



# RESULTS NOLA 2014

Mayor Mitchell J. Landrieu

Mid-Year Performance Report

January 1– June 30, 2014

*Issued 08/29/2014*





#### A message from Mayor Mitch Landrieu:



In 2010, we made a commitment to set goals and track our performance so that our citizens could hold us accountable like never before. In recognition of our work, last month, the City of New Orleans received a Certificate of Excellence for superior performance management efforts from the International City/County Management Association's (ICMA) Center for Performance Analytics. The Certificate of Excellence is ICMA's highest level awarded, and this recognition is validation of the hard work of employees throughout

City government in implementing our program over the past 4 years.

With this report, we can review data to understand what's working and what's not, and identify solutions for improvement. As we work with the City Council to develop our 2015 budget, we can also use this data to identify changes that we need to make and allocate fewer or more funds to programs, as needed.

The results in this report show that, in the first half of 2014, we've made progress on a number of fronts. We delivered 82% of capital projects on schedule, completing Di Benedetto Playground, St. Roch Market, Gernon Brown Gym, and the 5<sup>th</sup> District police station, among other projects. We brought 478 blighted properties to compliance and filled 15,809 potholes, exceeding our targets for both. Nearly 90% of streetlights were functional at the end of the second quarter, and we began the Energy Smart Streetlight Conversion Program on June 30.

Through the Office of Community Development, 204 first-time homebuyers received soft second mortgage commitments. NORDC increased the percent of recreation center operating hours that included programming, and with 10,316 people participating in programs, the Commission exceeded its participation target.

Through City initiatives to promote economic development, we created 2,799 jobs. We awarded 35% of new City contracts, totaling nearly \$10 million, to Disadvantaged Business Enterprises (DBEs), meeting our target. We continued to build on the efficiency of the One Stop Shop, and exceeded the target for customer wait times to apply for any license of permit, with customers waiting 15 minutes, on average.

EMS and the NOFD both met our response time targets. The NOPD cleared 41% of crimes against persons, meeting the target, but the clearance rate for crimes against property, at 12%, fell short. Violent crime and murder continues to be our biggest challenge and my top priority.

In committing to public performance reporting, we made a decision to be transparent about not only where we're doing well, but also where we're falling short. We'll continue to use performance data to manage and steer towards alternative, better ways of getting results.

A handwritten signature in black ink that reads "Mitch". The signature is stylized and cursive.

Mitchell J. Landrieu

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# Introduction

## Purpose and Scope

ResultsNOLA reports are intended to provide key performance results for major City programs and services to stakeholders, including the Mayor and other senior City leaders, City managers and staff, the City Council, and New Orleans citizens. The organizations measured include all Mayoral departments, as well as other agencies, boards, and commissions that received a 2014 appropriation from the City. The 2014 adopted operating budget for the included organizations is more than \$834 million, which represents more than 97% of the total operating budget.

Performance information is presented both by organizations and by goals and objectives. The *Performance by Organizations* section provides users with the comprehensive performance results for the accountable departments, agencies, boards, and commissions. The following *Performance by Goals and Objectives* section organizes performance measures by the goals, objectives, and strategies to which they align. The purpose of this section is show how departmental services contribute to citywide strategic goals.

While the mid-year performance report includes updated operational results for each organization, the results for most citywide outcome measures, such as life expectancies, graduation rates, commute times, and median incomes, are reported only in the year-end report because they change less frequently.

## Performance Information Presented

To evaluate the performance of the included departments, agencies, boards, and commissions, the following performance information is included for each organization:

<b>Result Areas/ Objectives/ Strategies</b>	The goals, objectives, and strategies in the City's strategic framework to which the performance measures are aligned.
<b>Measures</b>	Indicators of results, which may include output, efficiency, customer service, and outcome measures.
<b>Q1/Q2/Q3/Q4/YTD/Year-End Actuals†</b>	Actual performance results in the first quarter (Q1, January-March), second quarter (Q2, April-June), third quarter (Q3, July-September), fourth quarter (Q4, October-December), current year-to-date (YTD) for the mid-year report, and the year (Year-End) for prior years and the current year in the year-end report.
<b>Annual Targets*</b>	Expressions of planned performance levels in 2014.
<b>Status Indicators</b>	Symbols used to evaluate whether organizations are on track to meet year-end targets in the mid-year report, or have met targets in the year-end report. Green circles indicate that organizations were on track to meet or exceed the targets (mid-year) or met or exceeded the targets (year-end), yellow triangles indicate that organizations were within 10% of the targets, and red diamonds indicate that organizations were not on track to meet the targets (mid-year) or did

	not meet the targets (year-end).
<b>Performance Highlights</b>	Discussions of performance, including notable accomplishments, internal and external factors affecting results, challenges affecting the organization, and any plans to address the challenges.
<b>Analysis</b> (below each measure, if applicable)	Explanations of significant variances relative to targets and any plans for improvement.
<b>Resources</b>	Funds budgeted by the City in the adopted annual operating budget. For 2011-2013, the source is the adopted budget books for the following years. The 2011-2013 numbers were revised in 2014 for consistency with the budget books. Some organizations, such as criminal justice agencies, may have additional sources of funding that are not included in this report.

†The acronym “N/A” is an indication that the actual performance results were not available. Dashes (-) are indications that the results field was not relevant in the quarter because results are only reported in one or more other quarters (such as the number of individuals served through Summer Youth Employment Programs). Dashes (-) are also used for prior year actuals in instances in which a measure is new and there is no prior year data.

\*Targets may not be set in four instances:

1. If a measure is new and there is not one year of baseline data. For these measures, the City has deferred setting firm targets until enough data has been collected to be confident of setting plausible targets that are both ambitious and achievable. These instances are indicated by the phrase “Establishing Baseline.”
2. If a measure is a workload indicator, or a measure of the amount of work that comes into an organization (such as the number of customers that come in for a service), which is referred to a management statistic. These instances are indicated by the abbreviation “Management Statistic.”
3. If a measure is an outcome indicator that is mostly influenced by factors outside of the organization’s direct control. These instances are indicated by the phrase “Management Statistic.”
4. If an agency declines to set a target for a performance measure. These instances are indicated by the phrase “Not Set.”

