

FRENCH QUARTER MARIGNY HISTORIC AREA MANAGEMENT DISTRICT MANAGEMENT AND OPERATIONS PLAN



EXECUTIVE SUMMARY



Introduction

The French Quarter-Marigny Historic Area Management District (FQMHAMMD) is a public service district created through the cooperative efforts of both residents and businesspeople in the French Quarter and Marigny Triangle. The FQMHAMMD (“the District”) was founded to promote the common vision of these stakeholders—that of a vibrant and safe place to live, work and visit.

This Management and Operations Plan details the pursuit of this vision. The recommendations in this plan reflect valuable input from members of the public, extensive research and analysis, and close conversation with partner agencies and organizations, including the New Orleans Police Department (NOPD).

A French Quarter Public Safety Program

First and foremost, the District is dedicated to enhancing public safety within its bounds. While reported crime has decreased since 2005, waves of higher crime have persisted. On the whole, the District remains one of the most violent and dangerous core communities in America. In 2009, the total number of murders was more than double the 2008 total. Assaults, which include attempted murders and shootings, also doubled. The number of thefts and robberies rose approximately 60% respectively. The number of burglaries, which includes the breaking and entering of a home or a business, increased almost 15%.

To enhance public safety, the District seeks to initiate a security program within most of its jurisdiction—covering a “service area” that includes the entire French Quarter, the downriver side of Canal Street, all of North Rampart Street and all of Esplanade Avenue.

This service area does not include most of the Marigny Triangle. At the request of the Faubourg Marigny Improvement Association (FMIA), the only section of the Marigny Triangle included in the initial program is Esplanade Avenue—all other Marigny properties will remain outside of the service area. The FMIA asked that either all of the Faubourg Marigny be included in the service area, or all of it be excluded. Consequently, the Marigny Triangle will not be included in the service area.

24-Hour Security and Full-Time Advocacy

This security program will improve public safety in two distinct ways. First, high visibility patrols will deter crime across the service area, 24 hours per day, every day of the year. Second, officers will enforce ordinances and maintain order. Not only will enforcement directly improve safety, but it will also reduce the burden of minor offenses currently shouldered by the NOPD—a goal that Superintendent Serpas has publicly identified as a top priority of his leadership.

FIG. 1: FQMHAMMD & Proposed Service Area Boundaries





A Closer Look at the Public Safety Program

The public safety program will be managed by the Executive Director, and overseen by the FQMAMD Board of Commissioners. However, the program will be operated by a qualified private security firm selected through a transparent and competitive bid process. The selected contractor will provide “turn-key” security services, thus assuming responsibility and cost burdens for all aspects of the public safety program, including but not limited to requisite insurance, certification and training, mobility and communication needs, and other necessary equipment.

The public safety program will deploy patrols of security officers throughout the service area—on the streets of the French Quarter, along the downriver side of Canal St., all of N. Rampart St., and all of Esplanade Ave.—24 hours per day, every day of the year. These patrols will be an ever-present and highly visible deterrent to criminals and nuisances alike. During high-risk patrol times, officers will carry firearms to provide additional protection and deterrence. While on patrol, officers will observe and report on persons of interest, vandalism, physical disrepair, and some parking and street use issues. Equipped with handheld digital devices, the patrolling officers will record the GPS-location of nuisances, photograph evidence, and communicate intelligence to the NOPD and other security assets. If authorized by the New Orleans City Council, the security officers will also cite violations of some city ordinances, thus helping to ensure their consistent and reliable enforcement.

The officers will be available to provide services to residents, workers and visitors. Patrols conducted on foot, on bicycle, and in open-air vehicles are designed to enable the security officers to fill a role similar to the “beat cop” of earlier eras. Patrolling without closed-cab automobiles, officers will be more attentive to their environment and better able to engage with residents and businesspeople. These methods of patrol will facilitate each officer’s understanding of the community and the needs of his or her constituents.

The public safety program will provide direct benefits in the service area, ensuring the consistent, reliable enforcement of ordinances and the constant presence of a highly-visible criminal deterrent. However, the public safety program is designed to maximize indirect benefits as well. The program will help relieve the burden placed upon the 8th District and the 1st District of the New Orleans Police Department by the high volume of public nuisance and quality of life violations. Reducing the volume of these incidents that require police attention will enable the NOPD to provide enhanced patrol coverage, reduced response times, and greater vigilance directed toward more serious criminal elements. In addition, intelligence gathered by the security force will be provided to the NOPD in real-time. Summaries of collected information will also be shared with the NOPD on a regular basis. Such summaries may also be shared with other security assets and salient municipal agencies.

The diligent collection of data will also ensure the public safety program operates transparently and effectively. Data on officer mobility and engagement, ordinance violations and incidents, and other metrics will serve as the foundation for internal performance management practices. The release of this data to the public, paired with public information on the District’s expenditures, will ensure that constituents have a good understanding of the District’s operations and will be able to provide valuable feedback to help ensure both desirable and cost effective service delivery.



This security force will never replace existing police coverage and services—on the contrary, it will serve to augment baseline police protection. Security officers will patrol the streets of the French Quarter, the downriver side of Canal St., N. Rampart St. and Esplanade Ave. All people and places within the service area will receive equitable coverage.

These patrolling officers will deter criminals, respond to crimes and ordinance violations, gather digital evidence and data with handheld devices, and share information with the police and other municipal agencies. A qualified security service provider will be contracted to operate this public safety program. This “third party” contractor will be managed by a full-time

FQMAMD Executive Director, with the help of an Executive Assistant. This management staff will collaborate with security officers to actively share information and analysis with citizens and other interested parties. The District will operate transparently and will be accessible to its constituents.

The District’s management will use digital evidence collected by the security force to advocate for improved public services on behalf of all constituents. To this end, the District’s management will work to build and maintain relationships with the full spectrum of relevant state and local agencies (such as the Department of Public Works, or the Sewerage & Water Board). In particular, the District’s management will work in close partnership with the NOPD. The District’s management will provide the NOPD and other agencies with documentation and information concerning community needs and will work to facilitate more responsive service.

Valuable Service at Modest Cost

To finance this public safety program, including the cost of the security force and a two-person staff, the FQMAMD Board of Commissioners is asking voting residents of the French Quarter, Canal St., N. Rampart St. and Esplanade Ave. (the “service area”) to approve a levy on each taxable property in that area. Only those properties in the service area will be asked to contribute this property fee. Different types of properties would be asked to contribute different fees.

These proposed fees are low compared to both local security districts and city center districts nationally, and cannot be increased during the term of the security district program. Residential owners would pay the second lowest fee among the 22 local residential security districts operating in New Orleans. The annual cost is less than a subscription to the New Orleans Times-Picayune.

Put in different terms, Residential (Tier I) owners will pay about 50 cents per day for a 24-hour public security force and full-time advocacy staff. Owners of business properties (Tier II) would pay about \$1 per day. The properties with the highest intensity of use will finance a significantly disproportionate share of this program’s cost.

With all of these fees collected, the FQMAMD is estimated to have a budget of \$998,994 in its first year of operation. If the proposed fees are indeed approved by voting residents in the fall of 2010, the District will aim to initiate operations as soon as funds are collected in 2011.

FIG. 2: Proposed Fees per Property

Tier I	Individual homes or condos, rental properties with 4 or fewer units	\$185
Tier II	Properties with a commercial use, large residential buildings (5 or more units)	\$395
Tier III (N)	Properties with an “ABO” permit allowing the sale of alcohol	\$545
Tier III (A-M)	A suite of large, specific properties including retail malls, parking lots and hotels.	\$900 - \$15,000

The annual cost to residential owners is less than a subscription to the New Orleans Times-Picayune



Additional Support for the French Quarter and Marigny Triangle

In addition to the property tax-financed public safety program, the FQMAMD leadership will seek outside sources of funding for other targeted quality of life improvements. These investments could be made throughout the entire District, not just the “service area” of the public safety program. If additional funding can be secured through grant or appropriation, the Louisiana Legislature has authorized the FQMAMD to beautify the District, improve lighting and pedestrian infrastructure, provide improvement grants to property owners, and to pursue other similar endeavors. Additional funding obtained could also be dedicated to enhancing the public safety program, including the installation and maintenance of surveillance cameras. The scope of services provided to residents and businesses will grow only as other sources of financing are secured.

The District cannot use any funds or resources to support political causes or candidates, regardless of their relevance to quality of life within the District. The District is by law non-political.

Try it out, See if it Works – a Three Year Trial Period

The FQMAMD is legislatively authorized only until July 2014. Similarly, if the parcel fee-financed public safety program is approved by voters in 2010, that authorization will expire in July 2014. To continue the public safety program beyond that date, the District would first need to be re-authorized by the Louisiana Legislature, and then residents would again need to vote in favor of the parcel fee. No action needs to be taken to ensure the expiration of this authorization in 2014.

What's Inside: The Management and Operations Plan

This document will outline how the FQMAMD is overseen by residents and businesspeople, illustrate the proposed management structure, and present the comprehensive operations strategy of the program. The body of this Management and Operations Plan will provide budget estimates, the service area boundaries, detailed job responsibilities, descriptions of services to be provided, tactics, protocols and more.

The appendix to this Management and Operations Plan contains an inventory of baseline services and current conditions within the District. This includes a spatial analysis of recent crime trends and an assessment of current public safety services provided by the NOPD, other municipal authorities and District businesses.

Throughout the document, sections will be devoted to the review of public input received on particular recommendations, the considerations weighed by the District when formulating strategy, and the alternatives that were ultimately not advanced. This will help readers understand the collaborative work of residents and businesspeople that has been invested in crafting a cost-effective program that promotes the common vision of a vibrant and safe place to live, work and visit.

We are asking the residents and businesspeople to review this plan and provide feedback on how best to realize that vision, and to ensure that all public safety operations funded by the District are constantly being tailored to best meet the needs of our constituents. Public input is essential to the success of this public safety program. Your contributions to this program are greatly appreciated.

Sincerely,
The Board of Commissioners
The French-Quarter Marigny Historic Area Management District

**MANAGEMENT
AND OPERATIONS PLAN**

MANAGEMENT AND OPERATIONS PLAN



A. Mission & Guiding Principles

The French Quarter-Marigny Historic Area Management District (FQMAMD) is a public service district created through the cooperative efforts of both residents and businesspeople in the French Quarter and Marigny Triangle. The mission of the FQMAMD (the District) is to promote the common vision of these stakeholders—that of a vibrant and safe place to live, work and visit.

First and foremost, the FQMAMD is dedicated to enhancing safety and security within its bounds. To realize this vision, the District will operate a public safety program throughout most of its jurisdiction—a “service area” that includes the entire French Quarter, the downriver side of Canal Street and the entirety of both N. Rampart Street and Esplanade Avenue. A security force will patrol this area 24 hours per day, every day of the year.

The following principles will guide the operations of the FQMAMD:

FIG. 3: Guiding Principles of the French Quarter-Marigny Historic Area Management District

The FQMAMD will operate equitably. The District will serve all constituents within its bounds, whether resident, business owner, or worker;

The FQMAMD will operate transparently. The District will serve as a reliable source of public information concerning the needs of the District, indicators of safety, and the performance of FQMAMD operations;

The FQMAMD will operate cost-effectively. The District will strive to maximize return on investment for taxpayers, investing resources wisely and keeping overhead costs to a minimum.

Operating under these principles, the FQMAMD will initiate the public safety program outlined in this Management and Operations Plan. The public safety program will deploy a security force within the service area to deter crime and enable improved police protection.

In addition to the broad standards described above, the following mandates will inform the operations of the FQMAMD public safety program:

- **This security force will never replace existing police coverage or services**—on the contrary, it will serve to augment baseline police protection;
- **The security force will seek a close working relationship with the New Orleans Police Department (NOPD)** to ensure that FQMAMD efforts complement the work of the NOPD and avoid unwanted interference;
- **The security force will assist the NOPD by tending to public nuisances and ordinance violations** that would otherwise draw police resources away from their higher priority public safety concerns;
- **The security force will practice sophisticated data collection** that includes geographic information, digital photographs, and incident logs. This data collection will result in a comprehensive and constantly evolving portrait of public safety and quality of life within the service area;
- **The security force will share information with the NOPD constantly**, in both raw form and in summary.



- Information will also be shared with private security in order to leverage existing security assets within the service area;
- **The security force will make data on public safety and officer performance available to the public** so that residents and businesspeople can measure the effectiveness of the program with the same information FQMHAMMD management will use to evaluate operation performance;
 - **The security force will serve the needs of residents, businesses, and visitors in the service area as they evolve**, and will be responsive to the input of these constituents;

B. Summary of All Proposed Management Functions and Contractor Operations

The FQMHAMMD is dedicated to enhancing safety and security within its bounds. To pursue this objective, the District will operate a public safety program throughout most of its jurisdiction—covering a “service area” that includes the entire French Quarter, the downriver side of Canal Street and the entirety of both N. Rampart Street and Esplanade Avenue.

This program will deploy a security force to deter crime and enable improved police protection. The security force will never replace existing police coverage or services—on the contrary, it will serve to augment baseline police protection.

FIG. 4: NOPD 8th District & FQ Security District

NOPD 8th District	FQMHAHD
~87 Shifts Per Day	At Minimum 8-12 Shifts Per Day
Patrol Area:	Patrol Area:
The Entire CBD, French Quarter, Marigny Triangle, Medical District, Warehouse District, Convention Center, Mardi Gras World	Exclusively the French Quarter and Bounding Streets

The public safety program will be managed by the Executive Director, and overseen by the FQMHAMMD Board of Commissioners. However, the actual security operations will be directed by a qualified private security firm selected through a transparent and competitive bid process. The selected contractor will provide “turn-key” security services, thus assuming responsibility and cost burdens for all aspects of the public safety program, including but not limited to requisite insurance, certification and training, mobility and communication needs, and other necessary equipment.

The security force will patrol the service area 24 hours per day, every day of the year. Given the current budget estimate, this Management and Operations Plan envisions at least 68 individual shifts of on-duty security officers per week. The number of officers out on patrol will fluctuate along with the rise and fall of risk to public safety. This risk is determined initially in this report through an analysis of NOPD reported crime data, but will be continually revised as more current data is collected.

If in-kind donations of office space and other budgeted costs reduce overhead, the FQMHAMMD will be able to finance additional security officer patrols.

If in-kind donations of office space and other budgeted costs reduce overhead, the FQMHAMMD will be able to finance additional security officer patrols.

These officers will patrol on foot, on bicycle, and in motorized open-air vehicles. They will patrol dedicated zones to ensure that all parts of the service area are served equitably. During peak-risk time periods, officers will carry firearms.



These officers will also be issued sophisticated handheld devices for collecting data. These networked devices will enable officers to log the exact location, date, time and nature of incidents or quality of life violations. This will lead to the creation of a comprehensive database of community needs. The content of this database will be accessible to each officer via the handheld devices while on patrol, and public access will be granted via the internet. These devices will also track officer activity—data which will be used to evaluate officer performance. Officer performance data will also be made available to the public.

The management of the FQMAMD will use this database of community needs as a tool in a sustained effort to secure improved public services within the District. To this end, the Executive Director will need to build and maintain relationships with the entire spectrum of relevant state and local agencies and organizations.

The FQMAMD will use this database of community needs as a tool in a sustained effort to secure improved public services within the District.

The FQMAMD will also seek authority to issue citations for the violation of certain municipal codes. The aforementioned handheld devices will facilitate the judicious use of that authority if granted by the New Orleans City Council.

A good working relationship with the NOPD is “mission critical”. To ensure the FQMAMD operates to the benefit of the NOPD, the District seeks a dedicated Liaison Officer within both the 8th District and 1st District of the NOPD. These officers will be in regular contact with the commanding officer of the security force and District management. To help ensure that the security force is providing effective support to the NOPD, the Liaison Officer will provide information to inform security force deployment, and will receive all intelligence collected by the security force intended for further distribution to the NOPD chain of command.

It is also “mission critical” to maintain a positive relationship with the residents and businesspeople that the FQMAMD purports to serve. To nurture this relationship, the FQMAMD will strive to make data and analysis publicly available, to solicit public input, and to be responsive to the needs of its constituents. The Executive Director will be responsible for ensuring that the FQMAMD public safety program operates in a transparent and accessible manner, and it will be incumbent upon him or her to establish personal relationships with active neighborhood organizations and other interested parties.

FIG. 5: Enabling Improved Police Protection

The District's most important relationship is with the NOPD. While the public safety program will provide direct benefits in the service area—ensuring the consistent, reliable enforcement of ordinances and providing an ever-present and highly-visible criminal deterrent—the program is also designed to maximize indirect benefits. Specifically, security officers will help relieve the burden placed upon the 8th District and the 1st District of the New Orleans Police Department by the high volume of public nuisance and quality of life violations. According to recent statements by Superintendent Serpas, decreasing the amount of time officers spend responding to minor incidents is a departmental priority. Reducing the volume of these incidents that require police attention will enable the NOPD to provide enhanced patrol coverage, reduced response times, and greater vigilance directed toward more serious criminal elements.

