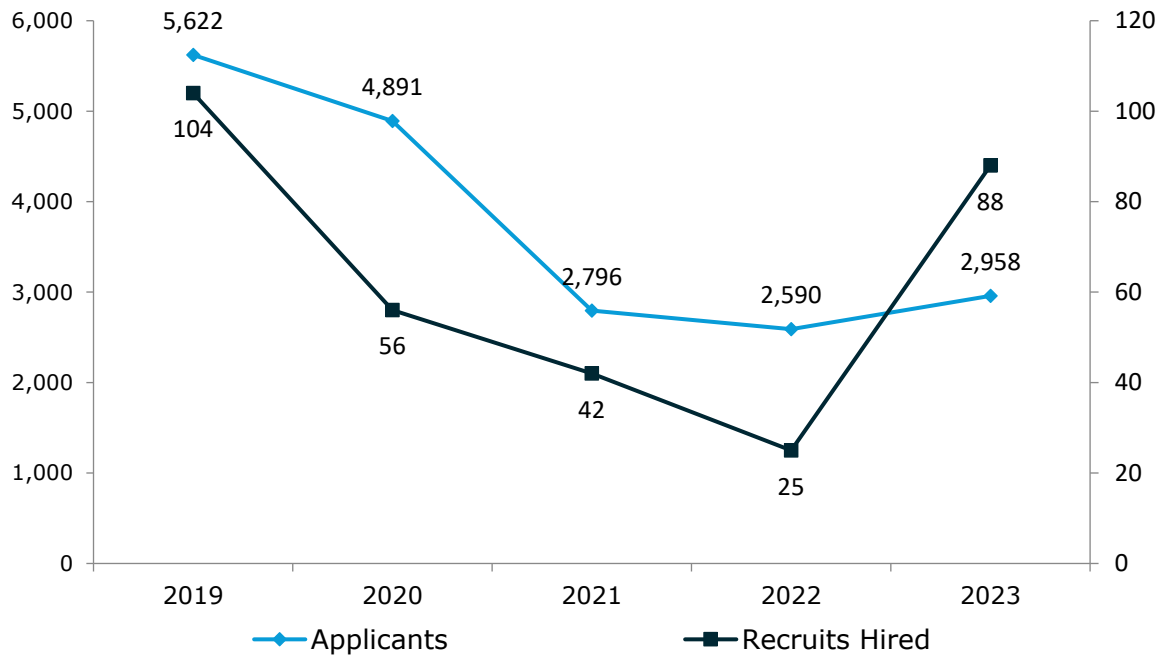
³⁴ NOPD Policy Chapter 31.1 and Consent Decree paragraphs 234-244

³⁵ [Recruitment and Application Investigation Unit 2023 Annual Report](#)

³⁶ Municipal Code Supplement of the City of New Orleans, Ordinance No. 25793, § 1, 4-10-14

which was the highest annual total since 2019 and more than the previous two years combined.³⁷ Exhibit 20 shows the number of NOPD applicants and recruits hired during calendar years 2019 through 2023.

**Exhibit 20
NOPD Applicants and Recruits Hired
Calendar Years 2019 through 2023**



Source: Prepared by legislative auditor’s staff using Civil Service data.

To address concerns over lower salaries as a barrier to entry, the City developed new compensation plans and new bonus schedules for recruits, lateral hires, and current officers. In September 2021, the New Orleans Civil Service Commission (Commission) adopted amendments to the Classified Pay Plan for the positions of Police Captain and Police Major. The pay plan hiring rate amendments changed the annual hiring rate of Police Captain from \$77,061 to \$90,567 and the annual hiring rate of Police Major from \$80,897 to \$95,181. We found that 20 of the 1,180 (1.7%) NOPD employees in calendar year 2022 received this pay increase. Of the 20 employees, 19 (95.0%) were in the position of Police Captain, and the other one (5.0%) was in the position of Police Major. According to the Commission, it believes the ability to offer competitive pay is critical to recruit and retain senior level leadership positions.

In November 2022, the Commission adopted a series of pay increases that guaranteed all commissioned police officers a 5% annual salary increase in calendar

³⁷ [Police Hiring Dashboard](#), New Orleans City Council

years 2023 and 2024. According to Civil Service, another 5% increase is upcoming in January 2025. However, these pay plan changes only apply to commissioned police officers and not civilian employees. As shown previously in Exhibit 3, 349 (27.8%) of 1,256 NOPD employees were civilians in calendar year 2023. The pay plan changes for commissioned job classifications are represented in the hiring rate increases shown in Exhibit 21.

Exhibit 21 NOPD Pay Plan Changes Calendar Years 2022 through 2025					
Class Title	Annual Pay				% Change CY 2022 - 2025
	2022	2023	2024	2025	
Police Recruit	\$40,391	\$42,449	\$44,612	\$46,885	16.1%
Police Officer	\$46,885	\$49,273	\$51,783	\$54,421	16.1%
Senior Police Officer	\$51,783	\$54,421	\$57,194	\$60,108	16.1%
Police Corporal	\$57,194	\$60,108	\$63,170	\$66,388	16.1%
Police Sergeant	\$63,170	\$66,388	\$69,771	\$73,325	16.1%
Police Lieutenant	\$69,771	\$73,325	\$77,061	\$80,987	16.1%
Police Captain	\$90,567	\$95,181	\$100,030	\$105,126	16.1%
Police Major	\$95,181	\$100,030	\$105,126	\$110,481	16.1%

Source: Prepared by legislative auditor's staff using information from Civil Service.