## Performance Measure Selection

The Office of Performance and Accountability (OPA) works with City organizations to develop a balanced set of performance measures. The City aims to select measures for public reporting that are:

1. most *meaningful*; that is, less focused on activities (e.g. number of programs) or outputs (e.g. number of clients served) that are not oriented toward results or benefits to the public, but rather on intermediate outcomes (e.g. percent of clients whose condition improved after services), end outcomes, efficiency, and customer service;
2. *understandable* to all users, including senior City leaders, the City Council, and the public;
3. *unique*; that is, measures that do not duplicate or significantly overlap with other measures;

4. *important* to City leaders and external audiences, as opposed to “inside baseball” operational measures that are better suited for internal measurement;
5. *actionable*, or useful for management decision-making, versus measures that do not produce insights that can lead to actions to improve performance, such as measures with results that rarely deviate; and
6. *measurable*, meaning that reliable data for measurement can be collected, and the benefits are not outweighed by the burden.

With these criteria in mind, the City refined performance measures for 2014.

### Performance Information Uses

Performance information can be used for a variety of accountability and decision-making purposes. Examples include the following:

<b>Senior City Leaders</b>	To effectively plan/strategize, and to hold managers accountable
<b>City Managers</b>	To make operational changes to improve performance (e.g. make changes to policies or programs, move staff or funds, provide training, or develop partnerships)
<b>City Staff</b>	To identify and implement ways to continuously improve programs and services
<b>City Council</b>	To help determine what funding levels are likely to lead to desired outcomes, and to provide oversight

<b>Citizens</b>	To track the results they are getting for their tax dollars, and to hold elected officials accountable
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### Relationship to the Budget

Most performance measures in this report were developed by City departments, agencies, boards, and commissions, in consultation with the Office of Performance and Accountability, as part of the City’s Budgeting for Outcomes (BFO) process. In BFO, organizations submit their budget requests in the form of “offers” that explain how they can contribute to the achievement of Citywide goals and what performance measures they will use to track progress. The Government Finance Officers Association has adopted this approach to budgeting as a “recommended best practice.” This ResultsNOLA report is the tool the City uses to publicly report on the progress tracked using the performance measures developed in the budgeting process. The [2014 Adopted Operating Budget](#) is available on the City’s website.

### Performance Management in New Orleans

A best practice implemented by governments worldwide and legally required in many jurisdictions, a system of measuring performance in New Orleans City government was recommended by a broad group of organizations, including the New Orleans Office of Inspector General and Forward New Orleans. Mayor Landrieu engaged the Public Strategies Group to produce the March 2011 report *A Transformation Plan for New Orleans*, in which development of a performance management system was a primary recommendation.



Mayor Landrieu has committed to dramatically improving the accountability, transparency, and performance of New Orleans City government. In November 2010, the City launched BlightSTAT, a data-driven performance review of Mayor Landrieu's strategy to reduce blighted addresses by 10,000 by the end of 2014. For Mayor Landrieu's first budget, the City used a Budgeting for Outcomes process, in which departments developed performance measures and targets for 2011. Building on this momentum, Mayor Landrieu, with City Council support, created the Office of Performance and Accountability (OPA) in January 2011, and for the first time in its history, the City has a sustained commitment to performance management.

In 2011, OPA worked with Mayoral departments to develop operational, or "business," plans to map out the execution of programs, and additional performance measures to track progress. The City released its first quarterly ResultsNOLA report on departmental performance after the end of the first quarter of 2011. For key cross-departmental initiatives, OPA in 2011 and 2012 developed and implemented additional data-driven performance reviews: ReqtoCheckSTAT for the contracting process, BottomLineSTAT for revenue collection and cost containment efforts, and QualityofLifeSTAT for key issues related to citizens' quality of life. In monthly or quarterly STAT meetings, City leaders and managers review and assess progress achieved, overall trend data, and the likelihood of meeting performance targets. For programs at risk of not meeting targets, leaders and managers identify prospects and tactics for performance improvement, and make adjustments to operational plans as needed. STAT meetings are open to the public.

Also in 2012, the Landrieu administration developed a strategic framework to map out the City's overall direction and serve as the foundation for budgeting and performance management. Best practices demonstrate the importance of a strategic framework to link services to the achievement of desired outcomes, and the framework links City services, programs,

strategies, objectives, and goals to the City's mission, values, and vision. It incorporates new citywide outcome performance measures to track progress towards goals. The strategic framework is designed to foster the development of departmental operational plans, guide decision-making to attain goals and improve outcomes, and communicate to stakeholders.

In the 2013 Budgeting for Outcomes process, City organizations submitted offers aligned to the strategies in the City's new strategic framework, explaining how they would contribute to the achievement of Citywide goals and what performance measures they would use to track progress. Also, OPA extended its performance management efforts beyond line departments to additional agencies, boards, and commissions, including criminal justice agencies.

To provide a clearer frame of reference for assessing the performance of the City's programs and services, in 2013, for the first time, the City began participating in the International City/County Management Association (ICMA) comparative performance management program. Participation in the program enabled the City to better gauge the efficiency and effectiveness of operations, and provided a starting point for determining the causes of differences and further improving performance.

Also in 2013, the City launched CustomerServiceSTAT to manage performance related to customer service, with an initial emphasis on 311 call intake, permitting and licensing, and land use issues.

## Reliability of Performance Data

The performance data in this report is mostly self-reported to the Office of Performance and Accountability (OPA) by departments, agencies, boards, and commissions, and unaudited. To improve data reliability, the Chief Administrative Officer (CAO) issued a Policy Memorandum in 2013 to

establish a City policy governing performance management that addresses data quality. According to the policy, City employees shall not knowingly report false or misleading performance data. To support the general accuracy and reliability of performance data, reduce the risk of reporting inaccurate data, and provide a sufficient level of confidence to the public that the information presented in City performance reports is credible, the policy requires the following basic steps:

1. Build data quality.
  - a. Departments and offices shall document data collection and reporting procedures, and create standard definitions for all terms.
  - b. The CAO's designee(s) shall complete a review of the internal controls over the data collection and reporting procedures to ensure that departments and offices documented adequate procedures.
2. Validate and verify data.
  - a. The CAO's designee(s), with consideration of cost effectiveness and prioritization, shall periodically review source data for consistency with reported data and provide feedback to departments on types of errors found and recommendations for improvement.
  - b. Departments and offices shall maintain performance result supporting documentation for four years, and in accordance with applicable City document retention policies.
3. Disclose limitations of data in performance reports.