C. Legislation

Authorizing Legislation

The Louisiana Legislature created the French Quarter-Marigny Historic Area Management District in 2007 to revitalize the French Quarter and Marigny Triangle and to address systemic post-Katrina service issues confronting quality of life and public safety in the two neighborhoods. Senator Edwin R. Murray authorized legislation that created the FQMhAMD in LA R.S. 25:296, et seq., as a political subdivision of the state of Louisiana (Act No. 280 of the Regular Session of the 2007 Louisiana Legislature, as amended by Act No. 287 of the Regular Session of the 2008 Louisiana Legislature and Act 490 of the Regular Session of the 2009 Legislature).

The Creation of Subdistricts

During the formulation of this Management and Operations Plan, the Faubourg Marigny Improvement Association (FMIA) stated its desire that Marigny properties not be included within the tax-financed public safety program. In order to accommodate this wish, Act No. 641 of the Regular Session of the 2010 Louisiana Legislature was passed, authorizing the creation of “subdistricts” within the boundaries of the FQMhAMD. The FQMhAMD Board of Commissioners was thus able to adopt a resolution creating two distinct subdistricts on June 28th, 2010. Each subdistrict constitutes a separate political subdivision of the state, governed by the District board, retaining the same powers of the District. However, any parcel fee and tax-financed operation must be proposed individually for each subdistrict. This way, the FQMhAMD was able to move forward with the proposal of operations within one subdistrict—referred to in this document as the “service area”—without affecting the second subdistrict, which includes those portions of the FQMhAMD that wished to be exempted from the property fee and any services provided using those funds.

Act No. 641 of the Regular Session of the 2010 Louisiana Legislature is also the legislation codifying the tiered parcel fee structure described in detail in a later section of this document.

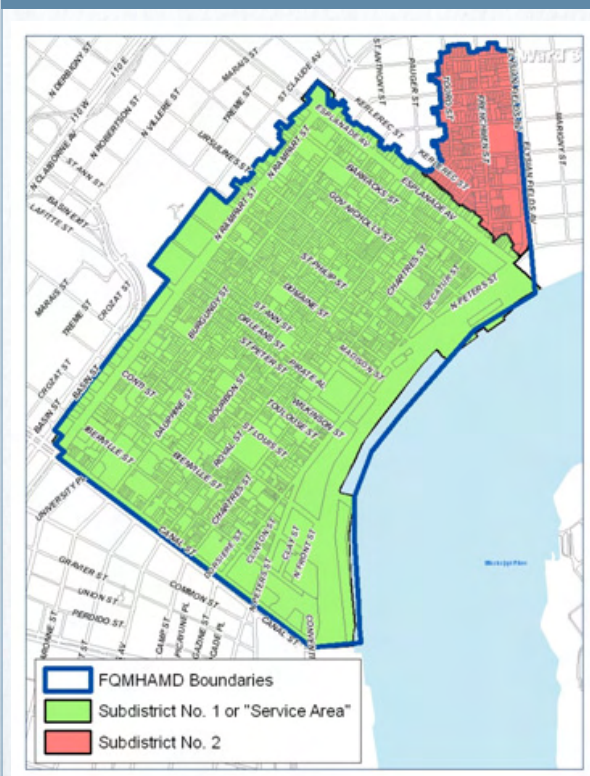
D. Boundaries

The FQMhAMD

The District’s enabling legislation defines the jurisdiction of the FQMhAMD as the area lying within the following boundaries:

The Mississippi River, the center line of Canal Street, the rear property line of the properties fronting on the lake side of North Rampart Street, the rear property line of the properties fronting on the downriver side of Esplanade Avenue, the rear property line of the properties fronting on the lake side of Royal Street, the rear property line of the properties fronting on the upriver side of Touro Street, the rear property line of the properties fronting on the lake side of North Rampart Street, and the center line of Elysian Fields Avenue to the Mississippi River (Figure 6).

FIG. 6: Boundaries of the FQMhAMD, Subdistricts No. 1 & No. 2





FQMHAMD Subdistricts

Act No. 641 of the Regular Session of the 2010 Louisiana Legislature enabled the creation of distinct subdistricts within the FQMHAMD—authorization that was pursued by the Board of Commissioners in order to accommodate the desire of the Faubourg Marigny Improvement Association (FMIA) that most of the Marigny properties be exempted from the property fee and any services provided using those funds.

With this authority to create subdistricts granted, a resolution was adopted by the Board of Commissioners creating two distinct subdistricts. The services proposed in this document—and the proposed parcel fee to pay for them—are pertinent only to Subdistrict No. 1. As such, only voters from Subdistrict No. 1 will be able to cast ballots in favor of or in opposition to this proposal.

Subdistrict No. 1 incorporates the federally-defined boundaries of the Vieux Carre National Register Historical District, the downriver side of Canal Street, all properties fronting on North Rampart Street, and all properties fronting on Esplanade Avenue (technically also within the Vieux Carre). Throughout this document, Subdistrict No. 1 will be referred to as the “service area”—as such, Subdistrict No. 1 is the primary subject of this Management and Operations Plan.

Subdistrict No. 2 incorporates all areas within the FQMHAMD not included in Subdistrict No. 1. This includes all Marigny Triangle properties that do not front on Esplanade Avenue. Properties in Subdistrict No. 2 will not vote on the proposed parcel fee and the fee-financed operations, will not be subject to any approved parcel fee, and will not receive service under the FQMHAMD public safety program if approved by voters.

E. Authorized Tax Structure

Equitable Parcel Fees

The FQMHAMD public safety program’s parcel fee structure has two general categories for land parcels: 1) residential and 2) non-residential. Residential properties will be referred to as “Tier One” properties henceforth. In turn, the non-residential category is divided into “Tier Two” and “Tier Three” properties. Those properties in “Tier Two” include commercially owned housing (with 5 or more units) and commercial parcels that do not serve alcohol for on-premise consumption. Those properties in “Tier Three” either serve alcohol for on-premise consumption, or have a particularly large footprint within the District. Because of the variety of businesses within “Tier Three”, it has in turn been divided into multiple “sub-tiers” with discrete fees reasonably corresponding to size of the property and intensity of land use.

While this parcel fee structure may not seem straightforward, it was formulated to ensure an equitable distribution of the fee burden. First and foremost, the value of the property has no bearing on the parcel fee each owner is being asked to contribute. Owners of exclusively residential properties—those properties in Tier One—will pay less than half of what small retail shops and offices in Tier Two are asked to provide. Because of their relationship to public nuisance, it is common sense that businesses serving alcohol be asked to pay more than regular retail stores. Of course, it is the large volume of visitors that generates particularly high demand for public services District—therefore it is reasonable that hotels, large offices, large retail centers and parking lots be asked to pay fees corresponding to their size.



A Note on Why Funding Is Being Sought From Residents

Initially, the FQMAMD sought—unsuccessfully—to obtain funding for the District from a percentage of the state’s sales taxes generated in the area. When that funding source was denied, the FQMAMD sought to obtain a sizeable state appropriation to fund the District. In 2008, the State Legislature appropriated \$1,000,000.00 to finance operations. However, Governor Jindal vetoed the appropriation. He also vetoed one of the two (2) \$90,000.00 appropriations the District obtained in 2009 for interim actions, such as the commission of this report. Now, the State finds itself in a dire budget situation, with even the most essential services facing dramatic cuts. Funding must come from within the District or not at all. While the French Quarter business community expressed willingness to provide funding for a security district, the residential members of the FQMAMD Board consider it critical that residents be treated as equal, contributing partners in the effort.

Parcel Fees in Detail

The parcel fees proposed in this Management and Operations Plan have been legislatively determined. The legal description of each parcel category and corresponding parcel fee can be found in Act No. 641 of the Regular Session of the 2010 Louisiana Legislature. This bill can be accessed electronically via the Louisiana Legislature website, or by going directly to the following web address:

<http://www.legis.state.la.us/billdata/streamdocument.asp?did=722783>

The parcel categories and corresponding parcel fees described in Act No. 641 are as follows:

- **Tier One Parcel - \$185 (approximately 50 cents per day)**

The term “Tier One Parcel” means a parcel that is used solely for residential purposes. This can mean either a single family dwelling, or it can mean a multiple-unit dwelling with four (4) or fewer units, which are very common throughout the service area. Condominiums are owned as discrete residential properties, so each unit in a condo building would be considered a separate Tier One Parcel.

A single-family home on the parcel that is owner occupied or used as a rental (income generating property); a double that is owner occupied on one side and used as a rental on the other side, and/or a 3 unit or 4 unit property that is 100% rental or partially owner occupied—all qualify as Tier One Parcels.

The FQMAMD designated timeshares as residential properties. The designation is embodied in the legislation. Thus, timeshares are also considered Tier One Parcels.

If any unit or portion of the parcel is used for a commercial or other nonresidential purpose, the whole parcel will be ineligible as a Tier One Parcel. Instead, it will be categorized as either a Tier Two Parcel or a Tier Three Parcel.



- **Tier Two Parcel - \$395** (approximately \$1 per day)

The term “Tier Two Parcel” means a parcel that does not qualify as a Tier One Parcel or a Tier Three Parcel. In practice, this means parcels with a non-residential use that do not serve alcohol, and do not fall into one of the other Tier Three parcel “sub-tiers”. This category includes commercial housing, which is defined as residential parcels that contain five (5) or more housing units, as well as many boutique inns (under 25 rooms). Condominiums are owned as discrete residential units, so a condo building would not be considered commercial housing. This category does include those parcels that are mixed-use, with both commercial and residential uses occurring on the same parcel.

Independent parking lots are considered Tier Two Parcels, even if owned by a neighboring or nearby property owner. In contrast to residential condo units, a land parcel that has been converted into a parking lot and sold as individual condominium parking units will see \$395 assessed against the entire condominium property as a single entity, payable by the condominium association. As an example, the entire parking lot (not the individual parking condominium units) located on the 800 block of St. Philip would be assessed a flat annual fee of \$395 due to its being a non-residential property.

- **Tier Three Parcel - \$545 to \$15,000**

The term “Tier Three Parcel” means a parcel that fits one of fourteen (14) narrowly defined “sub-tier” categories. The largest category is “3N”, which includes all parcels that host establishments which serve alcohol on premise. “3N” parcels will be asked to pay a fee larger than other small business properties, but much lower than properties in other Tier Three Parcel “sub-tiers”. Each other “sub-tier” is even more specifically defined. They are as follows

- **3A - \$15,000**

The parcel is used primarily for a hotel, and the hotel has at least one thousand (1,000) rooms available for guest occupation;

- **3B - \$10,000**

The parcel is used primarily for office space, and the structure on the parcel contains at least four hundred thousand (400,000) square feet of floor space;

- **3C - \$5,000**

The parcel is used primarily for a hotel, and the hotel has at least three hundred twenty-five (325) but fewer than one thousand (1,000) rooms available for guest occupation;

- **3D - \$5,000**

The parcel is used primarily for public parking, and an enclosed parking structure is built on the parcel that has at least one thousand (1,000) designated parking spaces;

- **3E - \$3,000**

The parcel is used primarily for a hotel, and the hotel has at least one-hundred fifty (150) but fewer than three hundred twenty-five (325) rooms available for guest occupation;

o **3F - \$3,000**

The parcel is used primarily for a retail shopping center, and the structure on the parcel contains at least one hundred thousand (100,000) square feet of floor space;

o **3G - \$2,000**

The parcel is used primarily for a hotel, and the hotel has at least ninety (90) but fewer than one-hundred fifty (150) rooms available for guest occupation;

o **3H - \$1,500**

The parcel is used primarily for public parking, and an enclosed parking structure is built on the parcel that has at least one hundred (100) but fewer than one thousand (1,000) parking spaces;

o **3I - \$1,500**

The parcel is used primarily for public parking, and has a surface parking lot on the parcel that has at least two hundred seventy-five (275) designated parking spaces;

o **3J - \$1,500**

The parcel is used primarily for a retail shopping center, and the structure on the parcel contains at least twenty-five thousand (25,000) square feet of floor space but fewer than (100,000) square feet of floor space;

o **3K - \$1,500**

The parcel is used primarily for office space, and the structure on the parcel contains at least fifty thousand (50,000) square feet of floor space but fewer than four hundred thousand (400,000) square feet of floor space;

o **3L - \$1,000**

The parcel is used primarily for public parking, and has a surface parking lot on the parcel that has at least one hundred (100) but fewer than two hundred seventy-five (275) designated parking spaces;

o **3M - \$900**

The parcel is used primarily for a hotel, and the hotel has at least twenty-five (25) but fewer than ninety (90) rooms available for guest occupation.

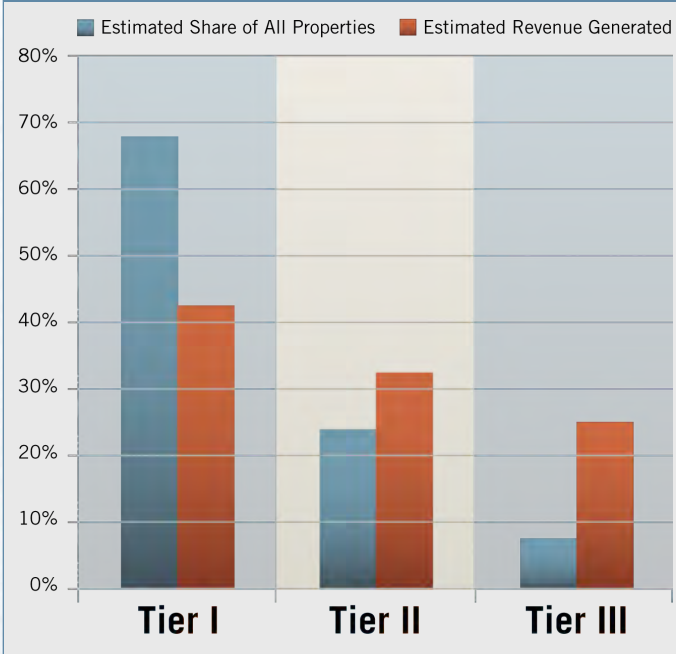
o **3N - \$545**

Parcels that host establishments which are licensed to serve alcohol on premise, but do not fall into any other Tier Three Parcel “sub-tier”.

FIG. 7: Estimated Revenue Generated Annually

	2011	2012	2013
Revenue Collected from Taxpayers	\$1,009,085	\$1,009,085	\$1,009,085
Net Revenue (After Collection Charges)	\$998,994	\$998,994	\$998,994

FIG. 8: Share of Total Properties & Revenue Generated by Category





F. Board of Commissioners of the FQMHAMMD

Function and Composition

The enabling legislation of the FQMHAMMD stipulates that a thirteen member Board of Commissioners govern the District. Only one member, the chair of the Vieux Carre Commission or the chair's designee, is an ex officio member.

This Board is tasked with staffing the management positions set forth in this Management and Operations Plan. At which point the FQMHAMMD is staffed and operational, the Board will remain responsible for all actions of the FQMHAMMD and thus will serve actively in an oversight capacity.

The composition of the Board reflects the collaborative nature of the FQMHAMMD. Board members are appointed by business organizations, neighborhood and resident organizations, and political representatives.

FIG. 9: FQMHAMMD Board of Commissioners

- | | | |
|--|---|--|
| <ul style="list-style-type: none">• The Mayor of New Orleans appoints two members, one representing business and the other representing residents:
1. Mr. Darryl Berger, Sr. - Chair
2. Mr. Theodore Young• The New Orleans City Council member representing District "C" appoints one member:
Ms. Kim W. Rosenberg – Vice Chair• Vieux Carre Commission ex officio appointee member:
Dr. Ralph Lupin, Chair | <ul style="list-style-type: none">• French Quarter Business Association of Louisiana appoints one member:
Ms. Lois Sutton - Secretary• Greater New Orleans Hotel and Lodging Association, Inc. appoints two members:
1. Mr. Al Groos
2. Mr. Peter Ambrose• French Quarter Citizens, Inc. appoints one member:
Ms. Carol Greve – Treasurer• Bourbon Street Merchants Association appoints one member:
Mr. Robert Watters | <ul style="list-style-type: none">• Louisiana Restaurant Association, Inc. appoints one member:
Mr. Steve Pettus• Faubourg Marigny Improvement Association, Inc. appoints one member:
Mr. Chris Costello• Vieux Carre Property Owners, Residents and Associates, Inc. appoints one member:
Mr. Nathan Chapman• New Orleans Metropolitan Convention and Visitors Bureau, Inc. appoints one member:
Mr. Sal Sunseri |
|--|---|--|

A Note on the Board of Commissioners

Members of the Board of Commissioners are appointed by elected officials, neighborhood organizations, and business and civic associations. Six (6) of the thirteen (13) members of the FQMHAMMD Board of Commissioners are residents of the FQMHAMMD (Nathan Chapman, Chris Costello, Carol Greve, Ralph Lupin, Kim Rosenberg, and Ted Young). Seven (7) of the thirteen members own or operate a business in the District (Peter Ambrose, Darryl Berger, Al Groos, Steve Pettus, Sal Sunseri, Lois Sutton, and Robert Watters).

