

OFFICE OF THE MAYOR

EXECUTIVE ORDER HM 26-06

PUBLIC SAFETY READINESS AND OPERATIONAL ASSESSMENT

WHEREAS, the City of New Orleans has a responsibility to protect public safety, maintain continuity of government, and ensure readiness for emergencies, major events, and evolving threats; and

WHEREAS, effective public safety and emergency readiness requires coordinated planning, clear command structures, adequate staffing, reliable communications, resilient infrastructure, and accountable use of public funds; and

WHEREAS, the Mayor finds that a time-limited, comprehensive readiness assessment will strengthen coordination across public safety agencies, improve preparedness for Mardi Gras and hurricane season, and ensure the City is positioned to address emerging risks, including but not limited to, saltwater intrusion and infectious disease outbreaks;

NOW THEREFORE, I, HELENA MORENO, pursuant to the authority vested in me as the Mayor of the City of New Orleans by Section 4-206(3) of the New Orleans Home Rule Charter and other applicable law, **DO HEREBY ORDER AS FOLLOWS:**

1. Purpose. This Order establishes a 120-day Public Safety and Operational Readiness Assessment to evaluate agency performance, operational readiness, interagency coordination, and resourcing related to:

- NOHSEP readiness and emergency management coordination;
- criminal justice system coordination;
- funding and oversight of external agencies and partners;
- federal and military presence in the City (as applicable);
- Mardi Gras preparedness;
- 911 staffing, funding, governance, and performance;
- hurricane preparedness and continuity of operations;
- saltwater intrusion preparedness; and
- infectious disease outbreak preparedness.

The assessment shall produce actionable recommendations, including immediate operational improvements and longer-term policy, budgeting, and governance proposals.

2. Definitions. As used in this Order, the following terms shall have the following meanings:

“Assessment” means the 120-day review established by this Order, including operational, staffing, financial, governance, and readiness components.

“External agencies and partners” includes state, federal, regional, nonprofit, and private entities that receive City funding, provide services under contract or agreement, participate in joint operations, or are relied upon for emergency response, public safety support, or continuity of operations.

“Public Safety Agencies” includes, at minimum, the New Orleans Police Department (“NOPD”), New Orleans Fire Department (“NOFD”), Emergency Medical Services (“EMS”), NOHSEP, and any City office or division with operational responsibilities affecting emergency response, incident management, communications, and public safety operations.

3. Establishment of the Public Safety and Operational Readiness Assessment Team.

A. There is hereby established the Public Safety and Operational Readiness Assessment Team (“Assessment Team”).

B. Chair. The Assessment Team shall be chaired by the Deputy Mayor of Public Safety (or, if none is appointed, the Mayor’s designee).

C. Core Members. The Assessment Team shall include representatives from departments or agencies designated by the Chair, which may include:

1. Chief Administrative Office (“CAO”);
2. Police;
3. Fire;
4. Law;
5. Office of Homeland Security and Emergency Preparedness;
6. Office of Procurement/Finance;
7. Office of the Mayor;
8. Health/EMS; and
9. Any department identified as relevant to the Assessment Team by the Chair.

D. External Participants. The Assessment Team shall invite participation and input from relevant justice and partner agencies, which may include, as applicable: Orleans Parish Sheriff’s Office, District Attorney, Criminal District Court leadership, Coroner, Orleans Parish Communications District, state and federal law enforcement partners, the Governor’s Office of

Homeland Security and Emergency Preparedness, Louisiana National Guard, and other entities as appropriate. Nothing herein compels participation by non-City entities.

E. The Chair may establish working groups and designate leads to complete assessment-related tasks.

F. The Assessment Team will consist of representatives of the executive branch and will be performing an operational executive function involving sensitive matters of security and public safety. As such, this Order should not be construed to create or establish a public advisory body governed by the provisions of the Open Meetings Law.