OPA, as the CAO's designees, worked with City organizations to implement this policy in 2013 and 2014. Further, as the City strengthens its information supply chain, it will release additional raw data to the public on the City's Open Data Portal at [data.nola.gov](http://data.nola.gov), allowing citizens to examine and analyze the data.



# Performance by Organizations

January 1 – June 30, 2014



## Performance Highlights



- For the sixth year in a row, the City received the Distinguished Budget Award from the Government Finance Officers Association. The award recognizes state and local governments that prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.

## Performance Details


**Result Area: Open and Effective Government**

**Objective: Exercise effective management and accountability for the City's physical resources**

**Strategy: Effectively steward the City's financial resources**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Quality of budget document as judged by the Government Finance Officers Association~	2014	Distinguished	-	-	-	Distinguished	Distinguished	
Number of audit findings related to the City's budget in the financial audit~	2014	-	0	-	-	0	0	
Percent of internal customers satisfied with the overall quality of service received~	2014	-	74.0%	-	-	74.0%	Establishing Baseline	-
57 of 77 customers were satisfied or very satisfied. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.								

## Strategy: Manage vendor relationships and provide oversight of City contracts

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to approve requisitions for the purchase of goods or services	2014	0.91	0.78	-	-	0.85	≤2	
	2013	1.60	0.70	0.87	0.90	1.01	≤2	
	2012	2.14	0.50	1.27	1.47	1.34	≤2	
	2011	N/A	2.40	1.60	3.10	2.37	≤2	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Chief Administrative Office-Budget	\$1,792,798	\$1,330,710	\$1,025,747	<b>\$816,913</b>	196	2282

## Performance Highlights


- The City completed the Di Benedetto Playground, Florida Avenue Transfer Station, St. Roch Market, Gernon Brown Gym, Criminal Court roof project, NOPD 5th District police station, and the Municipal and Traffic Court flood proofing project.
- The City started construction or issued Notices to Proceed on Parks and Parkways phase III, Carrollton Hollygrove Senior Center, and the Rosenwald Center phase I, the New Orleans Police Department (NOPD) 6th District police station HVAC project, and NOPD horse stable repairs and renovations phase II; opened bids for Criminal District Court phase II interior renovations; and started design for the Main Library repairs.
- The Capital Projects Administration (CPA) experienced project manager staffing challenges that may impact project delivery. CPA recently hired 2 new project managers and has continued to recruit additional staff. CPA is re-structuring the Project Management Division to improve project delivery, reviewing project delivery processes and standards and planning project management training for certification.

## Performance Details

### Result Area: Open and Effective Government

**Objective:** Exercise effective management and accountability for the City's physical resources


**Strategy:** Manage vendor relationships and provide oversight of City contracts

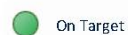
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of invoices paid within 30 days for bonds, 45 days for revolver funds, and 60 days for DCDBG funds	2014	91.8%	86.8%	-	-	88.8%	≥80%	
	2013	83.7%	88.9%	95.6%	97.4%	91.3%	≥80%	
	2012	78.0%	85.0%	80.0%	87.0%	83.0%	≥80%	
	2011	83.0%	85.0%	84.0%	76.0%	82.0%	≥80%	
Capital Projects paid 398 of 448 invoices within target time frames.								

### Result Area: Sustainable Communities

**Objective:** Maintain and improve public infrastructure

**Strategy:** Effectively administer the City's capital improvements program

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of projects delivered on schedule	2014	83.0%	80.8%	-	-	81.9%	≥80%	
	2013	83.3%	81.2%	83.6%	68.9%	79.4%	≥80%	
	2012	80.0%	70.0%	78.0%	80.0%	80.0%	≥80%	
	2011	N/A	83.0%	80.0%	75.0%	79.3%	≥80%	
Capital Projects delivered 86 of 105 projects on schedule. Reasons for not delivering projects on schedule included inclement weather, contractor delays, changes in construction scope due to unforeseen conditions and changes, and extended design phase review periods.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available



\* Seasonally  
Affected



~ Measured  
Annually



^ Sporadic, Quarterly  
Progress is Variable



- Not Relevant/  
Not Measured

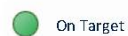
Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target



## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Chief Administrative Office-Capital Projects (General Fund)	\$806,932	\$649,861	\$118,500	<b>\$186,731</b>	196	2285
Chief Administrative Office-Capital Projects (Federal Emergency Management Agency)	-	-	\$732,062	<b>\$845,427</b>	196	2285
Chief Administrative Office-Capital Projects (Louisiana Office of Community Development)	-	\$24,347	\$126,490	-	196	2285
Community Development-Project Delivery Unit (General Fund)	\$644,899	-	-	-	-	2199
Community Development-Project Delivery Unit (Federal Emergency Management Agency)	\$2,441,536	\$3,044,072	\$4,579,872	<b>\$5,751,830</b>	173	2199
Community Development-Project Delivery Unit (Louisiana Office of Community Development)	-	-	\$203,312	-	173	2199
Chief Administrative Office-Capital Projects	\$3,893,367	\$3,718,280	\$5,760,236	<b>\$6,783,988</b>		



On Target



≤10% Off Target



Off Target

N/A Not Available

\*

Seasonally Affected

~

Measured Annually

^

Sporadic, Quarterly Progress is Variable

-

Not Relevant/ Not Measured

Management Statistic  
Establishing Baseline  
Workload indicator not suitable for target-setting  
New Measure with insufficient historical data to set target

## Performance Highlights

- The City Planning Commission (CPC) continued its work on the draft Comprehensive Zoning Ordinance, conducting approximately 40 meetings with neighborhood and interest groups, reviewing over 1,000 written public comments, and preparing the Public Review Draft, which was released to the public on June 23. The Public Review Draft will be reviewed by the CPC at public hearings in August and September, and the CPC's recommendations will likely be considered by the City Council later this Fall.
- The CPC continued to process a high volume of development review applications, including an increased number of Council Motions, without a backlog. The ability to continue without a backlog may be affected by several expected staff departures, as well as increased obligations under the proposed Comprehensive Zoning Ordinance.
- The CPC staff continued to work with the One Stop Shop to identify data collection and reporting challenges, and plans to work with the Office of Performance and Accountability to identify the most effective measurement protocols.