The FQMHAMMD has strived to be a truly cooperative endeavor. Indeed, for the FQMHAMMD to be effective it is mission-critical to have the support of both residents and businesspeople. From this understanding, state law requires that eight (8) of the thirteen (13) board members approve any policy, financial or employment decision made by the FQMHAMMD Board. No decision of consequence can be made by a quorum (7 members) or a quorum majority. During the Board's two and a half (2 ½) years of operation, all decisions of the Board have been with the agreement of the Board's residential members.

State law prohibits compensation for board member work or attendance at meetings. State ethics laws prohibit board members from resigning and stepping into FQMHAMMD employment.

G. Management Roles & Functions

Given the service priorities and the projected financial capacity of the FQMAMD in its initial operating year, the simple administrative structure that follows is recommended:

FIG. 10: FQMAMD Management Structure



Management

FQMAMD

1. Executive Director
2. Executive Assistant
3. Unpaid Intern

NOPD

4. The NOPD's Liaison Officers to the FQMAMD
 - 8th District Officer
 - 1st District Officer

Operations

A "turn-key" security force contractor

- Operations Manager
- Patrol Supervisors
- Patrol Officers



1. Executive Director

The Executive Director will manage the District and oversee the daily operations of the security force contractor. This full-time position will be staffed by an experienced manager. The Executive Director will be charged with maintaining a close working relationship with the NOPD's Liaison Officers in the 8th and 1st Districts, the security force contractor's Operations Manager, and the security team in general.

The Executive Director is also charged with building and maintaining relationships with relevant state and local agencies and organizations. Buttressed with data and evidence collected by the security team, the Executive Director will undertake a sustained effort to secure improved public services for all constituents within the FQMAMD.

The Executive Director will also be responsible for the pursuit of funding for targeted quality of life improvements in addition to the public safety program.

The responsibilities of the Director include, but are not limited to the following:

Operational Responsibilities

- The Executive Director will be responsible for formulating service delivery strategy in conjunction with the Operations Manager (security force contractor).
- The Executive Director will actively build and maintain the District's relationship with the 8th District and the 1st District of the NOPD, particularly through collaboration with the designated NOPD Liaison Officer from each district. A greater emphasis will be put on the District's working cooperation with the 8th District, as it covers the vast majority of the service area.
- The Executive Director will be responsible for assessing the performance of the security force contractor generally, including the performance of the Operations Manager and individual officers.
- The Executive Director will be responsible for the review and analysis of any and all data collected by the security team. This analysis will inform a Weekly Report of summary data and conclusions for distribution to the NOPD and the senior staff of private security operating in the District. This analysis will also inform the preparation of a Monthly Report of summary data and conclusions for distribution to the aforementioned parties.
- The Executive Director will ensure that all data collected by the security team, and all attendant analysis, is made available and accessible to the general public.
- The Executive Director will use data collected by the security team, and any attendant analysis, to support his or her effort to secure improved public services. This on-going task is dependent on building and maintain positive working relationships with relevant state and local agencies and organizations, including but not limited to:
 - The Office of the Mayor
 - The Office of the District "C" Councilperson
 - The Department of Public Works
 - The Sewerage and Water Board
 - The Office of the Sanitation Director
 - The Downtown Development District
 - The Ground Transportation Bureau (Taxi Bureau)



- The Executive Director will be responsible for maintaining relationships with other public safety operations that exist in the District, including but not limited to:
 - Orleans Parish Criminal Sheriff's Office
 - Port of New Orleans Harbor Police
 - Louisiana State Police
 - French Market Corporation
 - Audubon Institute
- The Executive Director will maintain communications with senior staff of private security operations within the District.
- When advisable, the Executive Director will accompany the Operations Manager in attending NOPD "COMSTAT" meetings each week to review crime trends and other data. The Executive Director will submit the Weekly Report at this meeting, and will make the report available electronically to the 8th District and 1st District officers of the NOPD and the senior staff of private security operations within the District.
- The Executive Director will organize and preside over a meeting each month to review the work of the FQMAMD. Invitations will be extended to representatives of the NOPD, private security operations, the membership of active neighborhood organizations and the general public. The Executive Director will submit a Monthly Report at this meeting, and will make the report available electronically to the 8th District officers of the NOPD, the senior staff of private security operating within the District, and the general public.
- To the extent possible, the Executive Director will be responsible for attending all meetings scheduled relative to crime in the 8th District and the French Quarter neighborhood, including the New Orleans Neighborhood Policing Anti-Crime Council (NONPAC) meeting for each month.

Administrative Responsibilities

- The Executive Director will be required to review all applicants seeking to work for the contractor's operations within the District.
- The Executive Director will recommend the hiring or firing of an Executive Assistant.
- The Executive Director will recommend the hiring or firing of an Unpaid Intern.
- The Executive Director will bear the ultimate responsibility for all "back office" functions of the FQMAMD, including accounting and human resource duties.
- The Executive Director will procure insurance for professional liability, workers' compensation, and other types of insurance he or she deems necessary.
- The Executive Director will be responsible for procuring any assets or services necessary for program operation not provided by the contractor (such as office equipment).
- The Executive Director will attend all meetings of the FQMAMD Board of Commissioners.
- The Executive Director will prepare an annual budget in accordance with the Local Government Budget Act, R.S. 29:1301 for adoption by the Board of Commissioners.
- The Executive Director will prepare quarterly financial statements for presentation to both the Board of Commissioners and the public at large.
- The Executive Director will prepare an annual audit for presentation to both the Board of Commissioners and the pertinent House and Senate committees at the end of each fiscal year.
- The Executive Director will work with the Treasurer of the Board of Commissioners to prepare all legislative audit and compliance documents.
- The Executive Director will prepare an annual report detailing budgetary information, summary data and program achievements for public release at the end of each calendar year.
- The Executive Director will be responsible for authoring a 1-year and 3-year strategic plan.

- The Executive Director also bears ultimate responsibility for all tasks and actions taken by the Executive Assistant and the Unpaid Intern.

Grant Management and Fundraising Responsibilities

- The Executive Director will continually investigate potential sources of additional funding for the FQMAMD, including government funding, grants and other public and private sources.

FIG. 11: Management Work Products

Frequency	Product	Primary Audience
Weekly	Weekly Report on Public Safety & Quality of Life	NOPD, Municipal Agencies, Private Security, Public
	Weekly Database & Website Update with Link to Weekly Report	Public
	Weekly E-Newsletter Announcing Website Update and Weekly Report	Neighborhood Organizations, Associations, Public
Monthly	Monthly Report on Public Safety	NOPD, Municipal Agencies, Private Security, Public
Quarterly	Summary Financial Statements	Board of Commissioners, Public
	Quarterly Report on Funding Sources & Grant Opportunities	Board of Commissioners, Public
Annually	Annual Budget	Board of Commissioners, Public
	Annual Audit	Board of Commissioners, Public
	Annual Report on Achievements and Challenges	Board of Commissioners, Partner Organizations, Public
	1-Year and 3-Year Strategic Plan	Board of Commissioners, Partner Organizations, Public

- The Executive Director will be responsible for the timely submission of all grant proposals.
- The Executive Director will work with the Board of Commissioners and the District's political representation to identify and pursue opportunities for state funded initiatives to enhance quality of life within the FQMAMD.
- The Executive Director will brief the Board of Commissioners on grant opportunities and funding pursuits on at least a quarterly basis.

Public Relations Responsibilities

- The Executive Director will attend the meetings of neighborhood organizations upon their request (assuming reasonable advanced notice).
- The Executive Director will serve as a public spokesperson for the FQMAMD.
- The Executive Director will be responsible for the maintenance and at least weekly update of the FQMAMD website with recent news, upcoming events, and other salient information.
- The Executive Director will author a weekly newsletter to be sent to all interested parties.

Other Authority and Responsibilities

In addition, the Executive Director will have authority to:

- Authorize expenditures under \$150 as delegated by the Board.
- Deploy appropriate resources to address public safety issues or concerns.
- Request a special meeting of the Board of Commissioners.
- Manage all other programs and initiatives authorized to be undertaken by the FQMAMD by the enabling legislation, and perform all duties enumerated.
- Conduct all other statutory functions of the FQMAMD as delegated by the Board of Commissioners.

Additional Considerations

Candidate Qualifications

- First and foremost, a candidate for Executive Director must have strong management skills. He or she must also have strong computer, writing, communication and analytical skills.
- Preferably, a candidate will either have a background in law enforcement or other significant management experience. A graduate degree in business or public administration is preferred.
- A qualified candidate must be capable of working well with the New Orleans Police Department and the NOPD's Liaison Officers, as well as those security team members employed by the security force contractor.

Compensation

- The Executive Director should be paid compensation commensurate with qualifications and work experience. The Executive Director's base salary will range from \$65,000 to \$86,400 annually. In addition, the Executive Director will be provided with health insurance and parking.

Performance Review

- The Executive Director will undergo an annual performance review conducted by the Board of Commissioners. Performance will be measured primarily through quantitative demonstrations of enhanced public safety within the District, but qualitative reviews from District businesses and residents will also be considered.

2. Executive Assistant

The Executive Assistant is a full-time administrative staff member that will be responsible for supporting the Executive Director in his or her duties, with significant responsibility over matters concerning data, accounting and human resources, scheduling and logistics, development and public affairs.

The responsibilities of the Executive Assistant will include, but are not limited to, the following:

- The Executive Assistant will help the Executive Director administer all "back office" functions of the FQMAMD, including accounting and human resources duties.
- The Executive Assistant will help the Executive Director with all data management programs, and will support the preparation of the Weekly Report and the Monthly Report summarizing officer activity and other collected data.
- The Executive Assistant will help the Executive Director prepare quarterly financial statements as well as annual budgets, audits and other required reports.
- The Executive Assistant will help ensure that data and analysis are made available and accessible to the public.
- The Executive Assistant will schedule meetings between the District and other public safety authorities, government agencies, and community groups.
- The Executive Assistant may be delegated responsibility for maintaining and updating the District website, as well as any public outreach effort, electronic or otherwise.
- The Executive Assistant will serve as the primary point of contact for constituent inquiries.
- The Executive Assistant may be delegated responsibility for special efforts to gather information concerning quality of life in the District, including surveys, field research, inventory of infrastructure, etc.
- The Executive Assistant will assist development efforts by researching and pursuing grant funding opportunities, organizing fundraising efforts, and developing promotional campaigns.
- The Executive Assistant will help research and prepare the 1-year and 3-year strategic plans.
- The Executive Assistant may be delegated additional responsibilities at the discretion of the Executive Director.



- The Executive Assistant may be asked to support the NOPD's Liaison Officers at the discretion of the Executive Director.

Additional Considerations

Candidate Qualifications

- A candidate for Executive Assistant must have strong computer, writing, communication, and analytical skills. Preferably, a candidate will either have a background in grant management and/or urban planning or a similar field. A Bachelor's degree is required. Knowledge of web editorial tools is strongly preferred.
- A qualified candidate must be capable of working well with the Executive Director and the NOPD's Liaison Officer, the security team members retained by the District, and constituent residents and businesspersons.

Compensation

- The Executive Assistant should be paid compensation commensurate with qualifications and work experience. The Executive Assistant's base salary will range from \$30,000 to \$38,000 annually. In addition, the Executive Assistant will be provided with health insurance and parking.

Performance Review

- The Executive Assistant will undergo an annual performance review conducted by the Executive Director. Performance will be measured primarily through the demonstration of work items completed, but ultimately, performance will be judged by the satisfaction of the Executive Director and the Board of Commissioners.

The Board of Commissioners will retain the authority to dismiss the Executive Assistant if underperformance is evident.

3. Unpaid Intern

The Unpaid Intern will be a part-time employee currently enrolled as a student in an area college or university. This position will be filled at the discretion of the Executive Director. The Unpaid Intern will assist the Executive Director and the Executive Assistant in research, communications and development tasks.

- The responsibilities of the interns shall be any delegated by the Executive Director or with his or her approval.
- The Executive Director will bear ultimate responsibility for work conducted by the intern.

Additional Considerations

Candidate Qualifications

- A candidate for the Unpaid Intern position must be an enrolled student in a local institution of higher education. The candidate must have strong computer, writing, and research skills. Preferably, the candidate will have academic experience in grant management and/or urban planning.

Compensation

- The intern shall not receive compensation, except in the form of academic credit as approved by their host institution. However, the intern will be provided parking.

Performance Review

- The Unpaid Intern will be provided with a performance review at the end of each semester for submission to their host college or university. The Executive Director or Board of Commissioners may dismiss the Unpaid Intern at any time.

4. The NOPD's Liaison Officer

It is the goal of the FQMAMD to secure a special relationship with a senior NOPD officer assigned to the 8th District, as well as a senior officer assigned to the 1st District. On a daily basis, these Liaison Officers will help coordinate the efforts of the public safety program to complement the service provided by the NOPD. While Liaison Officers will be sought in both the 8th District and the 1st District, FQMAMD management will emphasize the relationship with the 8th District Liaison, as the FQMAMD falls almost completely within that jurisdiction.

The role of the NOPD's Liaison Officers will be negotiated between the FQMAMD and the NOPD District commanders. Optimally, the role of the Liaison Officer will include, but will not be limited to, the following:

- The NOPD's Liaison Officers will work to ensure proper coordination between the NOPD and the District's security team.
- The NOPD's Liaison Officers will provide the Executive Director and the commanding security officer with a daily report concerning the District's current needs; this includes but is not limited to, information on "Be on the lookouts", detailing areas, persons of interest, etc.
- The FQMAMD management or commanding security officer will direct all relevant intelligence gathered by the District security officers to the NOPD's Liaison Officers on an at least daily basis.
- The NOPD's Liaison Officers will help maximize baseline NOPD services provided within the District.
- The NOPD's Liaison Officers will facilitate building a trusting and mutually beneficial relationship between the NOPD and the Executive Director, the commanding security officer and the security force in general.
- The goal of the FQMAMD is that the NOPD's Liaison Officers will be a full-time, senior-level officer within the 8th District. He or she will not be a full or part-time employee of the District.

FIG. 12: Estimated Staff Compensation Costs

Compensation Level	Position	Base Salary	Compensation	Combined Base Salary	Combined Total Compensation
Low	Executive Director	\$65,000	\$81,250	\$95,000	\$118,750
	Executive Assistant	\$30,000	\$37,500		
	Unpaid Intern	-	-		
	The NOPD's Liaison	-	-		
Medium	Executive Director	\$75,000	\$93,750	\$109,000	\$136,250
	Executive Assistant	\$34,000	\$42,500		
	Intern	-	-		
	The NOPD's Liaison	-	-		
High	Executive Director	\$86,400	\$108,000	\$124,400	\$155,500
	Executive Assistant	\$38,000	\$47,500		
	Unpaid Intern	-	-		
	The NOPD's Liaison	-	-		



A Note on Administrative Costs & Expanded Patrol Coverage

Aside from salaries for those staff members directly employed by the FQMAMD, the District must anticipate incurring start-up costs and associated operational expenses. These costs are estimated in the budget concluding this report, and are detailed in the Appendix.

No bureaucracy will be created by the FQMAMD. The District will have only two (2) employees. Using the “medium” costs of compensation in Figure 12, the cost of staffing the FQMAMD in its first year of operation is estimated to be \$136,250. The cost of staffing the District expected to rise slightly in the second and third years of operation. Other administrative costs, which are detailed in the Budget document and in the Appendix, are estimated to be at most \$153,540 in the first year of operation.

The District seeks to keep overhead as low as possible. To reduce these costs, the FQMAMD will seek donated office space and parking and storage of security vehicles. If donated space is obtained, the savings will be used to provide even more patrol coverage for the District.

Figure 13 illustrates the significant expansion of security services that can be financed through reasonable reductions in overhead costs. If office space can be leased at just 25% below market rate, the FQMAMD will be able to deploy an additional ten patrol shifts per week. This example demonstrates just how significant each dollar of cost savings is the FQMAMD.

H. Recommended Operations Strategy

I. Contractor Responsibilities

A contractor will be selected to provide the District with security services at the conclusion of an open and competitive bid process.

The contractor selected to provide services outlined in the FQMAMD’s final Requests for Proposals (RFP) must be prepared to provide “turn-key” security services, encompassing the comprehensive personnel, asset and legal requirements necessary for operation. Prospective contractors will make their services billable at a fixed cost for man hours worked per week.

Responsibilities of the contractor include, but are not limited to the following:

- The development of a command structure;
- The hiring of all requested personnel with the input of the District staff and Board of Commissioners;
- Developing an operations strategy in conjunction with the Executive Director;
- Procuring and maintaining all bicycles or other vehicles as set forth in the RFP;
- Procuring any and all communication and/or data collection devices as set forth in the RFP;
- Procuring any and all electronic patrol tracking systems as set forth in the RFP;
- Procuring any and all uniforms, accessories and other miscellaneous items as set forth in the RFP;
- Establishing any and all communications and back office infrastructure as set forth in the RFP;
- Obtaining all forms of training requested and first aid equipment as set forth in the RFP;
- Purchasing and disbursing all employee benefit packages as set forth in the RFP;
- All measures of corporate support as set forth in the RFP;



A Note on the Use of Security Contractors vs. Off-Duty Police Officers

Experts agree that visible patrols equal deterrence. Hiring security officers instead of off-duty police means more “boots on the ground”, patrolling every corner of the French Quarter 24-hours a day. That said, the decision to implement a public safety program using a contracted security force instead of hiring off-duty NOPD or Criminal Sheriff’s Officers was carefully deliberated.