In November 2022 the Commission adopted recruitment and retention incentives for current police officers, lateral hires, and new recruits. A \$20,000 retention incentive is offered to current officers paid in \$5,000 increments for every five years up to 20 years of service, and a \$10,000 lump sum payment to be paid at the end of the first complete pay period after October 21, 2025. Incentives were also approved for lateral hires and new recruits hired through October 2024. These officers are eligible for a \$20,000 recruitment incentive paid in varying increments over their first three years of service and a \$10,000 retention incentive paid three years after graduation from the academy. Additionally, lateral hires and new recruits are eligible for the same \$20,000 retention incentive offered to current officers.

APPENDIX A: MANAGEMENT'S RESPONSE



LaToya Cantrell
MAYOR

CITY OF NEW ORLEANS

DEPARTMENT OF POLICE

*1615 Poydras Street, Suite 1800
New Orleans, LA 70112*

"to protect and to serve"



Anne E. Kirkpatrick
SUPERINTENDENT

November 6, 2024

Mr. Michael Waguespack
Louisiana Legislative Auditor
1600 North 3rd Street
Baton Rouge, LA 70804

Re: New Orleans Police Department Informational Report on Staffing, Response Times, and Job Satisfaction

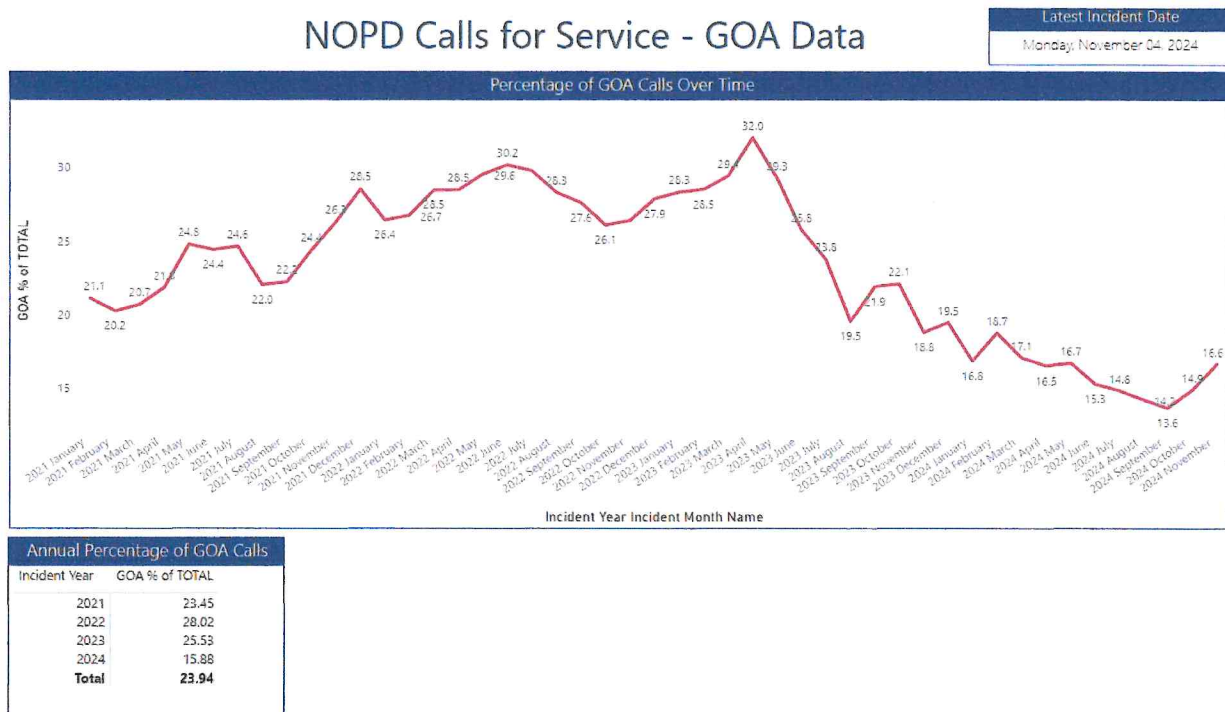
Dear Mr. Waguespack,

Thank you for allowing the New Orleans Police Department to respond to your office's recent report regarding the New Orleans Police Department's Staffing, Response Times, and Job Satisfaction. As you are aware the New Orleans Police Department has been working with your office since late 2023 to provide your auditors information which would eventually become the report your office has issued. During this time, I believe we have done everything in our power to meet your requests for data in a timely manner. In response I had hoped we would receive a report which would guide our department through a never-ending improvement process. However, I fear the length of time it took to complete this report, coupled with the time period which was reviewed may have rendered this information stale prior to its publication.