## Performance Details

### Result Area: Sustainable Communities

#### Objective: Promote quality neighborhoods

#### Strategy: Regulate land use to support safe, vibrant neighborhoods and preserve historic properties

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to docket a Board of Zoning Adjustment variance application for public hearing	2014	11.3	5.0	-	-	8.2	Establishing Baseline	-
<i>The CPC docketed 118 variances.</i>								
Average number of days to docket a completed subdivision application	2014	N/A	N/A	-	-	N/A	≥13	N/A
<i>The CPC docketed 39 completed subdivision applications. The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.</i>								
Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	2014	N/A	N/A	-	-	N/A	≥6	N/A
<i>The CPC scheduled 68 completed zoning docket applications. The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.</i>								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
City Planning Commission	\$1,794,436	\$1,781,439	\$1,594,134	<b>\$1,475,357</b>	379	6701, 6713, 6714, 6717, 6723

● On Target

▲ ≤10% Off Target

◆ Off Target

N/A Not Available

Management Statistic Workload indicator not suitable for target-setting

\* Seasonally Affected




~ Measured Annually

^ Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Establishing Baseline New Measure with insufficient historical data to set target

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- The City hired 380 new employees, including police recruits, police complaint operators, and Sewerage and Water Board employees.
- After considerable discussion and input, Civil Service amended the Emergency Pay Rule to provide additional guidance on employee eligibility.
- Civil Service also established eligible lists for key positions, including code enforcement personnel, established a police sergeant promotional list, completed job studies, established premium rates for the professional engineering series, addressed organizational and compensation requests from departments, and participated in the migration of current payroll and HR systems to a new system.

## Performance Details



### Result Area: Open and Effective Government

**Objective:** Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service

**Strategy:** Cultivate a high-quality City workforce

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of internal customers satisfied with the overall quality of service received~	2014	-	74.0%	-	-	74.0%	Establishing Baseline	-
57 of 77 customers were satisfied or very satisfied. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.								
Percent of internal customers who agree that training received was useful to their position~	2014	96.2%	93.6%	-	-	94.9%	Establishing Baseline	-
444 of 468 customers agreed that training was useful.								
Percent of eligible lists established within 60 days of the job announcement closing	2014	79.2%	81.0%	-	-	80.0%	Establishing Baseline	-
Civil Service established 36 of 45 eligible lists were within 60 days.								

# Civil Service Commission Lisa Hudson, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of employee performance reviews completed on schedule	2014	-	91.9%	-	-	91.9%	≥90%	
	2013	-	95.4%	-	-	95.4%	≥90%	
3,946 of 4,294 employee performance reviews were completed on schedule.								
Percent of employees selected from Civil Service eligible lists who satisfactorily complete their initial probation period	2014	78.6%	80.6%	-	-	79.8%	≥90%	
87 of 109 employees completed the probation period. While the City aims for a high rate of probationary success, some probationary losses are not a reflection of Civil Service performance. Further, the removal of unsatisfactory employees during the probationary period is considered a success.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Civil Service	\$1,795,470	\$1,622,784	\$1,469,643	<b>\$1,552,076</b>	319	4801, 4825

# Clerk of Criminal Court




Honorable Arthur Morrell, Clerk of Criminal District Court

The Office of the Clerk of the Criminal District Court did not respond to requests for quantifiable performance measures for this report.

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Clerk of Criminal Court	\$3,850,403	\$3,726,329	\$3,726,330	\$3,726,330	547	8610-8643

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights



- In February, more than 12,000 Christmas trees collected in New Orleans after the holidays were airlifted into the Bayou Sauvage National Wildlife Refuge as part of a program to create new marsh habitat. The strategic placement of trees in wetland habitats stimulate the formation of new marsh, providing vital habitat to wintering waterfowl, wading birds and other wildlife. Over the past few years, this project has reestablished approximately 175 acres of marsh in Bayou Sauvage.

## Performance Details

### Result Area: Sustainable Communities

**Objective: Promote energy efficiency and environmental sustainability**

**Strategy: Promote green energy and other sustainability measures**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of participants in coastal sustainability and other resilience focused events	2014	54	0	0	0	54	≥50	
<i>The first annual Coastal Conference, expected to be attended by more than 150 people, is scheduled for the second half of the year. In Q1, the Office co-hosted a workshop with key local stakeholders to help launch the City's involvement in the Rockefeller Foundation's 100 Resilient Cities initiative.</i>								
Number of neighborhoods assisted in developing increased awareness of the multiple lines of defense approach for managing hurricane flood risk	2014	0	0	0	0	0	≥3	
<i>With assistance from the National Wildlife Federation and Lake Pontchartrain Basin Foundation, materials were created in Q2. The Office will attend upcoming meetings with the Neighborhood Engagement Office to utilize the new materials.</i>								



## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mayor's Office-Brownfields Revolving Loan	\$902,973	\$928,549	\$1,042,119	<b>\$1,387,549</b>	147	2159
Mayor's Office-EPA Site Assessing Grant Service Station	\$234,564	-	-	-	-	2161
Mayor's Office-EPA Urban Waters	-	-	-	<b>\$5,200</b>	147	2162
Mayor's Office-Orleans Land Bridge	-	\$14,730,942	\$181,098	<b>\$30,000</b>	147	2189
Mayor's Office-Solar America Cities	\$282,079	\$40,087	\$4,349	-	147	2192
Mayor's Office-Renewal Community Program	\$29,000	\$29,000	\$29,000	-	148	2183
Mayor's Office-Environmental Affairs (General Fund)	\$279,201	\$178,726	\$169,414	<b>\$109,975</b>	145	2142
Mayor's Office-Environmental Affairs (Department of Interior)	-	-	\$63,727	-	147	2142
Mayor's Office-Coastal Zone Management	\$45,658	\$22,658	\$22,658	<b>\$18,534</b>	147	2152
Mayor's Office-Ponchartrain Restoration Project	-	-	-	<b>\$18,475</b>	148	2182
Community Development-National Wildlife Federation	-	-	-	<b>\$111,115</b>	148	2190
Community Development-Energy Conservation Grant (Federal American Recovery and Reinvestment Act)	\$710,402	\$440,785	\$93,225	<b>\$28,829</b>	457	7110
Community Development-Energy Conservation Grant (Department of Energy)	-	\$201,667	-	-	457	7110
Coastal and Environmental Affairs Total	\$2,483,877	\$16,572,414	\$1,605,590	<b>\$1,709,677</b>		

## Performance Highlights





- The City signed an agreement to settle arbitration with the Federal Emergency Management Agency (FEMA) for the demolition of up to 2,250 properties damaged in Hurricane Katrina. Code Enforcement worked to identify all properties eligible for demolition under the terms of the settlement and will submit a final list of properties to FEMA for approval in September. The additional FEMA inspection workload is expected to impact the average number of days to complete new, initial inspection requests.
- Code Enforcement made significant progress on an update to its case management system that will allow for improved data collection and an enhanced ability to manage property abatement.