Hiring off-duty police offers certain advantages over the use of security officers. In particular, off-duty police officers retain their rights as law enforcement, including the ability to arrest suspects and protection from liability. Security officers retain the right to detain a suspect only if a felony is witnessed or reliably reported. If a suspect resists detention, security officers will call upon the NOPD to provide assistance and will ultimately stand down.

However, the advantages provided by a contracted security force were determined to be more valuable to the mission of the FQMAMD public safety program. These advantages include the following:

- The contracted security force will have a much lower per-man-hour cost, thus enabling a greater number of officers on patrol. Maximizing officer visibility will maximize deterrence of crime and nuisance alike.
- The contracted security force will respond exclusively to the FQMAMD and its constituents.
- The contracted security force will be available regardless of special events requiring additional police (festivals).
- The contracted security force will not be obligated to respond to police needs or incidents outside of the service area.
- The contracted security force will undertake tasks that off-duty police will not—namely the diligent collection of data and reporting of quality of life violations.
- The contracted security force will patrol using whatever methods dictated by the FQMAMD, whether it be on foot, on bicycle, or in open-air vehicles.
- Security officers can be fired at the discretion of the FQMAMD management with no consideration of how it affects the District’s working relationship with the NOPD.

The FQMAMD sees a potential role for off-duty police officers to supplement the public safety program outlined in this Management and Operations Plan. However, for the purposes of this Management and Operations Plan, the public safety program will be discussed exclusively in terms of a contracted security force.

II. Operational Responsibilities

The public safety program will deploy officers to patrol the service area 24-hours a day, every day of the year. This security force will deter criminals, respond to crimes and quality of life violations, collect data and evidence, and cite violations of municipal ordinances if authorized by the New Orleans City Council. The contractor’s Operations Manager will oversee program execution, deployed Patrol Supervisors will oversee and execute regular operations, and Patrol Officers will execute regular operations.

The table at the end of this section (Figure 13) details the baseline deployment strategy of the FQMAMD public safety program. The table illustrates the number of hours worked by each officer dedicated to a particular patrol shift, and the associated cost.

Officers will patrol on foot, on bicycle, and in motorized open-air vehicles. Deployed officers will be dedicated to particular zones of the service area to ensure equitable coverage for all of the District’s constituents. Officers

will strive to patrol with limited unnecessary interruption, ensuring maximum visibility and deterrence across the service area.

24-hour coverage is divided into three overlapping eight hour shifts, including a staggered hour-long meal break. During each shift, at least one Patrol officer and one Supervising officer will patrol the FQMAMD. More Patrol Officers will be deployed as predicted risk increases. In practice, this means that more Patrol Officers will be deployed in the late afternoon and in the late-night and early-morning. It also means that more Patrol Officers will be deployed later in the week and on the weekends.

Late-night to early-morning shift Patrol Officers will carry firearms between 10 PM and 7 AM. It is during this time period that most violent crime occurs within the FQMAMD, and also when the officers are most likely to be asked to accompany a resident or worker. Patrol officers working the daytime shift (from 6 AM to 3 PM) and the afternoon to evening shift (2 PM to 11 PM) will not be armed.

This personnel and management structure achieves the delivery of 68 shifts per week. 44 of those shifts will be worked between the hours of 6 AM and 11 PM by unarmed Patrol Officers, Patrol Supervisors, and the Operations Manager. The other 24 of those 68 shifts will be worked by Armed Patrol Officers and Armed Patrol Supervisors between the hours of 10 PM and 7 AM.

For each shift, one Patrol Supervisor will be required to coordinate efforts and manage officers in the field. The Operations Manager will manage the public safety program and oversee operations while in the office during regular business hours. Using current estimates, the District will be able to afford an average of three officers on patrol each shift, at a total annual cost of \$658,237.

If the FQMAMD can reduce costs associated with start-up and operations, those savings will be re-invested in increased security patrols.

If the FQMAMD can reduce costs associated with start-up and operations, those savings will be re-invested in increased security patrols

FIG. 13: Minimum Patrol Deployment Schedule

	Security Officers	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total Hrs/Week	Bill Rate (Total Comp)	Weekly Comp	Annual Comp
6 AM to 2 PM	Officer #1	8	8	8	8	8	8	8	56	\$20.5	\$1,149	\$59,725
	Officer #2				8	8	8	8	32	\$20.5	\$656	\$34,129
	Supervisor #1	8	8	8	8	8	8	8	56	\$24.6	\$1,380	\$71,752
2 PM to 10 PM	Officer #3	8	8	8	8	8	8	8	56	\$20.5	\$1,149	\$59,725
	Officer #4					8	8	8	24	\$20.5	\$492	\$25,596
	Officer #5				8	8	8	8	32	\$20.5	\$656	\$34,129
	Supervisor #2	8	8	8	8	8	8	8	56	\$24.6	\$1,380	\$71,752
10 PM to 6 AM	Armed Officer #1	8	8	8	8	8	8	8	56	\$22.3	\$1,248	\$64,879
	Armed Officer #2	8	8	8	8	8	8	8	56	\$22.3	\$1,248	\$64,879
	Armed Officer #3				8	8	8		24	\$22.3	\$535	\$27,805
	Armed Supervisor #1	8	8	8	8	8	8	8	56	\$24.6	\$1,380	\$71,752
8 AM to 5 PM	Operations Manager	8	8	8	8	8			40	\$34.7	\$1,387	\$72,114
Daily Total Hours	-	64	64	64	88	96	88	80	544	-	\$12,658	\$658,237
Daily Total Personnel	-	8	8	8	11	12	11	10				

A Note on the Security Force Deployment

Figure 14 explores some alternative budget scenarios that may be possible if certain overhead costs are defrayed through in-kind donations or other means. Specifically, the table details the different levels of deployment and rate of officer pay that might be achieved at a variety of costs. The most conservative scenario—that is, the scenario with the most modest salaries and most limited available funding—is the scenario a prudent Management and Operations Plan must assume will occur.

However, the deployment outlined in this Management and Operations Plan should also be seen as the “worst-case” scenario. Ideally, some start-up costs will indeed be ameliorated, and the FQMAMD will be able to hire more highly skilled security officers (that demand a higher pay rate) and/or a larger security force in general. If office space can be leased at just 25% below market rate, the FQMAMD will be able to deploy an additional ten patrol shifts per week. This example demonstrates just how significant each dollar of cost savings is to the FQMAMD.

In addition, the FQMAMD management may choose to use any savings to supplement the contracted security force with off-duty police officers.

FIG. 14: Start Up Cost & Pay Rate Scenarios

		Scenario #1 All Start Up Costs	Scenario #2 Space Provided at 75% Rent	Scenario #3 Space Provided at 50% Rent	Scenario #4 Space Provided at 25% Rent; All Other Costs Covered	Scenario #5 Space Provided Free of Charge; All Other Costs Covered
	Revenue Collected from Taxpayers	\$1,009,085	\$1,009,085	\$1,009,085	\$1,009,085	\$1,009,085
	Net Revenue (After Collection Charges)	\$998,994	\$998,994	\$998,994	\$998,994	\$998,994
	In House-Costs (Staff Salary & Start up Costs)	(\$289,790)	(\$256,040)	(\$222,290)	(\$177,000)	(\$143,250)
Public Safety Pay Rate Option #1 (Initial Proposal)	Public Safety Program Costs (Third-Party Contractor) @ \$12/\$20 Base	(\$658,237)	(\$658,237)	(\$658,237)	(\$658,237)	(\$658,237)
	Remaining Funds	\$50,967	\$84,717	\$118,467	\$163,757	\$197,507
	Additional Patrol Shifts Per Week Possible (~\$8.5K)	6	10	14	19	23
Public Safety Pay Rate Option #2	Public Safety Program Costs (Third-Party Contractor) @ \$14/\$22 Base	(\$724,996)	(\$724,996)	(\$724,996)	(\$724,996)	(\$724,996)
	Remaining Funds	(\$15,792)	\$17,958	\$51,708	\$96,998	\$130,748
	Additional Patrol Shifts Per Week Possible (~\$9.5K)	(2)	2	5	10	14
Public Safety Pay Rate Option #3	Public Safety Program Costs (Third-Party Contractor) @ \$16/\$24 Base	(\$791,756)	(\$791,756)	(\$791,756)	(\$791,756)	(\$791,756)
	Remaining Funds	(\$82,552)	(\$48,802)	(\$15,052)	\$30,238	\$63,988
	Additional Patrol Shifts Per Week Possible (~\$10.5K)	(9)	(5)	(2)	3	7
Public Safety Pay Rate Option #4 (Off-Duty NOPD)	Public Safety Program Costs (Third-Party Contractor) @ \$35 Base	(\$990,080)	(\$990,080)	(\$990,080)	(\$990,080)	(\$990,080)
	Remaining Funds	(\$280,876)	(\$247,126)	(\$213,376)	(\$168,086)	(\$134,336)
	Additional Patrol Shifts Per Week Possible (~\$14.5K)	(30)	(26)	(22)	(18)	(14)

Base Scenario Proposed in Draft Management and Operations Plan
68 Shifts per Week at Base Scenario



1. Operations Manager

The Operations Manager will serve as the full-time commanding officer of the public safety program.

While on-duty, the Operations Manager will oversee operations directly. This will entail officer briefings, allocation of resources, the delivery of work orders, and conflict resolution. The Operations Manager will be issued both a two-way radio to communicate with the security force and a smart phone to communicate with the NOPD and other private security operations in the District. However, the Operations Manager's primary responsibility will be to ensure work scope fulfillment, analyze collected data, and ensure program performance standards in compliance with the contractor's terms of agreement with the FQMAMD. The Operations Manager should propose budgets that include an itemization of personnel costs, including the range of competitive salaries to be offered, benefits, taxes, workman's compensation and unemployment insurance coverage for program employees. The Operations Manager will work from 8 AM to 5 PM, including an hour lunch break, five days a week.

Duties of the Operations Manager

- Developing an Operations Strategy in conjunction with the Executive Director;
- Facilitating communications between the corporate office of the contractor and the Executive Director;
- Managing communications and collaboration with the NOPD through the NOPD's Liaison Officer;
- Directly managing field operations while on-duty;
- Issuing work orders and communicating intelligence to Patrol Officers;
- Determining the level of personal services offered by Patrol Officers;
- Resolving any conflict (in conjunction with the Executive Director) involving an FQMAHD officer;
- Overseeing all human resource functions of the contractor, including performance review and the analysis of GPS patrol trails;
- Maintaining an up-to-date understanding of data collected by officers and the presentation of said data to the Executive Director;
- Procuring and managing maintenance of all assets utilized to execute the Operations Strategy;
- Attending all District public meetings and meetings with partner organizations such as the NOPD;
- Attending all FQMAMD Board Meetings; and
- Composition of program budgets.

2. Patrol Supervisors & Armed Patrol Supervisors

The primary role of the Patrol Supervisor is to coordinate the Patrol Officers deployed during his or her shift in order to execute the strategy outlined by the Operations Manager and the Executive Director. That said, the Patrol Supervisor will also fulfill the responsibilities of a regular Patrol Officer. The Patrol Supervisor will serve as the commanding officer during shifts not staffed by the Operations Manager.

During each shift, the Patrol Supervisor on duty will be issued a two-way radio to ensure easy communication among team members, as well as a smart phone for communications with the NOPD or other private security operating in the District.

Beyond this management duty, Patrol Supervisors will serve as the commanding officer of the security team when the Operations Manager is not on duty. This will entail officer briefings, allocation of resources, the delivery of work orders, and conflict resolution.



Patrol Supervisors are required to patrol the District and fulfill the responsibilities of a regular Unarmed or Armed Patrol Officer. All Patrol Supervisors will be licensed and trained to carry firearms. The Patrol Supervisor will be responsible for both a zone-based patrol and supervisory coverage of the entire District.

The Patrol Supervisor will attempt to provide support to any Patrol Officer who becomes engaged (with a suspect or offender) as quickly as possible. Each Patrol Supervisor will also be responsible for calling the NOPD if a Patrol Officer radios such a request or has called the NOPD independently.

Duties of the Unarmed and Armed Patrol Supervisors

- Directly managing field operations while on-duty as ranking officer;
- Issuing work orders and communicating intelligence to Patrol Officers when on duty as ranking officer;
- Patrolling dedicated zones;
- Maintaining high-visibility while on patrol;
- Watching for public nuisance or ordinance violations, including but not limited to:
 - o aggressive panhandling;
 - o public urination;
 - o graffiti;
 - o loitering;
 - o public disturbance;
 - o blocked driveways;
 - o non-violent disputes; and
 - o disruptively loud music.
- Recording detailed information after any incident or encounter with the issued PDA or other mobile device;
- Recording locations of graffiti tags, infrastructure in need of repair, and information concerning persons of interest;
- Ensuring the recording of their personal movement while on patrol using a GPS device installed the issued PDA or other mobile device;
- Calling for cars to be towed;
- Helping people locked out of homes, businesses or vehicles;
- Upon request, accompanying residents and workers walking through the service area;
- Enforcing code violations if such authority is delegated by the New Orleans City Council to the FQMAMD.

A Note on the Authority of Security Officers

Security district officers will be able to detain suspects when the officer observes a felony or receives a reliable report of such. The security officers will be trained and equipped to respond appropriately. Night patrols will be armed. Security district officers will promptly notify the NOPD to report a felony.

3. Patrol Officers & Armed Patrol Officers

District Patrol Officers are responsible for executing the strategy outlined by the Operations Manager and the Executive Director, and for following the orders of both the commanding officer on-duty and their Patrol Supervisor. Patrol Officers will continuously patrol assigned zones of the FQMAMD during each shift.

Each Patrol Officer will be issued a two-way radio to ensure easy communication among team members.

The primary role of the Patrol Officer will be to patrol the FQMAMD. The purpose of these patrols is first and foremost to serve as a widely-known and highly visible deterrent to criminal activity. To this end, each officer will patrol a dedicated zone of the greater FQMAMD.



While moving throughout designated zones of the FQMHAMHD, Patrol Officers will be watchful for public nuisances or ordinance violations that might otherwise require police attention. The Patrol Officers will record data concerning these incidents. Patrol Officers will also record information about other quality of life issues, such as graffiti and infrastructure in need of repair. This will be facilitated through the use of Personal Digital Assistant (PDAs) or similar mobile devices.

Armed Patrol Officers are responsible for the same duties as their unarmed counterparts while on duty between the hours of 10 PM and 7 AM.

During this high-risk time period, the Armed Patrol Officer's firearm will serve as an additional deterrent as they conduct solitary patrols of their zones.

Due to increased risk, Armed Patrol Officers will also be far more likely to receive requests for services from residents, business people or visitors than their counterparts patrolling during daylight hours. The firearm will help the Armed Patrol Officers provide additional safety to those who request accompaniment or some other service.

If a Patrol Officer observes a felony or is met with non-compliance in any situation, the officer will immediately contact the NOPD via radio contact with their supervising officer or with their personal cell phone. The Patrol Supervisor will also call the NOPD in all such instances

A Note on "Escorts" or Accompaniment Services

In an earlier draft of this document, it was recommended that officers provide residents and workers with "escort" services upon request. The proposed service attracted significant debate, and the service offered has been clarified herein. Upon request, officers will accompany, or "tail", individuals who feel unsafe walking from one location to another within the security district. Officers will not provide "rides" in their vehicles to such individuals, but rather will provide security and comfort of a watchful eye as an individual walks.

It is possible that demand for such a service will be significant. If providing the service to all who request it would sacrifice the overall benefit provided by patrolling security officer, then the service will have to be rationed. It will be the responsibility of the Operations Manager to determine the extent to which this service is offered.

However, residents and workers should be assured that this service is directed towards those persons who live and work in the security district, not visitors. The service will not be advertised by hotels.



Duties of the Unarmed and Armed Patrol Officer

- Patrolling dedicated zones either on bicycle or in a motorized vehicle;
- Maintaining high-visibility while on patrol;
- Watching for public nuisance or ordinance violations, including but not limited to:
 - aggressive panhandling;
 - public urination;
 - graffiti;
 - loitering;
 - public disturbance;
 - illegally parked vehicles on sidewalks and near street corners;
 - misdemeanor trespassing;
 - non-violent disputes; and
 - disruptively loud music.
- Recording detailed information after any incident or encounter with the issued PDA or other mobile device;
- Recording locations of graffiti tags, infrastructure in need of repair, and information concerning persons of interest;
- Ensuring the recording of personal movement while on patrol using a GPS device installed inside the issued PDA or other mobile device;
- Calling for cars to be towed;
- Helping people locked out of homes, businesses or vehicles;
- Upon request, accompanying residents and workers walking through the service area;
- Providing directions or information upon request;
- Enforcing code violations in such authority is delegated by the New Orleans City Council to the FQMAMD.