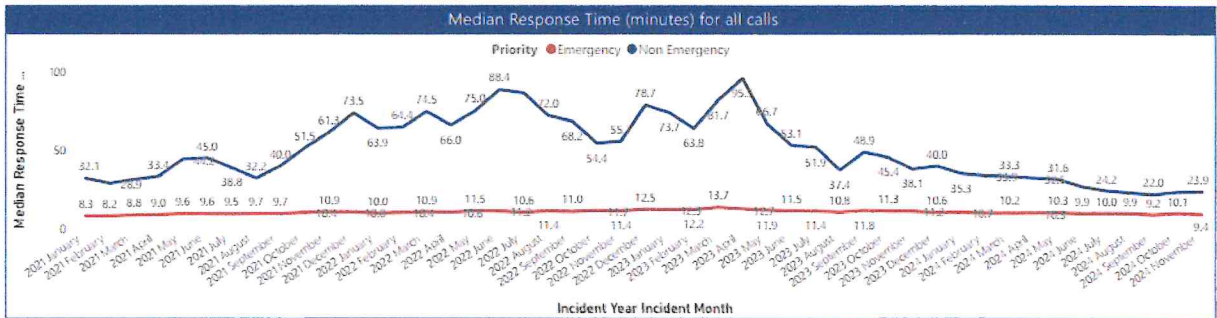
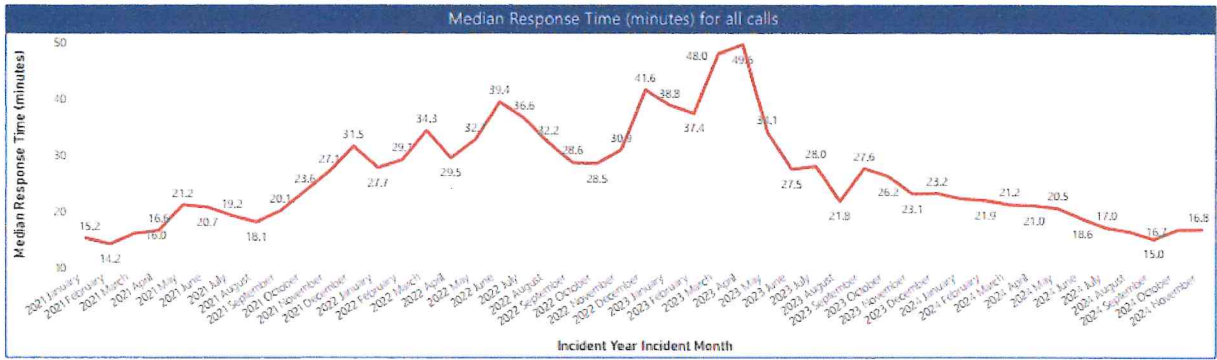
Your report cites an August 2023 report by the Office of Inspector General for the City of New Orleans as well as a report issued by the Office of Consent Decree Monitor (OCDM) which was published in October 2023. Following both of these reports the NOPD took the concerns brought up by these entities and, where appropriate, implemented improvements to our organization to mitigate identified deficiencies. However, as has been noted here and elsewhere, recruiting and retention are not unique to the New Orleans Police Department. Rather this is a national issue which is being met with various levels of success. Additionally, as you pointed out, our increase in civilian staffing to off load tasks from our commissioned officers was a strategic approach to this problem. This was done so they would be available for the duties which only a fully commissioned law enforcement professional can perform. Although this is mentioned in your report, I did not see an analysis of whether this shift to civilian professional staff counteracted the loss of commissioned personnel. Instead, there were graphics¹ which showed the decline in commissioned personnel within the police districts, however there was not a corresponding analysis of the workload which was shifted out of the districts.

¹ Exhibit 4 – NOPD Police District Staffing Decreases 2019-2023

This report also noted the very real concerns brought forth by the OCDM which indicated the impact “Gone on Arrival” dispositions had on crime data and the department’s ability to investigate crimes. This report had a particular emphasis on Sexual Assault investigations as well as Domestic Violence calls. Following this 2023 report, NOPD implemented new procedures to ensure these survivors are not further victimized by the system. All Sexual Assault cases which receive a GOA disposition are assigned to a detective to investigate regardless of whether the initial responding officer made contact with the survivor. Additionally, all reports of Domestic Violence which receive a GOA designation are reviewed by a detective or domestic violence social worker. One of these professionals then makes attempts to speak to the survivor to connect them to services as well as to initiate an investigation into the original call for service. This is in addition to the Advocacy Initiated Response (AIR) program which also connects survivors to resources. These are just a few of the changes we have made following these findings in 2023. There are several others, including the addition of an additional platoon of officers to the Seventh Police District, which can all be found in the corrective action plan submitted with the original OCDM report last year. A recent analysis of GOA data demonstrates the following:



In reviewing this data, it also appears the time period examined has resulted in the data being stale. The NOPD of November 2024 is not the same entity it was in 2023. We continue to seek ways to improve our organization, and this report does not reflect such. The data found here was a snapshot in time which does not demonstrate current conditions within the organization. Current data which we track closely and discuss in Command Staff meetings shows marked improvement in this matter. Our data for citizen-initiated calls for service shows the following:



Please also find our breakdown for response times by district and year, which also shows a continuing reduction in response times through 2024:

Median Response Times (Minutes) - Emergency CFS				
Dispatch District	2021	2022	2023	Total
1	7.3	9.6	11.0	8.8
2	8.0	9.5	9.9	8.9
3	9.7	11.8	12.9	11.1
4	9.0	11.0	11.7	10.3
5	10.9	12.1	13.1	11.8
6	7.7	9.5	9.2	8.6
7	16.7	18.2	17.9	17.5
8	7.0	7.6	8.7	7.7
Total	9.5	11.0	11.7	10.5

Median Response Times (Minutes) - Nonemergency CFS				
Dispatch District	2021	2022	2023	Total
1	27.7	68.3	74.3	49.3
2	32.2	35.0	33.6	33.7
3	33.1	50.7	49.4	43.4
4	25.9	49.3	43.7	37.6
5	63.0	97.1	70.9	75.3
6	37.0	76.7	54.3	52.8
7	129.8	201.6	119.7	143.4
8	28.8	64.5	50.7	44.2
Total	41.1	69.9	58.0	54.4

Median Response Times (Minutes) - Emergency CFS		
Dispatch District	2024	Total
1	8.7	8.7
2	9.8	9.8
3	11.3	11.3
4	10.9	10.9
5	10.0	10.0
6	8.9	8.9
7	12.8	12.8
8	7.6	7.6
Total	10.1	10.1