## Performance Details




### Result Area: Sustainable Communities

#### Objective: Promote quality neighborhoods

#### Strategy: Reduce blighted properties by 10,000 by the end of 2014

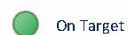
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to complete a new, initial inspection request	2014	33.1	12.3	-	-	19.8	≤30	
	2013	7.80	8.04	15.6	70.12	32.5	≤30	
Code Enforcement completed 2,659 new, initial inspections. As of the end of Q2, there were 604 new cases in the Code Enforcement inspection queue, which were an average of 47 days old.								
Number of inspections	2014	3,257	4,183	-	-	7,440	≥7,500	
	2013	3,573	3,870	3,346	4,404	15,193	≥15,000	
	2012	4,235	3,407	1,750	2,539	11,931	≥20,000	
	2011	7,030	7,845	5,240	3,408	23,523	≥20,000	
The result was affected by temporary staff shortages in Q1, as well as significant rain delays in June.								
Number of properties brought to hearing	2014	718	1,122	-	-	1,840	≥2,000	
	2013	468	886	754	1,003	3,111	≥5,000	
	2012	1,271	856	453	681	3,261	≥8,000	
	2011	1,164	803	1,157	1,577	4,701	≥13,000	
The result was affected by difficulties related to the title research process. Code Enforcement hired 2 additional researchers and is in the process of hiring 4 more, which will double the title research capacity from the beginning of 2014.								
Percent of hearings reset due to failure to properly notify the owner	2014	1.79%	1.92%	-	-	1.87%	≤3%	
	2013	0.82%	2.60%	0.86%	1.42%	1.50%	≤3%	
43 of 2,299 hearings were reset due to failure to properly notify the owner.								

# Code Enforcement Pura Bascos, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of hearings reset due to failure to re-inspect the property	2014	0.95%	0.96%	-	-	0.96%	≤5%	
	2013	12.2%	2.10%	2.96%	0.83%	3.74%	≤5%	
	2012	10.5%	5.65%	15.2%	8.92%	9.52%	-	
	2011	0.00%	6.56%	16.9%	16.5%	13.4%	-	
22 of 2,299 hearings were reset due to failure to re-inspect the property.								
Number of blighted units demolished	2014	14	55	-	-	69	≥125	
	2013	69	135	107	18	329	≥250	
	2012	524	377	195	138	1,234	≥1,200	
	2011	461	764	374	431	2,030	≥1,200	
The result was affected by the expiration of contracts for FEMA and strategic demolitions at the end of 2013. Both contracts were renewed in Q2.								
Number of blighted properties brought into compliance	2014	180	298	-	-	478	≥375	
	2013	167	250	197	222	836	≥750	
	2012	244	156	81	161	642	-	
	2011	139	311	201	295	946	≥1,000	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Community Development-Blight Reduction	\$4,118,190	\$1,206,913	\$4,180,790	\$5,854,486	173	2144
Community Development-Housing Code Enforcement	\$2,012,928	\$2,780,378	\$2,177,468	\$2,202,202	460	7603
Community Development-Demolition Program Administration	\$8,329,749	\$14,752,537	\$351,000	-	459	7608
Community Development-Demolition Program Funding	\$4,000,000	\$3,118,749	\$2,716,397	\$3,103,300	460	7609
Community Development-Code Enforcement Revolving Fund	-	-	\$2,124,443	\$2,930,992	457	7613
Neighborhood Housing Improvement	\$5,194,143	\$4,738,187	\$11,332,700	\$2,197,259	474	7821-7823, 7829
Code Enforcement Total	\$23,655,010	\$26,596,764	\$22,882,798	\$16,288,239		



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target

# Community Development

## Performance Highlights






- In June, the City announced the near completion of the \$52.3 million "soft second" mortgage homebuyer assistance initiative. Since 2012, the City issued 733 commitments to first time homebuyers for purchase assistance and closing cost assistance.

## Performance Details

### Result Area: Children and Families

#### Objective: Facilitate the provision of effective human services to City residents

#### Strategy: Provide quality, secure housing to residents and reduce homelessness

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of homeless persons provided emergency shelter	2014	1,368	563	-	-	1,931	≥1,500	
	2013	1,048	560	1,035	838	3,481	≥2,500	
	2012	137	138	2,730	-	3,005	≥1,560	
In response to the extremely cold weather in January and February, the City implemented its freeze plan, resulting in a high number of homeless citizens housed in emergency shelters in Q1.								
Number of homeless persons provided rapid re-housing	2014	16	78	-	-	94	≥100	
	2013	26	35	54	87	202	≥200	
Agencies providing service experienced challenges with the regulations that govern the new Rapid Re-housing program. OCD expects to catch up in upcoming quarters.								
Number of homeless persons who received homelessness prevention assistance	2014	8	18	-	-	26	≥150	
	2013	78	87	77	22	264	≥350	
	2012	119	168	146	20	453	≥350	
The number was low due to a change in priorities on the national and local levels. The homeless grants are now focusing on the Rapid Re-Housing program.								
Number of individuals with AIDS who received housing assistance	2014	274	203	-	-	477	≥225	
	2013	170	0	150	183	503	≥395	
	2012	215	93	60	69	437	≥230	
	2011	95	39	261	135	530	≥900	
The new development of Permanent Supportive Housing (PSH) units allowed OCD to place a large number of clients in PSH programs.								
Percent of clients of homeless services moved to successful outcomes	2014	75.1%	75.9%	-	-	75.5%	≥75%	
	2013	-	-	72.0%	76.7%	73.5%	≥75%	
1,028 of 1,362 clients exited to permanent destinations or transitional housing facilities. One client had missing data and was excluded from calculations								

# Community Development

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of housing units developed through the Homeownership Development Program^	2014	0	0	-	-	0	N/A	N/A
	2013	9	0	0	1	10	≥30	
	2012	4	12	4	2	22	≥40	
While OCD has not yet demonstrated progress towards the year-end target of 20, it anticipates completions beginning in Q3.								
Number of affordable rental units developed^	2014	21	25	-	-	46	N/A	N/A
	2013	43	0	2	53	98	≥140	
	2012	33	0	162	0	195	≥200	
OCD achieved 37% of the year-end target of 125.								
Number of housing units modified for disabled persons through the Home Modification Accessibility Program^	2014	3	5	-	-	8	N/A	N/A
OCD achieved 27% of the year-end target of 30.								
Number of first time homebuyers who received soft second mortgage commitments^	2014	83	121	-	-	204	N/A	N/A
	2013	62	60	108	79	309	≥300	
	2012	39	63	66	52	220	≥300	
OCD achieved 68% of the year-end target of 300.								
Average number of days from soft second mortgage application to completion	2014	22	21	-	-	21	≥40	●
	2013	27	24	16	24	22	≥40	
204 first time homebuyers received loan commitments.								