4. Scope and Methodology.

A. The Assessment Team shall conduct a complete, systemic review of the City's public safety and emergency response apparatus, including:

1. an operational plan review (including EOPs, COOP/COG plans, incident command protocols, mutual aid agreements, and special event plans);
2. staffing and scheduling analysis (authorized strength, vacancy rates, overtime, training completion, and surge capacity);
3. readiness exercises and tabletop validations (as feasible within the timeframe);
4. budget and funding review (baseline, one-time funds, grants, restricted funds, contracts, and interagency transfers);
5. after-action review of recent incidents and major events;
6. technology and communications review (radio interoperability, CAD, 911 call-handling, redundancy, cybersecurity, and continuity); and
7. stakeholder interviews, including frontline personnel where appropriate.

B. The Assessment Team shall identify:

1. critical gaps and risks;
2. root causes and constraints;
3. near-term corrective actions (0–90 days);
4. medium-term initiatives (3–12 months); and
5. budgetary and governance recommendations for future fiscal years.

5. Immediate Priority Actions.

A. The Chair may recommend immediate corrective actions during the assessment period, and the Mayor may direct implementation of such actions to the extent feasible.

B. The Assessment Team shall, within 30 days, produce a short list of:

1. the top 10 operational and public safety risks; and
2. immediate mitigation steps that can be taken within existing authority and resources.

6. Assessment Components.

The Assessment Team shall complete the following components and include findings and recommendations in the final report:

A. NOHSEP Assessment (Emergency Management & Incident Coordination).

1. review NOHSEP staffing, structure, training, planning products, and exercise frequency;
2. evaluate Emergency Operations Center (EOC) activation protocols, incident command integration, and coordination with City departments;
3. assess mutual aid agreements, regional/state coordination pathways, and resource tracking procedures; and
4. validate continuity of operations/continuity of government readiness and departmental alignment.

B. Criminal Justice Coordination (Public Safety–Justice System Interface).

1. evaluate coordination practices among law enforcement, jail operations (as applicable), prosecution, courts, and pretrial/supervision functions (to the extent City interfaces exist);
2. identify operational chokepoints (e.g., warrant processing, transport, communications, data sharing, and case flow) and associated public safety impacts; and
3. recommend improvements to interagency coordination mechanisms, information-sharing agreements, and event-based coordination (e.g., major event surge operations).

C. Review of Funding for External Agencies and Partners.

1. inventory City funding streams to external agencies and partners supporting public safety, emergency response, behavioral health crisis response, violence prevention, reentry, victim services, and readiness functions;

2. evaluate whether funded services align with measurable outcomes and performance requirements;
3. review contracting/grant management controls, reporting requirements, and auditability; and
4. identify duplications, gaps, and opportunities to consolidate, re-scope, or performance-manage funded activities.

D. Federal / Military Presence in the City (as applicable).

1. inventory the circumstances under which federal support or military presence has been requested or deployed (including National Guard support, federal law enforcement assistance, and special event security support) to the extent records are available;
2. assess legal authorities, request/approval processes, command-and-control coordination, rules of engagement/use-of-force policies (where applicable), and cost responsibility; and
3. recommend clear protocols for requesting, managing, and demobilizing such support, including transparency, accountability, and coordination with civil authorities.

E. Mardi Gras Preparedness and Major Event Readiness.

1. assess Mardi Gras operational plans across policing, fire/EMS, traffic, crowd management, route operations, emergency communications, and incident response;
2. evaluate staffing and mutual aid, overtime planning, staging, medical surge, and response time targets;
3. review unified command structures, radio interoperability, public communications, and contingency plans for severe weather, mass casualty incidents, violence, and infrastructure failures; and
4. produce a prioritized list of operational upgrades and a readiness checklist with owners and deadlines.

F. 911 Staffing, Funding, Governance, and Performance.

1. assess 911 staffing levels, vacancy/attrition drivers, training pipeline, retention strategies, and mandated overtime;
2. evaluate call-answer times, abandonment rates, dispatch processing times, and quality assurance processes;
3. review funding adequacy, sustainability, and any constraints on using dedicated revenues;

4. review governance, interagency coordination, and technology resilience (redundancy, backup sites, continuity plans); and
5. recommend an improvement plan with measurable performance targets and reporting timelines.