Median Response Times (Minutes) - Nonemergency CFS		
Dispatch District	2024	Total
1	26.1	26.1
2	24.3	24.3
3	22.7	22.7
4	32.6	32.6
5	30.1	30.1
6	30.6	30.6
7	40.5	40.5
8	23.7	23.7
Total	27.9	27.9

I would also like to point out the examination² of No Units Available (NUA) comments within the Computer Aided Dispatch (CAD) system seemed to be an incomplete analysis. It is my understanding, members of my team seemed particularly concerned in the use of NUA notations as a marker of delayed police responses. As you are aware, NUA is not a disposition given to a

² Exhibit 9- Percentage of incident with certain response categories 2021-2023

call for service. Rather it is a notation dispatchers put within the CAD comments of calls for service when a call is dispatched, and no unit is readily available to response. However, the dispatchers and supervisors are then expected to take some action to either find a unit to respond to the call or reassess whether the call necessitates an immediate response. It would not be practical or reasonable to expect there would always be an officer waiting for the next emergency call to occur. This is due to the fact that when patrol officers are not answering calls for service they are expected to engage in other policing activities such as traffic stops and community outreach. To expect officers to do nothing whilst waiting for the next call for service would be an irresponsible use of taxpayer funded resources. The alternative would be to staff a police department so large as to create considerable amounts of free time for officers so they can stand at the ready for any call for service that is dispatched while also allowing time for other policing activities. This too would be an improper use of limited resources and funding. Instead, officers are expected to engage in various policing activities, and also make themselves available should emergency calls for service increase during their shifts. All of these decisions surrounding resource allocation are overseen by both field supervisors as well as District Commanders. As such, NUA notations are not an indication of a staffing failure but are rather a recording mechanism for our dispatchers and field supervisors to properly manage patrol units.

Your report seems to suggest that when a dispatcher adds “NUA” to the comments it leads to an appreciable delay in response. To reach this conclusion, one may wish to review each NUA comment within the CAD system and then calculate the time it took for the call to be dispatched following this notation. One may also wish to compare this to a control sample of calls which did not have an NUA comment in the CAD system. As the CAD system does not record this data automatically, rather it is incumbent on the dispatcher to make this notation, even this analysis would be likely to result in incomplete conclusions at best. It was for these reasons why NOPD does not rely on NUA notations to draw conclusions as to response time data. I would urge other reviewers to also avoid the temptation to extract conclusions based on notes placed in CAD.

This report also discusses deprioritization of calls for service. However, to our knowledge there is no way to easily ascertain which calls were deprioritized by NOPD supervisors and which calls were deprioritized by the CAD system as additional information is received by call takers and dispatchers. This is a critical distinction which may have been helpful in this analysis. However, NOPD is not aware of a way to conduct said analysis, but should the Louisiana Legislative Auditors have a mechanism to do so, we would be very interested in such an analysis. Absent this, an examination of deprioritization for calls for service may not be as informative as one would hope. However, our analysis of deprioritizations of calls for service and its impact on response times is as follows. This analysis is only useful when contrasted with the aforementioned calls for service response time data discussed above.

Median Response Times (Minutes) - Deprioritized CFS				
Dispatch District	2021	2022	2023	Total
1	17.1	37.8	55.5	33.1
2	13.4	16.9	21.8	16.7
3	18.1	32.1	40.5	29.3
4	21.2	30.2	17.5	22.5
5	43.5	59.7	44.9	49.2
6	12.1	28.6	30.4	22.0
7	87.7	138.0	94.1	103.4
8	11.7	15.4	20.4	15.4
Total	23.3	36.6	36.9	31.7

Median Response Times (Minutes) - Deprioritized CFS		
Dispatch District	2024	Total
1	32.8	32.8
2	19.7	19.7
3	27.0	27.0
4	20.8	20.8
5	28.9	28.9
6	29.4	29.4
7	48.1	48.1
8	19.6	19.6
Total	27.7	27.7

Despite the concerns raised here, I welcome the opportunity to improve this organization by working with your department. It is my belief we must constantly seek out input from various sources to identify problems to improve the level of service to our citizens. I thank your team for the time they invested in this report and believe it can be the beginning of a relationship which will benefit the citizen we are both sworn to serve.

Respectfully,

Anne E. Kirkpatrick, Superintendent
New Orleans Police Department

APPENDIX B: SCOPE AND METHODOLOGY

This report provides the results of our informational report on the New Orleans Police Department (NOPD). We conducted this review under the provisions of Title 24 of the Louisiana Revised Statutes of 1950, as amended. This review covered calendar years 2019 through 2023. Our review objectives were:

- 1. To provide information on staffing and response times at NOPD.**
- 2. To provide information on job satisfaction and employee morale, as well as NOPD initiatives to recruit and retain employees.**