# Community Development

Result Area: Sustainable Communities

Objective: Promote quality neighborhoods




Strategy: Reduce blighted properties by 10,000 by the end of 2014

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of owner-occupied housing units rehabilitated^	2014	21	11	-	-	32	N/A	N/A
	2013	11	18	23	27	79	≥75	
	2012	48	0	0	71	119	≥75	
	2011	14	81	152	92	339	≥157	
OCD achieved 43% of the year-end target of 75.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mayor's Office-Community Development	\$33,185,691	\$85,931,128	\$67,342,058	<b>\$30,564,045</b>	169	2106-2143,2163- 2175,2188, 2194
Community Development	\$49,152,615	\$54,329,183	\$39,657,404	<b>\$43,690,212</b>	445	7227,7296,7301 7360,7494,7551- 7552,7611- 7695,7106 7204,7219
Community Development Total	\$82,338,306	\$140,260,311	\$106,999,462	<b>\$74,254,257</b>		

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- A new coroner, Dr. Jeffrey Rouse, was inaugurated in May.

## Performance Details

### Result Area: Public Safety

Objective: Ensure safe and secure neighborhoods, and reduce the murder rate

Strategy: Effectively and fairly administer justice

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of deaths	2014	907	848	-	-	1,755	Management Statistic	-
	2013	942	783	813	903	3,441	Management Statistic	
Number of scene investigations	2014	214	200	-	-	414	Management Statistic	-
	2013	303	403	204	568	1,478	Management Statistic	



# Coroner's Office

Honorable Jeffrey Rouse, MD, Coroner

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of autopsies performed	2014	392	317	-	-	709	Management Statistic	-
	2013	407	338	322	398	1,465	Management Statistic	
Number of psychiatric interviews conducted	2014	451	476	-	-	927	Management Statistic	-
	2013	1,111	409	630	1,975	4,125	Management Statistic	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Coroner's Office	\$1,478,597	\$2,550,569	\$1,669,099	<b>\$1,781,605</b>	487	8201, 8230



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

## Performance Highlights

- The Court's new online Jury Management System is facilitating proper, effective and efficient service of juror summons, and the Court is currently collaborating with the New Orleans Police Department and the District Attorney's Office to implement an electronic warrant service.
- Staffing reductions have resulted in new expenses related to hiring interpreters as needed, and may be affecting the amount of court assessed fees collected.

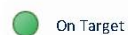
## Performance Details

### Result Area: Public Safety

Objective: Ensure safe and secure neighborhoods, and reduce the murder rate

Strategy: Effectively and fairly administer justice

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of new cases accepted for prosecution	2014	1,016	1,202	-	-	2,218	Management Statistic	-
	2013	952	1,021	1,193	1,024	4,190	Management Statistic	
Number of new charges accepted for prosecution	2014	1,961	2,279	-	-	4,240	Management Statistic	-
	2013	1,994	2,207	2,234	1,183	7,618	Management Statistic	
Number of defendants with new charges accepted for prosecution	2014	1,134	1,378	-	-	2,512	Management Statistic	-
	2013	1,239	1,241	1,366	1,157	5,003	Management Statistic	
Number of probation and parole supervisees	2014	6,756	6,283	-	-	13,039	Management Statistic	-
	2013	6,812	6,808	6,801	6,853	6,853	Establishing Baseline	



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\*

Seasonally  
Affected

~

Measured  
Annually

^

Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

# Criminal District Court Honorable Ben Willard, Chief Judge

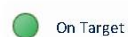
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of cases disposed of by jury trial	2014	19	19	-	-	38	Management Statistic	-
	2013	32	43	27	20	122	Management Statistic	
Percent of citizens summoned for jury duty who served	2014	30.7%	34.4%	-	-	32.4%	Management Statistic	-
	2013	17.3%	18.3%	56.2%	24.5%	24.3%	Management Statistic	
4,568 of 14,100 citizens summoned for jury duty served YTD.								
Ratio of assessed monetary penalties to monetary penalties collected	2014	73.3%	71.2%	-	-	72.1%	Management Statistic	-
	2013	67.0%	57.0%	73.1%	64.3%	64.8%	Establishing Baseline	
Criminal District Court assessed \$444,191 and collected \$320,438.								
Percent of specialty court participants successfully completing or making program gains	2014	40.5%	38.8%	-	-	39.2%	Management Statistic	-
486 of 1,239 participants successfully completed or made gains.								

## Strategy: Rehabilitate the incarcerated so that they do not recidivate

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of Tulane Tower Learning Center participants successfully completing and/or making program gains	2014	28.9%	19.8%	-	-	27.1%	Management Statistic	-
357 of 1,317 participants successfully completed or made gains.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Criminal District Court	\$2,860,196	\$2,214,832	\$1,526,597	<b>\$1,526,597</b>	531	8371, 8372, 8377



On Target



≤10% Off  
Target



Off Target

N/A Not Available



Seasonally  
Affected



Measured  
Annually



Sporadic, Quarterly  
Progress is Variable



Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

# Criminal Justice Coordination

## Performance Highlights


- In addition to its typical role as the reviewing and advising body for criminal and juvenile justice grants, in 2014, the Office of Criminal Justice Coordination is supporting the Sanford “Sandy” Krasnoff New Orleans Criminal Justice Council in its efforts to fulfill the other functions of its establishing ordinance, including advising the Mayor and City Council on matters related to the New Orleans criminal justice system.
- The Mayor unveiled the City’s NOLA FOR LIFE re-entry strategy, which seeks to build on the success of other NOLA FOR LIFE initiatives through the implementation of a comprehensive effort to increase access to jobs, social services, and educational opportunities for returning citizens. The strategy will introduce technology training and a re-orientation seminar to reach returning citizens within 72 hours of their release. Additionally, the Workforce Re-entry Pilot Program will provide critical wraparound social services, educational and employment opportunities, and community support for those who have spent time on probation and returning citizens most at-risk of becoming victims or perpetrators of violent crime.
- The Pre-trial Services Program continued to effectively assess and identify low-risk individuals who are unlikely to reoffend or abscond during their pre-trial period. In the first half of the year, nearly 94% of released individuals returned for their appearance in Magistrate Court or arraignment, a result that is in line with other recognized pre-trial programs in the country.