III. Inventory of Assets and Associated Training

The contractor will be responsible for procuring and maintaining all assets requested by the FQMAMD and ensuring all officers are properly trained to operate each asset.

1. Transportation

The contractor will provide and maintain vehicles for the public safety program, including bicycles and motorized vehicles.

The public safety program will utilize vehicles during most patrols. While foot patrols are desirable, for the purposes of the FQMAMD, they will typically not be practical given the size of the service area.

Both Unarmed and Armed Patrol Supervisors will be required to move throughout the entire FQMAMD during their shift. The greater speed and mobility required to cover such an area is best provided by bicycle. The contractor will be required to purchase one bicycle per shift deployed and the additional parts and tools deemed likely to be necessary for regular maintenance. In addition, the contractor must provide appropriate training for bike-mounted officers.

The contractor will also be required to purchase, insure, and maintain at least one motorized open-air vehicle. The motorized open-air vehicle will be used primarily by the Operations Manager and the Armed Patrol Supervisor on duty between 10 PM and 7 AM. The motorized open-air vehicle will be similar in price and performance to the



Kawasaki “Mule” 4010. The contractor will be responsible for procuring appropriate lights and decals to increase visibility among the public.

It is the responsibility of the contractor to ensure that all officers are properly trained and licensed to operate any vehicles used by the public safety program.

FIG. 15: Example: Motorized Open-Air Vehicle & Patrol Bicycle



2. Communications

The contractor will provide and maintain communications devices for the public safety program, including two-way radios and smart phones.

The contractor will procure at least seven two-way radios, similar in price and capability to the Motorola CP200. At least four of these radios will be reserved for issuance to those Patrol Officers and Patrol Supervisors on duty at the present shift, while one radio will be given to each of the NOPD’s Liaison Officers, and one radio will remain in the FQMAMD headquarters to be monitored by the Operations Manager and Executive Director.

The contractor will also purchase at least five smart phones and subscribe to a data plan that will allow email capability and internet connectivity. One smart phone will be reserved for issuance to the Patrol Supervisor on duty at the present shift. One smart phone will be reserved for the Executive Director, one for each of the NOPD’s Liaison Officers, one for the Operations Manager.

In addition, it will be necessary for the contractor to purchase, install and maintain a radio repeater to ensure clear receptivity among two-way radio communications.

3. Networked Data Collection Devices

The contractor will provide and maintain PDAs or other networked handheld devices to enable the collection of data by Patrol Officers and Patrol Supervisors. The contractor will select a service provider to create custom software, and to provide data management services and technical support.

The contractor will also be required to purchase at least four PDAs or other networked handheld devices and custom software that will enable Patrol Officers and Patrol Supervisors to collect data on quality of life matters and to record information concerning incidents and persons of interest. In addition, these PDAs or other networked handheld devices will have GPS capabilities installed so that the location of each data point can be flagged, and so that the movement of each patrol officer and Patrol Supervisor on duty can be analyzed for performance management purposes.

Such software will likely require a licensure and ongoing technical support services. The software procured should allow easy transference of data, off-site database management, and formatted reporting tools. The contractor's selection of a service provider should be made in consultation with the Executive Director of the FQMAMD, whose responsibilities require familiarity with software used and an up-to-date understanding of the data recorded using these devices.

FIG. 16: Example: Networked Mobile Device



4. Arms and Non-Lethal Tools

The contractor will provide and maintain handguns for use by the Armed Patrol Officers and Armed Patrol Supervisors. The contractor will procure non-lethal tools for self-defense for all other members of the FQMAMD security team.

Officers will be armed to serve as a clear visual deterrent to potential criminals. Officers should be armed with handguns that can be carried in belt-mounted holsters. The make and the model of the handgun may be selected at the discretion of the contractor. The contractor should procure four handguns, one for each of the Armed Patrol Officers and one for the Armed Patrol Supervisor.

The contractor should procure some non-lethal tool for self-defense to provide to all Armed and Unarmed Patrol Officers, Supervisors and other security team staff, such as pepper spray.

5. Uniforms

The selected contractor must provide all staff members identical uniforms matching the design specifications of the Board of Commissioners and Executive Director.

Special uniform articles will be procured for those officers riding bicycles. At minimum, these uniforms will include long-sleeve shirts, full-length pants, boots, hats, gloves, and insignias.

6. Patrol Routes

During each shift Patrol Officers will be dedicated to specific zones of coverage that encompass the entire service area. Patrols of these zones will be conducted in full, and will be monitored by the Operations Manager and the Executive Director using GPS tracking devices. This will ensure that all constituents of the FQMAMD will be equitably served by the public safety program.

The initial zones of patrol will be considered flexible at the discretion of the Operations Manager. When operations of the public safety program commence, patrol routes must be informed by the most up-to-date information available concerning reported crimes and quality of life violations. The incident and violation data collected by Patrol Officers and Patrol Supervisors should also be used to inform patrol deployments when those datasets reach maturity.

Zones will expand and contract along with fluctuations in the number of officers deployed, which in turn corresponds to the safety risk of a given time and day.

Supervising officers will be required to provide coverage across zones and provide support to officers responding to incidents anywhere within the FQMAMD.

7. Budget

Based on information provided by contractors operating in districts similar to the FQMAMD, the following Hourly Bill Rate estimates were produced (see Figure 17). This table shows an Hourly Bill Rate excluding overhead costs. This will not be the case when the FQMAMD finally enters into an agreement with a contractor. However, to provide the most accurate estimates of the proposed public safety program's true cost, overhead expenses have been detailed in individual line items in the 3-Year Budget Document attached to this Management and Operations Plan. In that 3-Year Budget Document, the insurance, tax and profit costs passed on by the contractor are included in the table's salary figures.

FIG. 17: Minimum Officer Pay Rates & Itemized Contractor Costs

Pricing	Unarmed Patrol Officer	Armed Patrol Officer	Armed Patrol Supervisors	Operations Manager
Pay Rate	\$12.00	\$13.50	\$15.50	\$24.00
FICA	\$0.96	\$1.08	\$1.24	\$1.92
Workman's Compensation	\$0.36	\$0.41	\$0.47	\$0.72
Liability	\$0.48	\$0.54	\$0.62	\$0.96
Unemployment	\$0.36	\$0.41	\$0.47	\$0.72
Overhead	\$4.00	\$4.00	\$4.00	\$4.00
Benefits	\$0.75	\$0.75	\$0.75	\$0.75
Profit	\$1.60	\$1.60	\$1.60	\$1.60
Bill Rate	\$20.51	\$22.28	\$24.64	\$34.67
Weekly Hours	200	136	168	40
Annual Hours	10400	7072	8736	2080
Annual Billing	\$213,304.00	\$157,564.16	\$215,255.04	\$72,113.60
Annual Billing	\$658,236.80			



III. Certification and Insurance Requirements

Aside from the merits of their respective proposals, the legal certifications and insurance coverage of potential contractors is of primary importance to the FQMAMD. Any potential contractor submitting a proposal must be certified by the Louisiana State Board of Security Examiners and will be required to produce Certificates of Insurance indicating that they carry the necessary amount of insurance coverage to protect the FQMAMD from unwanted exposure to liability.

CONTRACTOR INSURANCE REQUIREMENTS

- I. Commercial General Liability Insurance
 - a. Limits of Liability
 - i. Bodily Injury and Property
 - ii. Combined Single Limit
 - iii. General Aggregate Limit \$5,000,000
 - iv. Products/Completed Operations Aggregate \$2,500,000
 - v. Personal and Advertising Injury \$2,500,000
 - vi. Each Occurrence \$2,500,000
 - b. Endorsements Required
 - i. FQMAMD included as an Additional Insured
 - ii. Employees included as insured
 - iii. Contractual Liability
 - iv. Waiver of Subrogation
 - v. Premises/Operations
 - vi. Care, Custody and Control Exclusion Removed
- II. Automobile Business Insurance
 - a. Limits of Liability
 - i. Bodily Injury and Property Damage Liability
 - ii. Combined Single Limit
 - iii. Any Auto
 - iv. Including Hired, Borrowed, or Non-Owned Autos
 - v. Any One Accident \$1,000,000
 - b. Endorsements Required
 - i. FQMAMD included as an Additional Insured
 - ii. Employees included as insured
 - iii. Waiver of Subrogation
- III. Worker's Compensation Insurance
 - i. State of Louisiana Statutory Requirements
- IV. Professional Liability/Errors and Omissions Coverage
 - i. Combined Single Limit
 - ii. Each Occurrence \$2,000,000
 - iii. General Aggregate Limit \$2,000,000
 - iv. Deductible not to exceed 10%
- V. Unemployment Insurance



All insurance policies outlined above must be issued by companies authorized to do business under the laws of the State of Louisiana and that are members of the Louisiana Insurance Guaranty Association.

The contractor will also be responsible for assuring that the insurance certificates required remain in effect for the duration of their contract period with the FQMAMD.

Summary of Recommended Operations Strategy

This Recommended Operations Strategy states that the security force contractor will provide “turn-key” security services. The contractor will assume all responsibilities and costs of the public safety program, and will invoice the FQMAMD on a per-man-hour worked basis. This includes all training and assets necessary to satisfactorily perform services, communications, and data collection practices requested by the FQMAMD. At minimum, the security force contractor will provide 68 shifts of duty per week. The estimated annual cost of these “turn-key” services is \$658,237. If the FQMAMD is able to mitigate start-up costs, any savings will be re-invested into the contracted security services, enabling a greater number of patrol shifts and/or higher officer pay rates.

3 YEAR BUDGET

APPENDIX

Revenue					
Parcel Class	Class Description	Class Fee	Year 1	Year 2	Year 3
Tier 1	Single Family Residential, Most Condos, Residential With Four Units or Fewer	\$185 Per Property	\$427,905	\$427,905	\$427,905
Tier 2	Commercial Housing, Mixed-use, Commercial and Non-Residential	\$395 Per Property	\$327,850	\$327,850	\$327,850
Tier III (A-N)	ABO Licensed Business, Large Hotels, Large Parking Lots, Large Offices, Large Retail	\$545 - \$15,000 Per Property	\$253,330	\$253,330	\$253,330
Fixed Annual Revenue			\$1,009,085	\$1,009,085	\$1,009,085
Budget After Department of Treasury Collection Fee (1%)			\$998,994	\$998,994	\$998,994

Direct Costs					
In-House Management Personnel	Units Required	Unit Cost (Total Compensation)	Year 1 Cost	Year 2 Cost	Year 3 Cost
Executive Director	1	\$93,750	\$93,750	\$93,750	\$93,750
Executive Assistant	1	\$42,500	\$42,500	\$42,500	\$42,500
Unpaid Intern	1	\$0	\$0	\$0	\$0
NOPD's Liaison Officers	1	\$0	\$0	\$0	\$0
Estimated Total Cost of In-House Management Personnel (2% Wage Inflation for Raises)			\$136,250	\$138,975	\$141,700
Percent of Total Expenditures			14.1%	14.5%	14.6%

In-House Personnel Assets	Units Required	Unit Cost	Year 1 Cost	Year 2 Cost	Year 3 Cost
Laptop Computer (Dell Inspiron) <including warranty>	3	\$1,200	\$3,600	-	-
Computer Accessories	3	\$100	\$300	-	-
Scanner/Fax/Printer (Xerox Phaser 3635) <including warrant>	1	\$2,000	\$2,000	-	-
Monthly Cox Broadband Connection (Residential)	12	\$70	\$840	\$840	\$840
Office Furniture	4	\$300	\$1,200	-	-
Estimated Total Cost of In-House Personnel Assets			\$7,940	\$840	\$840
Percent of Total Expenditures			0.8%	0.1%	0.1%

Office Space/Operations Center	Units Required	Unit Cost	Year 1 Cost	Year 2 Cost	Year 3 Cost
Office "Flex-Space" (900 sq. ft. Ground Floor, 12 Mos.)	900	\$13	\$135,000	\$135,000	\$135,000
Office Utilities	12	\$300	\$3,600	\$3,600	\$3,600
Estimated Total Cost of Leasing Space			\$138,600	\$138,600	\$138,600
Percent of Total Expenditures			14.6%	14.5%	14.2%

In-House Insurance	Units Required	Unit Cost	Year 1 Cost	Year 2 Cost	Year 3 Cost
Worker's Compensation (\$150,000 payroll)	1	\$1,000	\$1,000	\$1,000	\$1,000
Directors and Officers Insurance	1	\$2,500	\$2,500	\$2,500	\$2,500
General Commercial Liability	1	\$3,500	\$3,500	\$3,500	\$3,500
Estimated Total Cost of In-House Insurance			\$7,000	\$7,000	\$7,000
Percent of Total Expenditures			0.7%	0.7%	0.7%

Costs to be Assumed by "Turn-Key" Contractor					
Contractor Personnel (includes taxes, insurance, overhead, profit)	Personnel Required	Hourly Bill Rate	Year 1 Cost	Year 2 Cost	Year 3 Cost
Operations Manager	1	\$34.67	\$77,114	\$73,566	\$75,027
Patrol Officers	5	\$70.51	\$713,304	\$717,570	\$721,971
Armed Patrol Officers	3.4	\$22.28	\$157,564	\$160,715	\$163,930
Armed Patrol Supervisors	4.2	\$24.64	\$215,255	\$219,560	\$223,951
Estimated Total Cost (with 2% Wage Inflation for Raises)			\$658,237	\$671,402	\$684,830
Percent of Total Expenditures			69.4%	70.2%	70.4%

Total Budget			\$998,994	\$998,994	\$998,994
Total Cost			\$948,026.80	\$956,816.54	\$977,969.57
Remaining Budget			\$50,967.35	\$42,177.61	\$26,024.58



A. An Inventory of Existing Public Safety Services

The FQMAMD is almost completely contained within the 8th District of the New Orleans Police Department— only the lakeside of N. Rampart Street being in the NOPD 1st District. Like all other areas of the city, the NOPD is the primary guarantor of public safety within the District. However, there are in fact a number of public and semi-public authorities that maintain separate police or private security forces.

This inventory of existing public safety services will serve as the foundation for a sustained effort on the part of the FQMAMD public safety program to engage with the NOPD, other agencies and organizations. It will be the responsibility of the Executive Director to establish and maintain relationships with senior officers or staff members in each of the organizations listed herein. Through information sharing and regular communication, the FQMAMD seeks to leverage these existing assets to improve public safety in the District beyond what is possible through the direct deployment of FQMAMD security officers.

I. The New Orleans Police Department in 2010

The New Orleans Police Department has begun significant efforts to stream departmental organization, to update officer practices, and to improve overall effectiveness. The architect of this reform is the new leader of the department, Superintendent Ronal W. Serpas. The FQMAMD is confident in the leadership of Superintendent Serpas, and will seek to be an effective partner in the effort to realize sustainable gains in public safety and quality of life.

In a white paper released August 23rd, 2010, Superintendent Serpas outlined sixty-five (65) “first steps” to remake the NOPD into a department that uses best practices, operates transparently, and is regarded as upstanding and accessible actor in local society. The document first enumerates “ten principles”, the last of which states that the NOPD is committed to “working collaboratively...to leverage any and all resources to advance public safety in New Orleans”. Based on this formal declaration and personal communication with NOPD officers, the FQMAMD is very optimistic about the working relationship between the FQMAMD security force and police officers protecting the service area.

II. The 8th District of the New Orleans Police Department

The 8th District of the New Orleans Police Department encompasses the French Quarter and Marigny Triangle Neighborhoods as well as the Central Business District (see figure 1). Major Edwin C. Hosli, Jr. is the commanding officer in the 8th District.

Commander Hosli and NOPD’s Chief of Operations Kirk Bouyelas provided the Board of Commissioners of the FQMAMD with the following information concerning the operations of the 8th District. Some changes in the composition of the 8th District have likely occurred since this inventory was received, as a number of reforms implemented by Superintendent Serpas have created various of district-based positions not enumerated below.