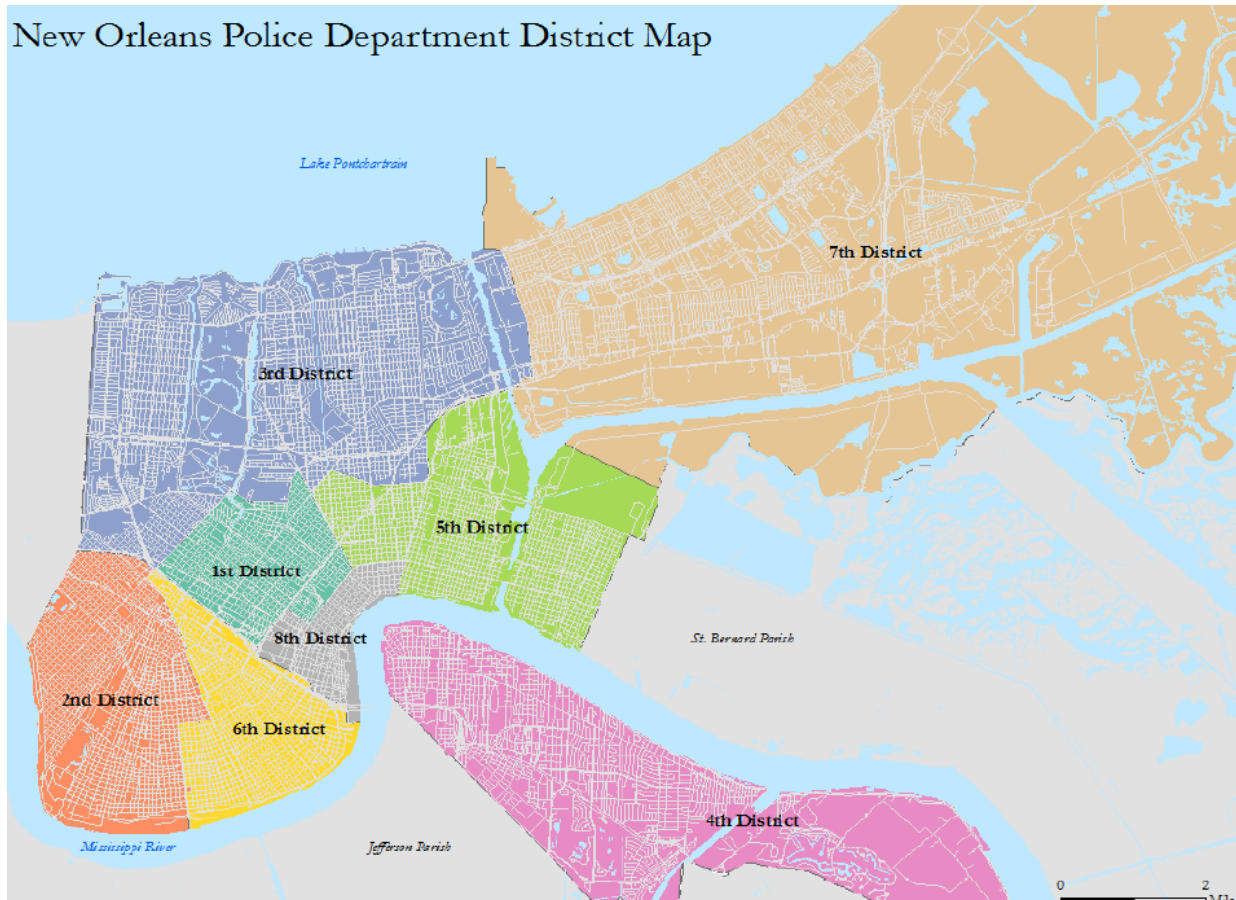
To answer our objectives, we performed the following steps:

- Obtained and analyzed active manpower reports from NOPD for calendar years 2019 through 2023.
- Obtained and analyzed ADP payroll reports from NOPD for calendar years 2019 through 2023 for all NOPD employees.
- Obtained and analyzed secondary employment reports from the City of New Orleans' Office of Police Secondary Employment (OPSE) for calendar years 2019 through 2023 for all NOPD employees.
- Obtained and analyzed termination reports from NOPD for calendar years 2019 through 2023 for all NOPD employees.
- Obtained and analyzed Family and Medical Leave Act reports from NOPD for calendar years 2019 through 2023 for all NOPD employees.
- Interviewed key City of New Orleans and NOPD employees and researched NOPD policies, prior audits, court rulings, etc. to gain an understanding of the NOPD and its processes.
- Obtained and analyzed all applications for outside employment from NOPD for calendar years 2019 through 2023.
- Obtained and compared NOPD employee payroll data to wage data obtained from the Louisiana Workforce Commission for calendar years 2019 through 2023 to identify potential NOPD employees working at other jobs.
- Obtained a copy of Orleans Parish Communication District's 911 calls for service database.

- Extracted all NOPD records from the Orleans Parish Communication District's (OPCD) 911 calls for service database for the period January 1, 2021 through December 31, 2023.
- Assigned each incident a crime category and sub-category using the Orleans Parish City Council's Crime Dashboard categories and sub-categories.
- Analyzed incidents by crime category, sub-category, district and year the incident took place.
- Identified instances where incidents did and did not have arrival times for the first unit assigned to the incident.
- Identified instances where incidents were deprioritized, labeled as "no units available," or had a disposition of "Gone on Arrival."
- Analyzed response times for each priority type for incidents with arrival times by district and year.
- Created a job satisfaction survey and emailed it to all 1,355 NOPD employees in May 2024.
 - Received 351 responses, achieving an overall response rate of 25.9%.
 - Analyzed the results of the survey.
- Obtained and analyzed all exit interviews from NOPD for all separated NOPD employees during calendar years 2021 through 2023.
- Interviewed key City of New Orleans and NOPD employees and researched NOPD policies, prior audits, court rulings, etc. to gain an understanding of how the NOPD was addressing staffing issues and recruitment efforts.
- Discussed preliminary results and analyses with NOPD and OPCD and incorporated feedback throughout the report.

APPENDIX C: NOPD DISTRICT MAP, POPULATION, AND STAFFING

This appendix contains a map of the eight NOPD districts and the areas each encompasses, as well as the population of each district,³⁸ and the number of NOPD employees assigned to each district as of September 2024.



Source: NOPD Community Policing Plans

³⁸ Population data was obtained from the [Data Center's Neighborhood Statistical Area Data Profiles for New Orleans Neighborhood Statistical Areas](#).