## Performance Details

### Result Area: Public Safety


**Objective:** Ensure safe and secure neighborhoods, and reduce the murder rate

**Strategy:** Prevent illegal activity by addressing root causes

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of participants in NOLA FOR LIFE Midnight Basketball	2014	434	457	-	-	891	≥1,500	
	2013	549	1,127	715	852	3,243	≥3,000	

*The Office expects stronger participation in the second half of the year, when a second season will launch.*


**Strategy:** Intervene when conflicts occur to resolve them non-violently

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of high-risk individuals identified and engaged by CeaseFire outreach workers	2014	50	55	-	-	55	≥45	
	2013	54	42	32	42	42	≥45	

*CeaseFire staff continued to mediate known conflicts among individuals and groups in the Central City target area. The Hospital Crisis Intervention Team also continued to mediate conflicts identified when shooting victims, age 16 to 25, were brought to Interim LSU Hospital.*

# Criminal Justice Coordination


## Strategy: Effectively and fairly administer justice


Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Rate of appearance at arraignment for persons diverted from custody through pre-trial services	2014	94.4%	93.0%	-	-	93.8%	≥90%	
570 of 608 persons appeared at arraignment.								

## Strategy: Rehabilitate the incarcerated so that they do not recidivate

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of adjudicated individuals employed through re-entry services^	2014	N/A	5	-	-	5	N/A	N/A
The program launched in late Q2 following completion of case management software.								
Average daily number of detainees in the Orleans Parish Prison	2014	2,187	2,068	-	-	2,127	Management Statistic	-
	2013	N/A	2,507	2,549	2,356	2,471	Management Statistic	
Number of pre-trial detainees in Orleans Parish Prison	2014	N/A	1,092	-	-	1,092	Management Statistic	-
The reported result is a snapshot from April 15, 2014. The number of pre-trial detainees is a subset of the total number of inmates.								
Average length of stay for pre-trial detainees	2014	N/A	195	-	-	195	Management Statistic	-
The reported result is a snapshot from April 15, 2014.								

## Strategy: Coordinate the criminal justice system

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average percent of agencies represented at Criminal Justice Council meetings	2014	-	65.2%	-	-	65.2%	≥75%	
The Office will revise the target for 2015 to reflect quorum, which is 50% +1.								

 On Target

 ≤10% Off Target

 Off Target

N/A Not Available

Management Statistic Workload indicator not suitable for target-setting

\* Seasonally Affected

~ Measured Annually

^ Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured




Establishing Baseline New Measure with insufficient historical data to set target

# Criminal Justice Coordination

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mayor's Office-Ceasefire	-	\$250,000	\$100,180	<b>\$348,600</b>	147	2193
Mayor's Office-Ceasefire Hospital Response	-	-	-	<b>\$118,000</b>	147	2191
Criminal Justice Coordination	\$6,141,464	\$5,402,612	\$4,862,898	<b>\$4,292,903</b>	153	2105, 2118, 2120-2128, 2166, 2187, 2198
Criminal Justice Coordination Total	\$6,141,464	\$5,652,612	\$4,963,078	<b>\$4,759,503</b>		

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	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- The Office of Cultural Economy published the 4th edition of its groundbreaking report, 2013 New Orleans Cultural Economy Snapshot. Encompassing over a decade of job data, the report is one of the most comprehensive cultural economy reports for a city to be undertaken on an annual basis and forms a foundation for the Office's work.
- The Office coordinated all Clean Zone permitting for the NBA All-Star game in February. This included screening all permitting applications and assisting the NBA and major sponsors in applying and completing the permitting process.
- For Mardi Gras, the Office coordinated the official City stands and events at Gallier Hall, including stand tickets, catering, the Mayor's participation, and guest services.
- The Office conducted 5 programs reaching 145 participants, including a Music Industry Summit for Entrepreneur Week to better inform musicians of copyright, legal and business issues in their industry; and the Y'Heard Me? Music Industry Summit, an educational program that taught musicians about the business side of making music, including contract law, production, and marketing.

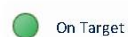
## Performance Details

### Result Area: Economic Development

**Objective: Develop and train the local workforce, and connect residents with jobs**

**Strategy: Promote workforce development and skills training to meet employers' needs**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Amount of local spending by film productions^	2014	\$81.0M	\$95.0M	-	-	\$176.0M	N/A	N/A
	2013	\$94.9M	\$62.8M	\$139.3M	\$122.7M	\$419.7M	≥\$600.0M	
	2012	\$225.9M	\$175.1M	\$154.1M	\$93.8M	\$648.8M	≥\$600.0M	
	2011	\$71.3M	\$228.6M	\$116.6M	\$115.2M	\$531.7M	≥\$355.0M	
Number of film productions in the city utilizing State tax credits^	2014	15	13	-	-	28	N/A	N/A
	2013	20	17	10	11	58	≥48	
	2012	18	20	10	13	61	≥45	
	2011	9	14	12	11	46	≥35	
Number of non-tax credit related film productions in the city^	2014	59	42	-	-	101	N/A	N/A
	2013	74	40	31	49	194	Management Statistic	
	2012	73	55	47	54	229	Management Statistic	



On Target



≤10% Off Target



Off Target

N/A Not Available

\* Seasonally Affected

~ Measured Annually

^ Sporadic, Quarterly Progress is Variable


- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target



# Cultural Economy Scott Hutcheson, Advisor to the Mayor

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of job training/business development workshops*	2014	3	2	-	-	5	≥7	
	2013	4	3	5	2	14	≥12	
Because spring is the busiest time of year for many cultural and film workers, more events are scheduled in Q1 and Q3 than in Q2.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mayor's Office-Cultural Economy (General Fund)	\$789,405	\$1,424,405	\$616,124	\$541,741	145	2136
Mayor's Office-Cultural Economy (New Orleans Film Commission Trust)	-	-	\$100,000	\$100,000	146	2136
Mayor's Office-Cultural Economy (Music and Entertainment Commission)	-	-	\$100,000	\$100,000	146	2136
Mayor's Office-Cultural Economy (Mayors Office of Tourism and Arts)	-	-	\$100,000	\$100,000	146	2136
Mayor's Office-Deepwater Horizon Grant	-	-	-	\$670,000	166	2184
Cultural Economy Total	\$789,405	\$1,424,405	\$916,124	<b>\$1,511,741</b>		