These reforms include:

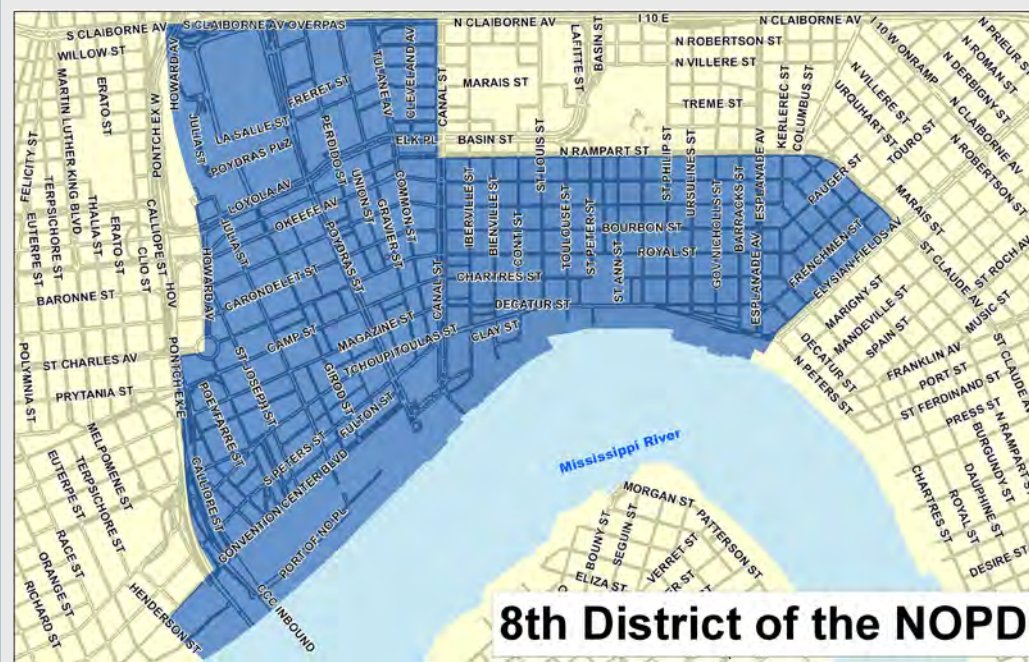
- The creation of a Community Coordinating Sergeant. The “CoCo” Sergeant is of particular importance to the FQMAMD. This officer has the specific duty of following up on the status and expansion of neighborhood and business watch programs, and is responsible for supervising the Quality of Life Officer in each district. Regardless of which officer serves as the NOPD’s Liaison the FQMAMD, the District will seek to collaborate with the CoCo Sergeant in all meaningful and appropriate ways possible.
- The Mounted Unit has been reassigned from the Special Operations Division to the 8th District, where

the vast majority of their operations take place.

- The 8th District now has a “Project Safe Neighborhood” detective, who will be particularly dedicated to following up on gun crimes.
- The 8th District will now have a District-Based Narcotics Team, composed of one sergeant and six detectives.
- The 8th District will now have two District-Based Task Forces, staffed by one sergeant and six officers each, intended for flexible deployment.

It should be noted that the implementation of these new positions do not imply an overall increase in staffing levels for the 8th District.

FIG. 18: NOPD 8th District



Personnel

According to Major Hosli and Chief of Operations Bouyelas, the 8th District currently has one hundred and thirty five (135) personnel assigned to this district, which includes (2) police technicians assigned to the Homeless Assistance Program. On average, two thirds of these officers are required to work on a daily basis. According to other sources, these personnel constitute a forty (40) person on-duty unit. In addition, 8 to 12 Reserve Officers (volunteer) work in the 8th District each week from Thursday through Saturday. The 8th District currently has ten (10) detectives and two (2) sergeants assigned to the District Investigative Unit.

Patrols and Coverage

On duty officers work in three (3) shifts, or “watches”: the First Watch starting at 7 AM and running to 3 PM, the Second Watch starting at 3 PM and running to 11 PM and the Third Watch running from 11 PM until 7 AM the next day.

8th District Officers are assigned to a Platoon, a Task Force, or General Assignment.



The 8th District is broken down into four (4) vehicle patrol areas. During each shift, each platoon must assign a minimum of one (1) vehicle patrol in each area in a marked police car. Three of the four vehicle patrol areas are within the FQMAMD boundaries. The vehicle patrol areas are defined as follows:

1. Rampart Corridor: Canal Street to Esplanade Avenue, N. Rampart Street to Decatur Street
2. Lower Quarter: Dumaine Street to Esplanade Avenue, N. Rampart Street to Decatur Street
3. Marigny Triangle: Esplanade Avenue to Elysian Fields Avenue to St. Claude Avenue
4. Downtown Development District/Central Business District: Canal Street to Calliope Street, Convention Center Blvd. to S. Claiborne Avenue.

The 8th District maintains eight (8) marked police cars assigned for patrol within the district. The district also maintains sixteen (16) unmarked vehicles.

The 8th District also maintains foot patrols, the routes of which change daily. Each platoon officer assigned to the First and Second watches are required to walk one hour each day in their assigned zones. Additional daily walking beats include Bourbon Street, Royal Street, Chartres Street, Jackson Square and the French Market.

Bourbon Street in particular has eighteen (18) officers and four (4) supervisors who patrol Bourbon Street between 7 PM and 5 AM. According to Commander Hosli, the personnel assigned to this coverage are staggered to provide the most efficient use of manpower.

The 8th District currently does not use bicycles, though Superintendent Serpas has stated that the NOPD will field Bicycle Units in all eight districts by 2011. The 8th District does own fourteen (14) motorized scooters, which are assigned to platoon officers with requisite training. Their use is currently limited regularly by scooter functionality. The 8th District has also recently purchased golf carts for use on Royal Street and Bourbon Street during day coverage, and Polaris four-wheel vehicles are assigned to the Canal Street Enhancement unit and the Bourbon Promenade. The 8th District owns five (5) four-wheel vehicles.

In addition, Commander Hosli has stated that the Mounted Unit of the 8th District sends out an average of six (6) horses per night. Four (4) horses are assigned to Bourbon Street, and the other two (2) of the horses are assigned to the Lower Quarter and Marigny Triangle area.

The 8th District also maintains other assets, such as two “paddy wagons” and an average of three “sky boxes”. Sky boxes are used as highly visible, mobile watch towers, and are deployed depending on event and crowd location. According to Commander Hosli, they are deployed in such locations along Canal Street, Bourbon Street, Decatur Street, N. Rampart Street, and Elysian Fields Avenue.

Public Outreach

Beginning in 2010, the 8th District has opened their weekly COMSTAT meeting to the public. At COMSTAT meetings, district police officers discuss crime trends and analysis, as well as accomplishments and outstanding matters. The location of this meeting has varied, but such information will be reliably communicated to District constituents by FQMAMD management in a timely manner.

The 8th District holds a public meetings—the New Orleans Neighborhood Police Anti-Crime Council—every second Thursday of the month at the Maison Dupuy Hotel, located at 1001 Toulouse Street at 5:30 PM.



III. The Orleans Parish Criminal Sheriff's Office

The Orleans Parish Criminal Sheriff's Office maintains parish-wide law enforcement powers equal to those of the New Orleans Police Department, but does not currently have any regular presence within or adjacent to the French Quarter-Marigny Historic Area Management District.

Since Hurricane Katrina, the Orleans Parish Criminal Sheriff's Office has maintained no dedicated patrols. The OPCSO has received state and federal grants to patrol areas of the city and currently maintains grant-funded patrols in areas of Uptown New Orleans. One such grant was used to fund patrols in the Marigny and adjacent Bywater neighborhoods, but that funding has been exhausted.

The OPCSO regularly applies for such state and federal grants and could potentially use such funds to return a temporary presence to the FQMAMD.

IV. Other Police Agencies and Public Safety Assets

The following police agencies, security providers and neighborhood organizations play only a narrow or specialized role in maintain public safety in the FQMAMD. The District will seek to establish a point of contact with each of these agencies, and ensure that each is familiar and able to communicate with the FQMAMD public safety program:

- The Louisiana State Police
- The United State Coast Guard
- Port of New Orleans Harbor Police
- Louisiana State Museum
- French Market Corporation
- Audubon Institute
- The Guardian Angels
- Lower Quarter Crime Watch
- Lower Quarter Citizens Against Crime
- Upper Quarter Crime Watch
- New Orleans Citizen Crime Watch

V. Private Security

In addition to public agencies and neighborhood organizations, myriad businesses and large residential properties maintain some private security presence. It will be the responsibility of the Executive Director to work to identify and maintain an inventory of private security forces and a point of contact for each security presence. With the help of the Greater New Orleans Hotel and Lodging Association, a great number of these contacts have been obtained in advance of FQMAMD operations.

Given the large number of private security personnel employed by hotels, restaurants and bars within the District, it is in the best interest of the FQMAMD to serve as an informal clearinghouse for information sharing between these outfits.



B. Comparative Research and Best Practices

I. Nationwide Research

Though they exist under many different names and legal structures, the French Quarter-Marigny Historic Area Management District is in a class of political subdivisions nationally known as Business Improvement Districts (BIDs). While BIDs can be created for a variety of purposes and can be financed through any number of methods, the FQMAMD shares two characteristics quite common among BIDs across the country—namely that its jurisdiction includes the center of business or tourist activity and that its revenue will potentially be derived from a special property tax fee.

According to the 2008 book *Business Improvement Districts and the Shape of American Cities* by Professor Jerry Mitchell of the City University of New York, there are between 500 and 1000 tax-financed BIDs delivering services across the United States. Thus, there exists a wealth of information and experience from which the French Quarter-Marigny Historic Area Management District is able to draw upon when considering its preferred management and operations strategy. Indeed, it is routine for contemporary American cities to have special security districts in core neighborhoods to complement the work of their police department. Such districts were in most often created in the 1990s as efforts parallel to important police department reforms. Since that time, there has been a precipitous drop in major cities across the country, including New York City, Los Angeles and Chicago where such districts have flourished.

A substantial body of academic research points to the effectiveness of these districts. The RAND Corporation recently concluded in a rigorous survey of Los Angeles BIDS that the presence of such districts was associated with significantly reduced rates of robbery and a reduction of general violence.

Another recent study of nationwide districts found that their implementation was associated with a 12% reduction in robbery, and an 8% reduction in the total incidence of violent crimes. In her study of public safety in Philadelphia districts, MIT professor of urban planning Lorelene Hoyt posed the question “Do [districts] make a difference?” to which she responded “In a word, yes.”

However, the creation of a security district should not be mistaken for a panacea. It is critical that the French Quarter security district recruit exceptional management, build a trusting relationship with the NOPD, and maintain an on-going dialogue with the resident and business constituents it serves. Only then will the security district be able to effectively improve public safety and empower the NOPD.

To this end, extensive interviews were conducted with Executive Directors and Operations Managers of BIDs in advance of this report to gather information on best practices. While hundreds of BIDs exist, few operate in areas similar to the French Quarter and Marigny Triangle. Indeed, in the course of research, it became clear that the French Quarter and Marigny Triangle really are unique among American destinations in terms of the business mix, pedestrian volume, and resident population. That said, in-depth interviews were conducted with representatives from the following twelve (12) BIDs:



FIG. 19: BIDS Investigated in Comparative Research

Downtown Austin Public Improvement District	Central Atlanta Progress – Atlanta Downtown Improvement District	Downtown Development District – New Orleans, LA
Downtown Long Beach Associates – Long Beach, CA	Waikiki Business Improvement District Association – Honolulu, HI	Pittsburgh Downtown Partnership
Baltimore Downtown Partnership	Centro San Antonio – Downtown Alliance San Antonio	Hollywood Entertainment District – Los Angeles, CA
Center City District – Philadelphia, PA	The Los Angeles Fashion District	Downtown Denver Partnership

The investigation of these BIDs and best practices inform the recommended strategies, tactics and services that will be critical to the success of operations conducted by the FQMAMD.

II. Comparative research within the City of New Orleans

Including the Downtown Development District, New Orleans is host to twenty-three special taxing districts that currently finance supplemental security services through the assessment of an additional property tax fee or millage on properties within their boundaries. Research informing the operations strategy recommended in this document included the review of services provided by many New Orleans security districts as well as conversations with district representatives. These conversations with members of the New Orleans community provided invaluable information concerning the practical implementation of private security operations in the city.

The majority of these districts encompass residential subdivisions, such as the Lake Terrace Crime Prevention District or the Lake Bullard Neighborhood Improvement District. Others incorporate low-to-medium density mixed use neighborhoods, such as the Garden District Security District or the Mid-City Security District.

Only the Downtown Development District has a number of business establishments comparable to the FQMAMD. However, the DDD has a much smaller residential. In addition, a great number of the residential properties that do exist in the DDD have some sort of private security. Due to these factors, the security team financed by the DDD is significantly smaller in scope than services proposed in this Management and Operations Plan.

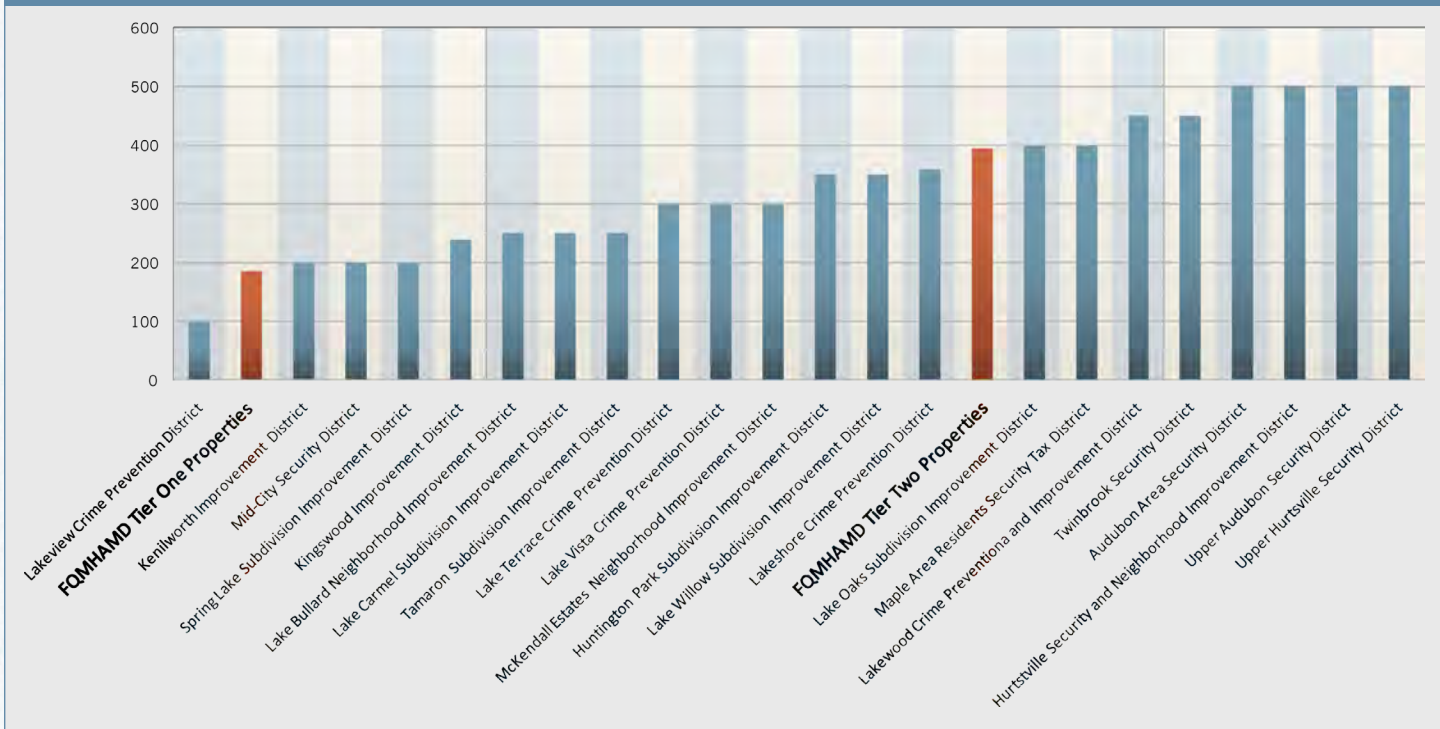
Authorized property tax fees in these districts range from \$100 to \$700 per parcel. The parcel fees proposed by the FQMAMD are squarely in the middle of this range. Considering the extraordinary number of businesses, residents and visitors within the FQMAMD, the Tier I and Tier II (see page 10 of the Management and Operations Plan) fees of \$185 and \$395 respectively are comparatively modest.

Operations vary among these districts. Some districts exclusively employ private security patrols, other hire off-duty NOPD officers. A number of districts have opted to finance some combination of private patrol and off-duty NOPD officers during late night and early morning hours. Most large districts, like the Lakeview Crime Prevention District, employ some patrol officers 24 hours per day.



The nature of the FQMAMD requires that the public safety program be more personnel-intensive and sophisticated than other security districts within the City of New Orleans. In the sections that follow, Management Protocols and Operation Protocols will detail how the staff of the FQMAMD and the public safety program officers will conduct themselves given the unique circumstances present in the French Quarter and Marigny Triangle neighborhoods

FIG. 20: BIDS Investigated in Comparative Research



C. Management Protocols

I. Civic Participation Protocol

The Executive Director will be responsible for building and maintain relationships with partner agencies, constituent organizations, and citizens generally. This will require a full-time commitment to public life within the district. The Executive Director will attend citizen organization meetings upon request (given reasonably advance invitation) and will attend COMSTAT meetings, neighborhood crime walks, and other public safety related meetings and events. The Executive Director should also seek formal participation with salient public safety working groups, such as the recently announced NOPD Citizens Advisory Panel.

In addition, the FQMAMD will host a monthly forum in order to bring together residents, businesspeople and other community members. Representatives of the NOPD, other public safety agencies and offices, and private security supervisors will also be invited to attend. This meeting will be held at a regular time and place, and will be advertised on the FQMAMD website and in the weekly e-newsletter distributed to any person who registers on the website.

II. Transparent Administration Protocol

The FQMAMD management staff is responsible for financial management at the district, oversight of the performance of the public safety program, seeking additional funding, managing relationships, and administering any supplemental programs. Each of these responsibilities is facilitated by a high-level of public trust. Indeed, if constituents do not have confidence in the management of the FQMAMD, it is unlikely that they will perceive the public safety program as effective regardless of results. Moreover, lack of trust will make it unlikely that voters will choose to re-authorize the FQMAMD security district in 2014.