NOPD Police District Population and Staffing As of September 2024				
District	District Description	District Population*	Number of NOPD Employees	Officers per 1,000 Residents
First	Mid-City and Tremé	52,162	63	1.2
Second	Uptown and Audubon	62,658	61	1.0
Third	Gentilly, Lakeview, and West End	59,567	58	1.0
Fourth	Algiers	47,759	59	1.2
Fifth	The Ninth Ward, Bywater, and Marigny**	30,083	62	2.1
Sixth	The Garden District, Irish Channel, and Central City	39,740	56	1.4
Seventh	New Orleans East	81,135	76	0.9
Eighth	The French Quarter, Central Business District, and Marigny**	7,305***	89	12.2
Total		380,409	524	
<p>*Population estimates were collected from The Data Center, which utilizes information from the American Community Survey 2018-2022. https://www.datacenterresearch.org/data-resources/neighborhood-data/</p> <p>**We split the Marigny population between the Fifth and Eighth districts.</p> <p>***In addition to the residential population, the French Quarter receives more than 10-15 million tourists annually.</p> <p>Source: Prepared by legislative auditor's staff using information from NOPD, NOPD Human Resources data, and The Data Center.</p>				

APPENDIX D: TOTAL INCIDENTS BY CATEGORY AND SUBCATEGORY CALENDAR YEARS 2021 THROUGH 2023

Crime Category	Crime Subcategory	Number of Reported Incidents	Percentage
Medical	Mental Patient	51,304	5.0%
	Injury	16,318	1.6%
	Suicide	3,661	0.4%
	Death	3,547	0.3%
	Welfare Check	3,014	0.3%
Miscellaneous Policing	Patrol	183,059	17.9%
	Other	25,321	2.5%
	Warrant	10,938	1.1%
	Escort	588	0.1%
	Assist Another Agency	462	0.0%
	Suspicious Person/Item	75	0.0%
	Officer Needs Assistance	69	0.0%
Other Crime	Juvenile Violation	120,167	11.7%
	Domestic	56,983	5.6%
	Disturbance	30,436	3.0%
	Other Offense	13,104	1.3%
	Weapons Offense	7,816	0.8%
	Fireworks	7,648	0.7%
	Theft	6,495	0.6%
	Criminal Damage	5,291	0.5%
	Drug Violation	3,487	0.3%
	Family Offense	1,379	0.1%
	Other Sex Offense	506	0.0%
	Kidnapping	287	0.0%
	Threat	82	0.0%
	Simple Assault/Battery	17	0.0%
Person Crime	Aggravated Assault	11,134	1.1%
	Rape	3,959	0.4%
	Robbery	3,118	0.3%
	Non-Fatal Shooting	1,894	0.2%
	Carjacking	846	0.1%
	Homicide Incident (Firearm)	616	0.1%
	Homicide Incident (Non-Firearm)	33	0.0%
Property Crime	Theft	26,914	2.6%
	Vehicle Burglary	22,846	2.2%
	Auto Theft	19,693	1.9%
	Burglary	8,972	0.9%
	Arson	60	0.0%
Service	Complaint	108,656	10.6%
	Alarm	57,267	5.6%
	Suspicious Person/Item	33,215	3.2%
	Other	7,400	0.7%
	Lost or Missing Property	5,909	0.6%
	Lost or Missing Person	2,090	0.2%
	Emergency Situation	802	0.1%
	Homeless	452	0.0%

Crime Category	Crime Subcategory	Number of Reported Incidents	Percentage
Traffic	Enforcement	87,245	8.5%
	Non-Injury Accident	41,471	4.0%
	Injury Accident	27,942	2.7%
	Driving While Intoxicated	443	0.0%
	Fatality Accident	145	0.0%
	Vehicle Pursuit	42	0.0%
	Incident	2	0.0%
Total		1,025,220	100.0%
Source: Prepared by legislative auditor's staff using data from OPCD's CAD system.			