G. Hurricane Preparedness.

1. assess evacuation planning, shelter coordination (as applicable), special needs planning, transportation, fuel logistics, generator readiness, and debris contracts;
2. evaluate departmental COOP plans, re-entry protocols, continuity of government, payroll/finance continuity, and emergency procurement readiness; and
3. review post-storm public communications strategy and public information continuity.

H. Saltwater Intrusion Preparedness.

1. assess City preparedness for saltwater intrusion impacts on potable water supply and critical infrastructure, including coordination with relevant utility and regional partners;
2. review contingency planning for water treatment modifications, alternate supply options, emergency distribution, and vulnerable population support; and
3. assess communication plans, operational triggers, and coordination protocols to manage evolving conditions.

I. Infectious Disease Outbreak Preparedness.

1. assess coordination among public health functions, EMS/clinical partners, emergency management, and public communications;
2. review surge capacity planning, PPE/medical supply logistics, isolation/quarantine support (as applicable), and continuity of operations under staffing disruptions; and
3. evaluate readiness for rapid public messaging, rumor control, and intergovernmental alignment with state/federal public health guidance.

7. Data Access and Cooperation.

A. City departments and offices shall cooperate with the Assessment Team and provide timely access to:

- plans, policies, and procedures;
- staffing and scheduling data;

- training records and certifications;
- budget documents, grants, contracts, and funding records; and
- after-action reports and operational metrics.

B. Nothing in this Order authorizes interference with ongoing investigations, prosecutions, litigation holds, protected personnel matters, or privileged communications. The City Attorney shall advise on privilege, confidentiality, and lawful disclosure boundaries.

8. Deliverables and Timeline. The Assessment shall be performed within the following timelines, except as otherwise authorized in writing by the Mayor:

- A. Within 15 days: Top 10 risk list and immediate mitigation options;
- B. Within 30 days: Interim memorandum summarizing initial findings and urgent readiness gaps;
- C. Within 60 days: Draft “Readiness Scorecard” with baseline metrics for:
 - staffing and vacancy rates;
 - training completion;
 - response time and dispatch metrics (as applicable);
 - EOC readiness and exercise completion; and
 - major event readiness milestones.
- D. Within 90 days: Draft recommendations package, including:
 - immediate operational changes;
 - budget adjustments and resource reallocations;
 - technology continuity upgrades; and
 - governance/coordination proposals.
- E. Within 120 days: Final report to the Mayor including:
 - executive summary and key risks;
 - findings for each assessment component in Section 6;
 - recommended actions categorized by timeline (0–90 days, 3–12 months, and longer-term); and
 - a funding and implementation plan, including potential grant opportunities and cost estimates where practicable.
- F. The Mayor may authorize public release of all or part of the final report, subject to lawful redactions and protection of sensitive security information.

9. **Funding and Administrative Support.** The assessment shall, to the maximum extent practicable, be completed using existing staff and resources. If additional resources are required, the Assessment Team shall submit a written request to the Mayor and CAO describing need, cost, and funding source.

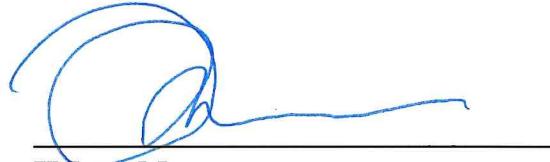
10. **No Creation of Rights.** This Executive Order is an internal management directive and does not create any private right of action or enforceable right against the City.

11. **Severability.** If any provision is held invalid, the remaining provisions shall remain in full force and effect.

12. **Effective Date.** This Executive Order is effective immediately upon signature.

13. **Duration.** This Executive Order shall remain effective until amended, rescinded, or terminated in accordance with applicable law.

WITNESS MY HAND AND SEAL THIS 12H DAY OF JANUARY, 2026 AT NEW ORLEANS, LOUISIANA.



Helena Moreno
Mayor
City of New Orleans