To facilitate the maintenance of public trust, the FQMAMD management will administer all programs as transparently as possible. First and foremost, management will demand documentation of all officer actions while on patrol. Only with sufficient confidence in documented behavior is data-driven oversight of the public safety program possible. Secondly, all financial expenditures made by the FQMAMD or on its behalf will be documented and released in each of the appropriate financial statements recommended in the body of this report.

III. Public Outreach and Data-Sharing Protocol

The FQMAMD will provide good, timely and reliable data online in easily accessible formats. This will include data collected by security officers on quality of life violations and physical disrepair, which will quickly aggregate into an evolving database of community needs. Ideally, this information will be viewable on a web-based map application. If not, the data must retain spatial attributes that will allow users to analyze the information geographically. Data on officer mobility and engagement that will serve as the foundation of internal performance management will also be released, as will data on the District's financial expenditures.

As the NOPD revamps their crime reporting systems, it is in the best interest of the public to ensure that the FQMAMD data is easily compatible with NOPD data. Users should be able to download data from both the NOPD crime maps and the FQMAMD database of community needs to create "mash-ups" showing information from both sources. This will not only serve as a valuable tool, but will expose any reporting practices that need to be improved.

Updated data availability should be publicized on the FQMAMD website and through the weekly e-newsletter. The management of the FQMAMD will be responsible for ensuring that data-sharing continues to take advantage of best practices as they evolve. A number of local non-profit actors have informed these recommendations and will continue to serve as a potential source of up-to-date information on the topic, particularly the NolaStat organization.

IV. Crime Camera Protocol

Establishing a network of crime cameras is a medium-term goal of the FQMAMD. In the first years of operation, the installation and effective utilization of such a network is cost prohibitive. External funding will be pursued by the Executive Director when operations of the FQMAMD commence.

- Crime cameras will be investigated thoroughly despite the decision to pursue external funding for such a system. Camera systems should be reviewed for effectiveness, cost-benefit, and in their role in the unique context of the FQMAMD;
- External funding from the Department of Homeland Security through the Urban Areas Security Initiative (USAI) has been used by many cities of similar size to finance the creation of such a network;
- Approximately \$300,000,000 is available annually for such projects. The Executive Director will pursue this funding from the outset of operations.



V. Administrative Protocols

Aside from the costs of staffing the FQMAMD and engaging a third party contractor, the costs of management and operations have not been discussed in detail. Administrative costs include leasing space from which to operate, furnishing the office, and supplying staff members with the tools they need to perform their jobs. In the process of composing this Draft Management and Operations Plan, the cost of such items were thoroughly researched.

This plan assumes that the FQMAMD will bear the expense of all assets and services necessary for operation. However, the Board of Commissioners will seek to have some or all of these costs covered by in-kind contributions to the District.

a) Insurance

The insurance needs of the FQMAMD were discussed with representatives of Louisiana Companies, a long-standing insurance provider in the state. Until the FQMAMD submits applications for insurance quotes, specific dollar amount estimates are unavailable. However, the representatives of Louisiana Companies were able to provide rounded figures given the size, scope and activity undertaken by the FQMAMD. The cost of insurance required by the FQMAMD is greatly reduced through the engagement of a third party contractor to operate the public safety program.

- Worker's Compensation Insurance – An annual payroll of \$150,000 will require an estimated \$1,000 in Worker's Compensation coverage. The FQMAMD anticipates a somewhat lower payroll cost
- Directors & Officer Liability Insurance – Given the estimated staff size and membership of the Board of Commissioners, the FQMAMD will require an estimated \$2,500 in coverage.
- General Commercial Liability – All businesses require general commercial liability. The cost of this policy is estimated to be \$3,500.

b) Office & Equipment

The FQMAMD will need to lease office space to serve as a headquarters for the public safety program and as the office for the FQMAMD staff. The FQMAMD will seek to lease office space at a location within or near the District that serve as a visible presence that educates constituents about the operations of the FQMAMD. This office will need to be furnished with all equipment necessary for the operations of the third party contractor as well as the activities of the FQMAMD staff.

- Based on conversations with other BIDs and security service providers, along with an estimate based on the number of personnel using the space, it is estimated that the FQMAMD will need to lease an estimated 850 – 900 square feet of space.
- The leased space will need to be located on the ground floor. Ideally, the property leased will be a “flex-space” property, accommodating both the office functions and the storage and maintenance capacity required by the FQMAMD.
- Based on conversations with agents from the local commercial real estate firm Latter & Blum, “flex-space” of this size in parts of the FQMAMD will likely lease for \$12-\$14 per square foot.
- The leased office space will require the FQMAMD to pay for electrical utilities. Based on the square footage and the low-intensity use of electricity 24 hours per day, it is likely that electric bills will be as much as \$200 per month. Water and sanitation fees will likely require an additional \$100 per month.



- The FQMAMD will need to purchase high-speed internet connectivity and a telephone line. The package tailored for small businesses will suit the FQMAMD well and will cost approximately \$70 per month.
- The FQMAMD will need to procure a laptop computer for the Executive Director, the Executive Assistant, and the Unpaid Intern. For interoperability purposes, the laptop should run on Microsoft Windows and have the Microsoft Office package installed. Based upon research, laptops similar to the Dell Inspiron should be considered on a basis of appropriate price and level of performance.
- The FQMAMD will also need to procure attendant computer accessories. This might include docking stations, an external keyboard and mouse for each computer, and memory devices. These expenses are estimated to be no more than \$100 per computer purchased.
- The FQMAMD will need to procure a machine capable of scanning, faxing, copying and printing documents to ensure production and communication capabilities. Due to the small size of the office and the likely intensity of use for each of these functions, a machine similar to the Xerox Phase 3635 is recommended. It is highly recommended that a warranty be purchased, as these machines are reported to need repair more often than other office assets. Including warranty, an estimated price for such a machine is \$2,000.

The FQMAMD will also need to purchase office furniture. Each staff person will require a desk, chair, telephone, appropriate lighting, power cords, and similar sundries. The FQMAMD will also be responsible for furnishing the office for the comfort of those employed by the third party contractor, including furniture for the Operations Manager. This will also include lockers and chairs for use by Patrol Officers and Patrol Supervisors.

D. Operations Protocols

The operations of BIDs across the country vary greatly depending on priorities, budget and circumstances. The FQMAMD is focused on providing a robust operation dedicated to enhancing public safety within its jurisdiction. Like similar BIDs across the country, the FQMAMD faces a handful of central dilemmas that must be addressed in a way that best suits the District's goals and capabilities. The most significant issues at hand are as follows:

- Officer Conduct
- Officer Engagement
- Police and Security Coordination
- Data Collection and Reporting
- Administrative Protocol
- Special Events
- Surveillance

This section will outline the decisions off the Board of Commissioners on each of these topics, as well as some of the reasoning behind them. These conclusions have been reached after thorough research and extensive consideration. It should be recognized that the decisions herein are considered best practices in the context of the FQMAMD, and are not meant to discredit alternative methods. While some of the most salient motivations for these decisions are touched upon in the Management and Operations Plan, this Appendix aims to provide a more in-depth and unconstrained examination.



I. Officer Conduct

The FQMAMD management has the right to request the dismissal of any officer guilty of poor performance or misconduct. The security force officers will be expected to maintain a high degree of professionalism in all manners. Indeed, the FQMAMD has the ability to maintain a low tolerance for sub-optimal officer performance. That said, the District will also hold its officers to the following NOPD conduct policies implemented by Superintendent Serpas:

- Honesty and Truthfulness Policy – This policy calls for the presumptive termination, without progressive discipline, for any officer who makes a materially false statement with intent to deceive.
- False or Inaccurate Reports Policy – This policy calls for the presumptive termination, without progressive discipline, if an officer allows or makes a false or inaccurate oral or written report of an official nature.
- Failure to Report Misconduct Policy - Any officer who observes or becomes aware of any act of misconduct by another officer of the FQMAMD will immediately report the incident to their immediate supervisor, the Operations Manager, or the Executive Director.
- Failure to Cooperate/Withhold Information Policy – Officers will not withhold any information, acts or omissions known to the officer that purposefully interfere or disrupt an investigation by any official entity. Any officer who withholds information or fails to cooperate may be disciplined severely.

II. Officer Engagement Protocol

The Patrol Officers and Patrol Supervisors of the FQMAMD will be present within the District 24 hours per day, every day of the year. The large volume of pedestrian traffic within the District ensures that officers will interact with people on a regular basis. Given the mix of business establishment types located within the District, it is certain that FQMAMD Patrol Officers and Patrol Supervisors will interact with people of various needs and levels of cooperation. Patrol Officers and Patrol Supervisors are also expected to engage with persons observed disturbing quality of life within the District.

a) Visitors

Interaction with visitors will kept to a minimum. When engaged with visitors, FQMAMD security officers will be polite, helpful, and brief. Patrol Officers must remember that their primary function is to serve as a constantly mobile visible deterrent to crime.

- Given the volume of pedestrian traffic experienced within the FQMAMD and the unfamiliarity many visitors have with the area, Patrol Officers and Patrol Supervisors will likely be asked for directions and similar inquiries on a regular basis;
- As a security force, it is not in the interest of the FQMAMD to interact with those visitors not in need of immediate assistance;
- The use of bicycles and motorized vehicles during patrols will serve to minimize the number of these interactions. This will enable Patrol Officers and Patrol Supervisors to focus on the observation of the surrounding environment, and to maintain high-visibility through less frequently interrupted mobility;
- If a Patrol Officer or Patrol Supervisor is approached by a visitor in need of directions or some similar inquiry, that officer will do his or her best to quickly provide what salient information they can;
- It is not necessary for Patrol Officers or Patrol Supervisors to log these interactions using the FQMAMD-issued mobile devices.



b) Residents and Businesspeople

Interaction with residents and businesspeople will be polite, thorough and professional—but also brief. Officers will understand that residents and businesspeople are their primary constituents, and will seek to build and maintain relationships that are critical to achieving an intimate understanding of the service area.

- If a Patrol officer or Patrol Supervisor is approached by a person or persons that identify as residents or employees within the District, the officer will seek to assist or converse with that person or persons;
- Personal but professional relationships with residents and businesspeople are encouraged;
- Relationships with residents and businesspeople help develop the Patrol Officer's understanding of the District and improve their observational skills while on patrol;
- The need to remain mobile and visible will motivate the Patrol Officer to keep conversation with residents and employees of District business establishments brief;
- It is necessary for Patrol Officers or Patrol Supervisors to log interactions with residents and businesspeople using the FQMAMD-issued mobile device;
- Minimal information is required to be logged for non-incident interactions such as those with residents and businesspeople. The log will include the name of the person or persons interacted with, the time and location of the interaction;
- Keeping such records will enable the commanding officer to quantify the extent each Patrol Officer is becoming familiarized with his or her area of patrol, and to ensure the nature of Patrol Officer interactions are appropriate.

c) Offenders and/or Suspicious Persons

Interaction with offenders and/or suspicious persons will be pursued carefully, in adherence to all training and with proper precaution. This includes the immediate notification of security team members via two-way radio. During radio notification, an engaged Patrol Officer or Patrol Supervisor will first identify their location. If a person becomes non-cooperative or physically aggressive, the officer will contact both his or her supervising officer and the NOPD immediately.

- The Patrol Officer or Patrol Supervisor will contact his or her commanding officer via two-way radio immediately;
- If at any time an offender or suspicious person becomes non-cooperative or physically aggressive, the Patrol Officer and/or the Patrol Supervisor will contact the NOPD immediately using a FQMAMD issued smart phone or person cell phone;
- At which point a Patrol Officer reports an engagement with an offender and/or suspicious person, the Patrol Supervisor will dispatch to that Patrol Officer's location;
- Patrol Officers or Patrol Supervisors that become engaged with an offender or suspicious person will attempt to record as much data concerning the engagement as possible, including the location, time, offense and name of the offender or suspicious person, and other salient information;
- If that Patrol Supervisor is already engaged with another Patrol Officer, that Patrol Supervisor will request the presence of the Operations Manager at the site of the second Patrol Officer engagement;
- The Patrol Officer or Patrol Supervisor will brandish and use FQMAMD-issued pepper spray with extreme caution and only if the non-cooperative offender has physically assaulted or attempted to assault the Patrol Officer or Patrol Supervisor. Use of pepper spray must be consistent with all training;
- Under no circumstances will an Armed Patrol Officer or Patrol Supervisor un-holster his or her firearm;
- After an engagement with an offender and/or suspicious person, the Patrol Officer or Patrol Supervisor will author a full incident report using the FQMAMD-issued mobile device.



d) Observed Violence and/or Felony

Interaction with observed violent offenders and/or a felony in progress will prompt immediate contact with the NOPD and the commanding officer. The Patrol Officer or Patrol Supervisor will then work to isolate bystanders from the offender or offenders. Simultaneously, the Patrol Officer or Patrol Supervisor will observe and record as much information as possible about the offender or offenders.

- The Patrol Officer or Patrol Supervisor will contact his or her commanding officer via two-way radio immediately;
- If a Patrol Officer or Patrol Supervisor observes violence in progress and/or a felony in progress, he or she will contact the NOPD immediately using a FQMAMD-issued smart phone or person cell phone;
- At which point a Patrol Officer reports observing violence and/or a felony in progress, the Patrol Supervisor will dispatch to that Patrol Officer's location;
- If that Patrol Supervisor is already engaged with another Patrol Officer, that Patrol Supervisor will request the presence of the Operations Manager at the site of the second Patrol Officer engagement;
- The Patrol Officer or Patrol Supervisor will brandish and use FQMAMD-issued pepper spray with extreme caution and only if the offender has physically assaulted or attempted to assault the Patrol Officer or Patrol Supervisor;
- Under no circumstances will an Armed Patrol Officer or Patrol Supervisor un-holster his or her firearm.
- Patrol Officer or Patrol Supervisors that observe violent offenses and/or a felony in progress will attempt to record as much data concerning the engagement, including the location, time, offense and other salient information.
- If a crowd of bystanders gathers, the Patrol Officer or Patrol Supervisor will call the commanding officer and request the dispatch of a motorized four-wheel vehicle.
- After an engagement with an offender and/or suspicious person, the Patrol Officer or Patrol Supervisor will author a full incident report using the FQMAMD-issued mobile device.

III. Police and Security Coordination Protocol

a) Police

Close coordination with the NOPD is a mission-critical component of an effective public safety program. Securing regular communication between the NOPD's liaisons and both the Executive Director and FQMAMD commanding officer is the required first step. The FQMAMD will actively work to build trust with the NOPD through information sharing, regular communication, and officer training.

Senior-Level Coordination and the NOPD's Liaisons

- The Executive Director and the commanding officer of the FQMAMD public safety program will establish a working relationship with the NOPD Superintendent;
- The Executive Director and the commanding officer of the FQMAMD public safety program will establish a working relationship with the commander of the 8th District of the NOPD;
- The Executive Director and the commanding officer of the FQMAMD public safety program will establish a working relationship with the commander of the 1st District of the NOPD;
- The Executive Director and the commanding officer of the FQMAMD public safety program will establish a working relationship with the Community Coordinating Sergeant of both the 8th District and the 1st District;



- The Executive Director and/or the commanding officer of the FQMAMD public safety program will attend all NOPD-sponsored public meetings regarding areas included within the FQMAMD service area, including the weekly COMSTAT meeting;
- The Executive Director will seek membership on the NOPD's Citizen Advisory Panel.
- Through consultation with the commanders of both the 8th and 1st Districts of the NOPD, the Executive Director and the commanding officer of the FQMAMD public safety program will request a dedicated point of contact in both the 8th and 1st districts to serve as the NOPD's Liaisons to the FQMAMD;
- The NOPD's Liaisons will ideally be senior officers who can speak with the FQMAMD concerning new information (such as crime trends and persons of interest) on a daily basis;
- The NOPD's Liaisons will serve as the primary points of contact for the commanding officer of the FQMAMD's public safety program any time the commanding officer is compelled to report non-emergency information to the NOPD;
- The NOPD's Liaisons will each be issued an FQMAMD two-way radio and an FQMAMD smart phone;
- The NOPD's Liaisons will be asked to attend the NOPD "COMSTAT" meetings and take that opportunity to meet in person with FQMAMD representatives on a weekly basis;
- The Executive Director will present the NOPD's Liaisons and the commanders of the 8th and 1st Districts with a Weekly Report of statistics and analysis of data recorded by FQMAMD officers at or shortly after each COMSTAT meeting;
- The Executive Director will present the NOPD's Liaisons and the commanders of the 8th and 1st Districts with a Monthly Report of statistics and analysis of data recorded by FQMAMD officers at the end of each month;
- The Executive Director will invite the NOPD's Liaisons and all other 8th and 1st District officers to attend a monthly meeting along with representatives from other police agencies and private security operations.
- The commanding officer of the FQMAMD public safety program will maintain regular e-mail and telephone communications with the NOPD Quality of Life Officer in the 8th District. Information sharing with the Quality of Life Officer should be frequent and informal.
- Any problems or conflicts that arise between FQMAMD Patrol Officers or Patrol Supervisors and NOPD Officers will be addressed first through the NOPD's Liaison.