APPENDIX E: TOTAL INCIDENTS EACH YEAR BY CATEGORY AND DISTRICT CALENDAR YEARS 2021 THROUGH 2023

Incident Category	District	2021	2022	2023
Medical	District 1: Mid-City and Tremé	3,940	3,127	1,623
Medical	District 2: Uptown and Audubon	3,524	2,421	1,290
Medical	District 3: Gentilly, Lakeview, and, West End	3,994	3,291	1,784
Medical	District 4: Algiers	3,129	2,457	1,606
Medical	District 5: The Ninth Ward, Bywater and Marigny	4,642	3,599	1,558
Medical	District 6: The Garden District, Irish Channel, and Central City	5,336	3,914	1,950
Medical	District 7: New Orleans East	5,195	4,046	2,305
Medical	District 8: The French Quarter, Central Business District (CBD), and Marigny	5,766	4,925	2,357
Medical	Other*	22	24	19
Miscellaneous Policing	District 1: Mid-City and Tremé	21,795	7,845	5,150
Miscellaneous Policing	District 2: Uptown and Audubon	15,565	3,865	2,967
Miscellaneous Policing	District 3: Gentilly, Lakeview, and, West End	35,935	12,956	11,171
Miscellaneous Policing	District 4: Algiers	27,226	9,993	7,040
Miscellaneous Policing	District 5: The Ninth Ward, Bywater, and Marigny	6,253	3,089	4,547
Miscellaneous Policing	District 6: The Garden District, Irish Channel, and Central City	9,180	1,915	4,077
Miscellaneous Policing	District 7: New Orleans East	1,922	2,519	4,861
Miscellaneous Policing	District 8: The French Quarter, CBD, and Marigny	7,838	2,925	3,207
Miscellaneous Policing	Other*	4,748	983	940
Other Crime	District 1: Mid-City and Tremé	11,662	13,425	5,587
Other Crime	District 2: Uptown and Audubon	8,168	7,564	3,770
Other Crime	District 3: Gentilly, Lakeview, and, West End	11,582	18,691	5,335
Other Crime	District 4: Algiers	9,417	14,021	4,950
Other Crime	District 5: The Ninth Ward, Bywater, and Marigny	12,520	11,213	6,928
Other Crime	District 6: The Garden District, Irish Channel, and Central City	10,947	9,524	6,128
Other Crime	District 7: New Orleans East	16,424	13,984	10,240
Other Crime	District 8: The French Quarter, CBD, and Marigny	12,559	13,042	7,016
Other Crime	Other*	4,034	3,464	1,503
Person Crime	District 1: Mid-City and Tremé	608	899	1,353
Person Crime	District 2: Uptown and Audubon	343	468	616
Person Crime	District 3: Gentilly, Lakeview, and, West End	548	698	827
Person Crime	District 4: Algiers	470	569	670
Person Crime	District 5: The Ninth Ward, Bywater, and Marigny	852	976	1,102
Person Crime	District 6: The Garden District, Irish Channel, and Central City	636	784	1,149
Person Crime	District 7: New Orleans East	1,308	1,375	1,752
Person Crime	District 8: The French Quarter, CBD, and Marigny	595	1,054	1,916
Person Crime	Other*	5	11	16

Incident Category	District	2021	2022	2023
Property Crime	District 1: Mid-City and Tremé	2,056	2,681	2,229
Property Crime	District 2: Uptown and Audubon	1,630	2,079	1,743
Property Crime	District 3: Gentilly, Lakeview, and, West End	2,245	2,674	2,282
Property Crime	District 4: Algiers	1,132	1,158	1,307
Property Crime	District 5: The Ninth Ward, Bywater, and Marigny	2,206	2,757	2,247
Property Crime	District 6: The Garden District, Irish Channel, and Central City	2,291	2,994	2,275
Property Crime	District 7: New Orleans East	2,896	2,698	2,457
Property Crime	District 8: The French Quarter, CBD, and Marigny	2,614	4,319	3,638
Property Crime	Other*	6,162	6,445	9,270
Service	District 1: Mid-City and Tremé	4,192	7,542	16,855
Service	District 2: Uptown and Audubon	4,790	5,527	8,503
Service	District 3: Gentilly, Lakeview, and, West End	6,998	13,335	29,440
Service	District 4: Algiers	3,402	6,188	9,951
Service	District 5: The Ninth Ward, Bywater, and Marigny	4,770	5,828	9,872
Service	District 6: The Garden District, Irish Channel, and Central City	4,986	6,126	9,812
Service	District 7: New Orleans East	7,197	8,073	13,277
Service	District 8: The French Quarter, CBD, and Marigny	3,883	7,152	13,066
Service	Other*	595	988	3,443
Traffic	District 1: Mid-City and Tremé	8,245	7,283	5,708
Traffic	District 2: Uptown and Audubon	5,987	4,798	3,991
Traffic	District 3: Gentilly, Lakeview, and, West End	10,858	8,056	6,489
Traffic	District 4: Algiers	5,913	3,744	3,018
Traffic	District 5: The Ninth Ward, Bywater, and Marigny	6,709	5,708	3,804
Traffic	District 6: The Garden District, Irish Channel, and Central City	8,327	6,166	5,155
Traffic	District 7: New Orleans East	10,802	8,513	6,778
Traffic	District 8: The French Quarter, CBD, and Marigny	8,492	6,508	5,008
Traffic	Other*	715	389	126
Total Incidents		398,780	325,385	301,054
*Includes outlying parishes and city-wide calls.				
Source: Prepared by legislative auditor's staff using data from OPCD's CAD system.				

APPENDIX F: SURVEY RESULTS

This appendix contains results from the survey we sent to 1,355 NOPD employees in May 2024. We received 351 responses, achieving an overall response rate of 25.9%. The number of responses varied by question, as indicated in each chart, because not all respondents answered each question.

Exhibit F.1 Job Satisfaction/Employee Morale Results 315 Responses				
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	Total
I am satisfied with my current base salary.	15.6%	16.8%	67.6%	100.0%
My salary adequately reflects the responsibilities associated with my role.	14.6%	12.4%	73.0%	100.0%
The federal Consent Decree makes it more difficult for me to perform my job.	47.3%	34.9%	17.8%	100.0%
Current morale is high at the NOPD.	8.9%	23.8%	67.3%	100.0%
Recently, morale has improved at the NOPD.	30.2%	31.7%	38.1%	100.0%
Discipline is carried out fairly for all ranks in the NOPD.	12.1%	24.4%	63.5%	100.0%
Source: May 2024 LLA survey of NOPD employees				

Exhibit F.2 Management and Supervision Results 274 Responses				
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	Total
My district/division supervisor(s) has the necessary knowledge and expertise to oversee my job.	66.4%	14.6%	19.0%	100.0%
My district/division supervisor(s) is a good leader.	64.6%	16.1%	19.3%	100.0%
My district/division supervisor(s) treats me with respect.	77.4%	14.2%	8.4%	100.0%
My district/division supervisor(s) provides feedback that helps improve my performance.	63.5%	18.2%	18.3%	100.0%
My district/division supervisor(s) is open to new ideas and ways of thinking.	54.4%	22.2%	23.4%	100.0%
My district/division supervisor(s) is trying to improve NOPD relations with the community.	55.5%	34.3%	10.2%	100.0%
The current Superintendent of Police is leading the NOPD in the right direction.	78.5%	18.6%	2.9%	100.0%
NOPD leadership encourages a workplace culture that emphasizes the importance of integrity and ethical values.	60.2%	24.1%	15.7%	100.0%
In the past year, I have been pressured to do something unethical/against my morals.	10.9%	8.8%	80.3%	100.0%
In the past year, I have been pressured to do something against NOPD policy.	8.0%	6.6%	85.4%	100.0%
Source: May 2024 LLA survey of NOPD employees				

Exhibit F.3 Discipline and Promotions Results 273 Responses				
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	Total
Promotions are based on achievement and performance.	19.0%	27.5%	53.5%	100.0%
My supervisor(s) discipline(s) me in a way that is fair and consistent.	49.8%	36.3%	13.9%	100.0%
Employees are held accountable when they behave inappropriately.	43.6%	24.9%	31.5%	100.0%
The Public Integrity Bureau (PIB) effectively conducts investigations into allegations of police misconduct.	27.5%	31.5%	41.0%	100.0%
Source: May 2024 LLA survey of NOPD employees				

Exhibit F.4 Secondary Employment Results 271 Responses					
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	N/A	Total
Applying for secondary employment opportunities through the Office of Police Secondary Employment (OPSE) is clear and understandable.	40.9%	21.8%	19.2%	18.1%	100.0%
The OPSE provides a fair number of secondary employment opportunities to all NOPD employees.	31.7%	26.6%	24.4%	17.3%	100.0%
There is preferential treatment in how secondary employment opportunities are assigned.	30.6%	35.4%	13.3%	20.7%	100.0%
Source: May 2024 LLA survey of NOPD employees					

Exhibit F.5 Employee Relations and Work Environment Results 297 Responses					
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	N/A	Total
There are clear communication channels within my district/division.	42.8%	21.9%	35.3%	-	100.0%
I feel well-informed about NOPD policies and decisions.	48.5%	18.5%	33.0%	-	100.0%
My work facilities are sufficient.	29.3%	16.2%	54.5%	-	100.0%
I am satisfied with my current working conditions.	28.0%	21.2%	50.8%	-	100.0%
I am satisfied with my current work schedule.	68.7%	14.1%	17.2%	-	100.0%
My job description and job title match my daily responsibilities.	58.9%	25.9%	15.2%	-	100.0%
The allocation of opportunities and resources within the NOPD is fair.	20.9%	57.9%	21.2%	-	100.0%
NOPD job assignments are assigned fairly.	24.6%	28.6%	46.8%	-	100.0%
My district/division fosters a sense of teamwork and collaboration.	51.5%	20.5%	25.6%	2.4%	100.0%
My district/division provides a quality work environment.	43.8%	19.5%	34.7%	2.0%	100.0%
My district/division has enough staff to accomplish its goals effectively.	16.2%	11.4%	69.4%	3.0%	100.0%
In my district/division, the NOPD assigns an appropriate number of officers to desk duty and to patrol.	11.1%	21.2%	44.1%	23.6%	100.0%
In my district/division, the people I work with treat me with respect.	72.7%	10.8%	9.8%	6.7%	100.0%
NOPD leadership takes adequate steps to ensure officer and employee safety.	43.1%	17.2%	34.7%	5.0%	100.0%
Citizens in my district/assigned area of work treat me with respect.	47.1%	22.2%	11.8%	18.9%	100.0%
Citizens in my district/assigned area of work trust the NOPD.	30.3%	38.0%	16.5%	15.2%	100.0%
Source: May 2024 LLA survey of NOPD employees					

Exhibit F.6 Training and Equipment Results 286 Responses					
Question	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	N/A	Total
Training provided by the NOPD helps me do my job effectively.	54.6%	17.1%	24.8%	3.5%	100.0%
Training provided by the NOPD is relevant to my job.	58.4%	19.2%	19.2%	3.2%	100.0%
The NOPD regularly provides opportunities for additional training.	35.7%	23.1%	37.4%	3.8%	100.0%
I receive equipment from the NOPD that helps me do my job effectively.	40.2%	18.2%	37.4%	4.2%	100.0%
Training provided by the NOPD helps me respond to calls for service effectively.	37.4%	21.0%	21.0%	20.6%	100.0%
Source: May 2024 LLA survey of NOPD employees					

Exhibit F.7 “Supervisors in the NOPD model the following qualities?” Results 274 Responses				
Quality	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	Total
Accountability	44.2%	24.0%	31.8%	100.0%
Professionalism	57.3%	21.9%	20.8%	100.0%
Integrity	51.8%	28.5%	19.7%	100.0%
Respect	56.6%	22.3%	21.1%	100.0%
Empathy	47.8%	23.7%	28.5%	100.0%
Leadership	50.4%	23.7%	25.9%	100.0%
Source: May 2024 LLA survey of NOPD employees				

Exhibit F.8 “Leadership* in the NOPD models the following qualities?” Results 274 Responses				
Quality	Agree or Strongly Agree	Neither Agree nor Disagree	Disagree or Strongly Disagree	Total
Accountability	55.5%	26.6%	17.9%	100.0%
Professionalism	69.0%	18.6%	12.4%	100.0%
Respect	64.6%	20.1%	15.3%	100.0%
Empathy	58.0%	23.7%	18.3%	100.0%
Leadership	59.5%	23.0%	17.5%	100.0%
*NOPD Leadership includes the Superintendent, Chief Deputy Superintendents, and Deputy Superintendents. Source: May 2024 LLA survey of NOPD employees				