Officer-Level Coordination

- The FQMAMD will seek introductory training for all new Patrol Officers and Patrol Supervisors conducted by NOPD officers.
- Patrol Officers and Patrol Supervisors will recognize that positive relationships with patrolling NOPD officers are assets to be cultivated and maintained.
- When met with an NOPD officer, Patrol Officers and Patrol Supervisors will acknowledge and briefly interact with the officer.
- Patrol Officers and Patrol Supervisors will always call the 8th District Dispatch when NOPD attention is required. The 1st District Dispatch will also be called if attention is necessary on N. Rampart Street. Under no circumstances will Patrol Officers or Patrol Supervisors contact specific NOPD officers on duty.
- Any police communications with the FQMAMD conducted by an officer other than the NOPD's Liaisons will be directed through the commanding officer.



- Any problem or conflict that arises between a Patrol Officer or Patrol Supervisor and an NOPD officer should be reported to the commanding officer of the FQMAMD public safety program and the Executive Director immediately.

b) Private Security

The FQMAMD recognizes that private security within the District is an abundant asset that should be leveraged in the effort to improve public safety. The FQMAMD will continually maintain and update an inventory of all known private security operations and the contact information for their senior staff. The FQMAMD will seek to establish two-way information sharing and communications with private security operations. The FQMAMD will serve as a relay point for private security operations to achieve “one-to-many” information sharing.

- The FQMAMD will continually maintain and update an inventory of all known private security operations in the District, as well as an email and telephone point of contact.
- Patrol Officers and Patrol Supervisors will collect this information from private security guards if they have other cause to interact, but will not conduct such a survey independently.
- Private security operations will be provided with the telephone number of the commanding officers of the FQMAMD public safety program.
- Private security operations will be provided with the telephone number of the commanding officers of the FQMAMD public safety program.
- Private security operations will be encouraged to share information, both in summary and in real time, with the FQMAMD.
- Private security operations will be educated about the “one-to-many” information sharing protocol offered by the FQMAMD—any private security operation can send information in any format to the FQMAMD, and the FQMAMD will relay that information in text message or e-mail format to all other known private security operations in the District service area.
- The Executive Director will invite representatives from each private security operation to attend a monthly meeting along with representatives from the NOPD and other police agencies.
- There will be no direct radio or telephone communications between Patrol Officers and Patrol Supervisors and private security guards.
- Any problem or conflict that arises between a Patrol Officer or Patrol Supervisor and a private security guard should be reported to the commanding officer of the FQMAMD public safety program and the Executive Director immediately.

The FQMAMD public safety program will operate with the contact information and operation details of every private security effort within the District possible. It will be the responsibility of FQMAMD security officers to identify and track private security operations within the District. Each senior security staffer or operations manager will be given the direct cell phone number of the commanding officer of the FQMAMD public safety program.

The commanding officer will also provide private security operation in the District with information on a regular basis. Senior security staff or operations managers will be e-mailed weekly summary reports, and will be invited to monthly meetings hosted by the FQMAMD.

IV. Data Collection and Reporting Protocol

The FQMAMD will procure a system of PDAs or other mobile devices to enable Patrol Officers and Patrol Supervisors to record rich information about their movement, services provided, risks and other matters that require attention. The Operations Manager and the Executive Director will be responsible for analyzing this data and using



the information as a decision support. The Executive Director will be responsible for communicating findings and statistics in report format to the NOPD, private security and the public at large.

- The FQMAMD will procure a networked system of PDAs or other mobile devices to allow mobile data acquisition and online reporting, including the devices, a carrier service, database management, and reporting software;
- The procured devices will have GPS-capability, allowing the device to track the movement of Patrol Officers and Patrol Supervisors, as well as tagging the location of any logged activity;
- Along with location, the information logged will be stamped with date and time, the user (the officer), the type of log (incident, etc.), the patrol zone, and with topic keywords ("tags");
- The procured devices will be able to receive real-time work orders assigned to individuals or teams of officers sent from the commanding officer;
- The procured devices will be able to take photographs and log their location, date, and time. Photographs will be used to document persons of interest, vandalism, and infrastructure in need of repair among other things;
- The procured devices will enable officers to search the database containing all historical logs from the device itself. This search will be possible location, date, time, type of log, or keyword.
- The FQMAMD will retain a database manager and technical support service to ensure that any malfunctions or similar issues with the electronic data reporting service are addressed as quickly as possible;
- This service provider will also provide training to officers relative to the use of the procured devices, and training to the Operations Manager, Executive Director and Executive Assistant for use of data tracking and reporting software;
- The Operations Manager will review and analyze data collected with the procured devices for purposes of performance review at the officer and program level, as well as decision support for the effective deployment of resources.
- The Executive Director will review and analyze data collected with the procured devices for purposes of performance review at the program level. The Executive Director will be responsible for analyzing data and authoring summary comments for inclusion in the both the Weekly Report and the Monthly Report to be distributed to the NOPD, other police and private security operations, and the general public
- In general, the FQMAMD will seek to make good, timely and reliable data on community needs and public safety available to the public.



E. Addendum: An Analysis of NOPD Reported Crimes

To effectively allocate its limited resources to best serve the constituent population of residents and businesspeople, it is critical that the FQMAMD have an empirical understanding of where and when crime is occurring within the District. To this end, a robust data collection effort will be a core component of the FQMAMD public safety program. This will enable the Executive Director and the Operations Manager to continuously revise and refine the Operations Strategy of the public safety program to better respond to evolving threats. That said, the primary dataset used in strategic planning efforts will be the official crime statistics released by the New Orleans Police Department.

Since the mid-1990s the NOPD has been tracking crime data with its COMSTAT system. For about a decade, the NOPD has made geo-referenced crime data available to the public via online crime maps. This online mapping system enables users to query crime by offense, date and time, and location. For the purposes of this Draft Management and Operations Plan, crime within the boundaries of the FQMAMD was obtained for the full calendar years of 2005 through 2009—every full calendar year currently available—and 2010 data through August 21st.

However, there are some indications that raw figures reported from the online crime map system may not be a complete reflection of crime occurring within the FQMAMD. Most significantly, the system failed to report murder statistics for the years 2005 and 2006 and reported rape statistics only for the year 2009. The NOPD crime data has also drawn criticism from other users in the recent past.

For this reason, additional sources of crime data were pursued for this analysis. However, the other sources of data proved to be either unavailable or incomplete for the purposes of this document. Thus, the NOPD crime data is the exclusive source of information regarding criminal activity within the FQMAMD contained within this Draft Management and Operations Plan. According to data obtained from the NOPD website, the following analyses summarize reported crimes between January 1, 2005 and August 21, 2010.

This analysis assumes that whatever flaws may exist within report crime statistics are constant throughout the data. Thus, comparing crime from one year to the next will produce a reliable information trend.

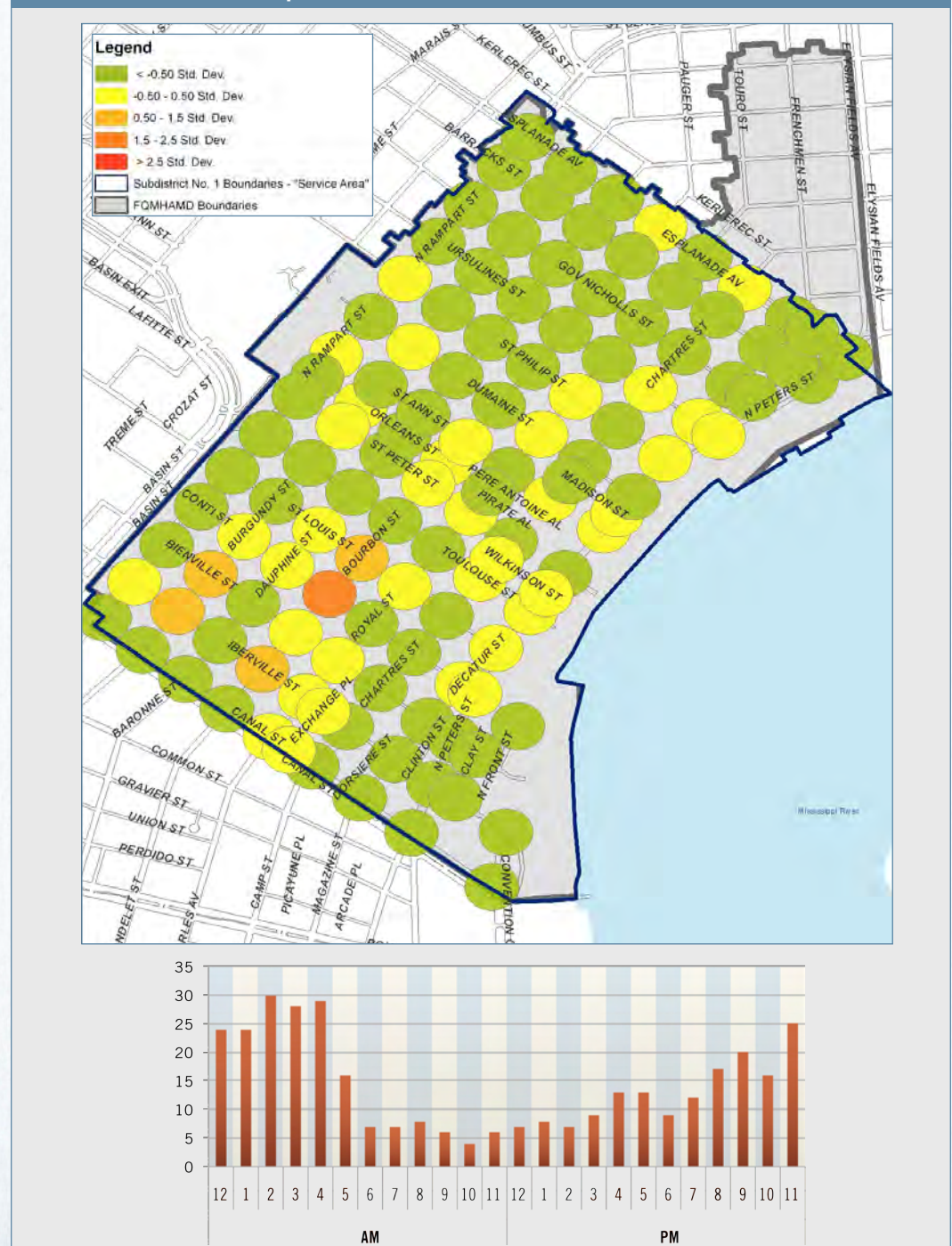
In the following section, the distribution of these criminal incidents across time of day and across the geography of the FQMAMD will be illustrated. Maps will demonstrate where certain crimes are more likely to occur relative to other locations within the District. Charts will be used to show when each type of crime is most likely to occur. This information will serve as the departure point for the robust data collection efforts to be undertaken by the public safety program of the FQMAMD, which will in turn augment the ability to adapt operations to respond to changing conditions in the most effective manner possible.

II. Reported Assaults

According to the FBI's Uniform Crime Reporting Program, an "assault" is defined as either an 1) "aggravated assault", which is the attack by one person upon another for the purpose of inflicting bodily injury with or without the use of a weapon; or 2) a "simple assault", which is not aggravated and does not result in serious injury to the victim. Simple assaults include stalking, intimidation, coercing and hazing among other offenses.

The pattern of reported assaults throughout the day shows an increasing risk throughout the day, with a sustained high-risk period between the 11 PM and the 5 AM hour.

FIG. 22: Distribution of Reported Assaults, 2005-2009



III. Reported Burglaries

According to the FBI's Uniform Crime Reporting Program, a "burglary" is defined as a "breaking or entering" or the unlawful entry of a structure to commit a felony or theft. Attempted forcible entry is also included.

The pattern of reported burglaries throughout the day shows a particularly pronounced peak during the 3 AM hour. A sustained elevation in risk is also evident during the working morning hours, between 9 AM and the 12 PM hour.

FIG. 23: Distribution of Reported Burglaries, 2005-2009

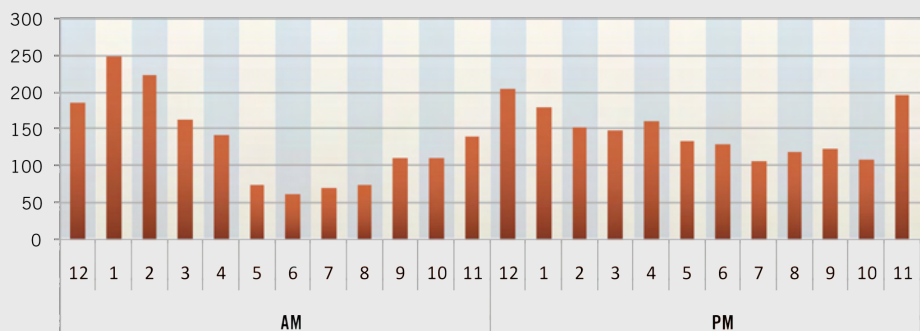
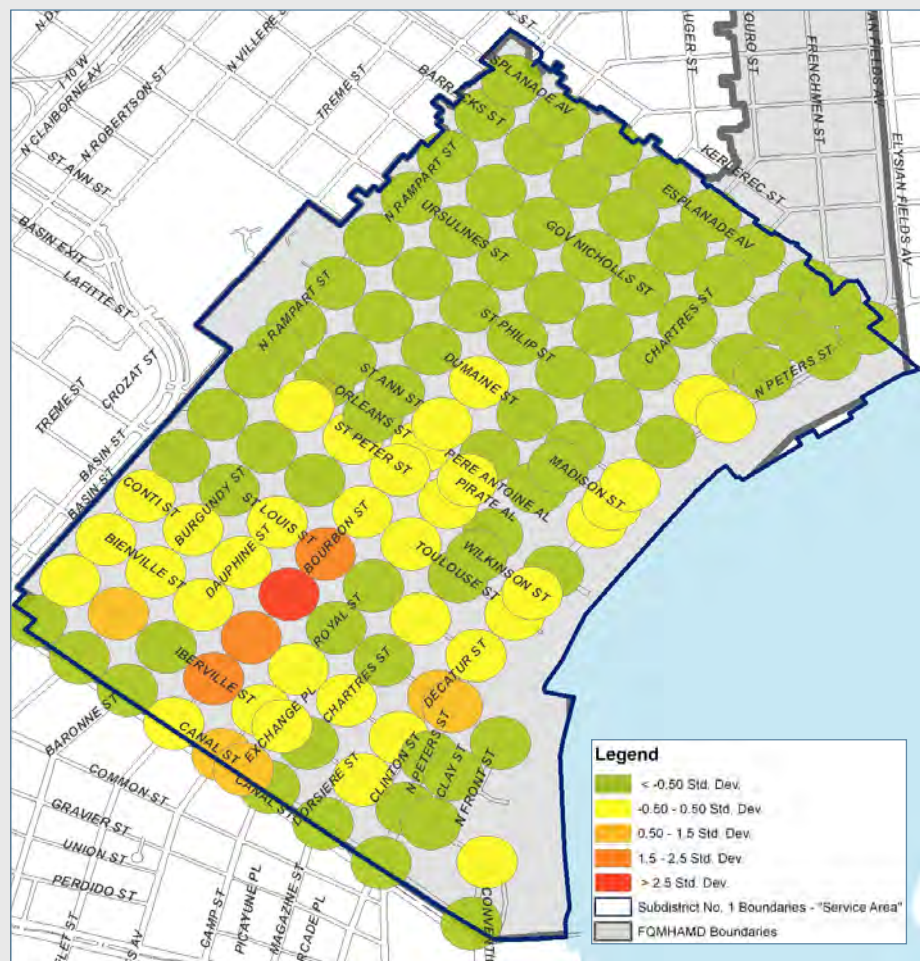


IV. Reported Thefts

According to the FBI's Uniform Crime Reporting Program, a "theft", which is also referred to as "larceny", is defined as the unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another. Examples include thefts of bicycles, shoplifting, pocket-picking, or the stealing of any property not taken through force or fraud. Attempted thefts are included.

The pattern of reported thefts throughout the day reveals substantial risk during daytime hours. Specifically, there is a pronounced increase in thefts during the 12 PM hour which even exceeds a similar increase during the 11 PM and 12 AM hours. However, the early morning hours still host the most significant number of thefts, a pattern similar to other crimes

FIG. 24: Distribution of Reported Thefts, 2005-2009



V. Reported Robberies

According to the FBI's Uniform Crime Reporting Program, an "auto theft" is defined as the theft or attempted theft of a motor vehicle, which is in turn defined as a self-propelled vehicle that runs on a land surface and not on rails. This definition is meant to exclude construction and farming equipment, as well as boats and aircraft.

The pattern of reported auto thefts throughout the day shows a small peak during mid-day, along with steadily increasing occurrences during the late night and early morning hours. Unlike other crimes likely to occur during early morning, auto thefts appear to diminish in frequency at an earlier hour of the morning.

FIG. 25: Distribution of Reported Robberies, 2005-2009