## Performance Highlights

- The District Attorney (DA) continued to focus resources on serious/violent felony cases, as demonstrated by the 90% acceptance rate for felony arrests.
- The DA continued to attend major crime scenes and continued to facilitate “charging conferences” with New Orleans Police Department detectives regarding major violent felonies such as homicide and rape. These conferences have resulted in heightened collaboration among police and prosecutors, and has contributed to the high acceptance rate for felonies.
- The Multi-Agency Gang Unit, of which the DA is a partner, continued to focus resources on the groups of individuals who continue to commit acts of violence in neighborhoods.

## Performance Details



### Result Area: Public Safety

**Objective:** Ensure safe and secure neighborhoods, and reduce the murder rate




**Strategy:** Effectively and fairly administer justice

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of charges accepted for prosecution	2014	4,262	5,044	-	-	9,306	Management Statistic	-
	2013	-	-	4,845	4,055	-	Establishing Baseline	
Percent of charges accepted for prosecution	2014	90.4%	91.8%	-	-	91.1%	≥85%	<div></div>
The DA accepted 9,306 of 10,210 charges for prosecution YTD.								
Percent of felony charges accepted for prosecution	2014	88.3%	90.3%	-	-	89.3%	Management Statistic	-
	2013	84.3%	88.1%	85.8%	85.1%	86.1%	Establishing Baseline	
The DA accepted 5,649 of 6,323 felony charges for prosecution YTD.								
Average number of days from police charging to DA acceptance/refusal decision	2014	53.0	49.0	-	-	50.8	47	<div></div>
	2013	47.0	36.0	57.0	53.5	48.4	Establishing Baseline	
The DA made 10,210 acceptance/refusal decisions. The Office has implemented a new tracking database that will be used to identify the delays in the process.								

# District Attorney Honorable Leon Cannizzaro, Jr., District Attorney

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of guilty pleas	2014	1,367	1,264	-	-	2,631	Management Statistic	-
	2013	1,897	2,391	1,647	1,395	7,330	Establishing Baseline	
Rate of jury trial convictions	2014	76.5%	73.7%	-	-	75.0%	≥75%	
	2013	72.4%	76.9%	83.3%	72.2%	76.3%	Establishing Baseline	
27 of 36 jury trials resulted in convictions.								
Rate of overall convictions	2014	88.5%	89.7%	-	-	89.0%	≥96%	
	2013	96.3%	89.2%	88.1%	85.3%	90.0%	Establishing Baseline	
2,658 of 2,985 cases resulted in convictions.								
Number of felony charge dispositions	2014	1,031	926	-	-	1,957	Management Statistic	-
	2013	1,115	1,068	940	954	4,077	Establishing Baseline	
Average number of days from case acceptance to disposition by court - homicide cases	2014	1,035	496	-	-	839	Management Statistic	-
11 homicide cases were disposed.								
Average number of days from case acceptance to disposition by court - rape cases	2014	253	691	-	-	372	Management Statistic	-
11 rape cases were disposed.								
Average number of days from case acceptance to disposition by court - other cases	2014	213	232	-	-	223	Management Statistic	-
2,820 other cases were disposed.								

## 43 ResultsNOLA 2014 Mid-Year Report

 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

# District Attorney Honorable Leon Cannizzaro, Jr., District Attorney




## Strategy: Rehabilitate the incarcerated so that they do not recidivate

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of defendants accepted into the diversion programs	2014	5.47%	6.68%	-	-	6.13%	Management Statistic	-
<i>The DA accepted 134 of 2,187 defendants into diversion programs.</i>								
Number of diversion program clients successfully completing requirements	2014	48	51	-	-	99	Management Statistic	-
	2013	61	62	87	47	257	Establishing Baseline	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
District Attorney	\$6,166,265	\$6,666,265	\$6,271,671	<b>\$6,271,671</b>	531	8371, 8372, 8377

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- With, the attraction of nationally recognized retailers and developers, the City experienced 9.6% growth in sales tax revenue over the prior year.
- Several new retail developments progressed in the first half of 2014, including:
  - o Two projects funded by the City's Fresh Food Retailer Initiative opened -- the iconic Circle Food Store re-opened at 1522 St. Bernard Avenue in January, and the Whole Foods Market opened its new store at 300 N. Broad Street in February, collectively creating 190 jobs.
  - o The Outlet Collection at Riverwalk opened in May, creating 1600 new jobs and a major new shopping destination downtown. Developer Howard Hughes Corporation partnered with JOB1 to connect the local workforce to the jobs and the project opened with an 80% local hire rate.
  - o Walmart opened its New Orleans East store in June, providing the community with 400 new jobs and access to fresh food.
  - o Mayor Mitch Landrieu and developers broke ground on the Magnolia Marketplace, a nearly 100,000 square foot shopping center in Central City.
- The City continued to attract new corporate investment, including:
  - o International Shipholding Corporation announced it would return its headquarters to the city, which is expected to create 100 new permanent jobs.
  - o Chiquita Brands International, Inc. announced its plans to return to the Port of New Orleans, after a 4 decade hiatus.
  - o Performance Software, a software development firm, announced it was opening an office New Orleans that will create 58 new permanent jobs.
  - o Cobalt Medical Development also broke ground on a new 60-bed medical and physical rehabilitation hospital expected to create 160 jobs.
- The City awarded 34.7% of new City contracts, totaling more than \$9.63 million, to Disadvantaged Business Enterprises (DBEs). The City continued its work to increase the number of certified DBEs, certifying 47 new firms. The City also partnered with Accion and Sam's Club to host a 3-part business education series "Grow Your Business" Bootcamp Seminars. Over 160 small businesses have attended to date.
- Through the re-entry program, the Office of Workforce Development provided assistance in finding opportunities to advance in the local workforce to returning citizens (ex-offenders). Forty returning citizens participated in the City's pre-employment work readiness program and 88 returning citizens obtained temporary jobs in City government.




## Performance Details

### Result Area: Economic Development

#### Objective: Promote business growth and job creation


#### Strategy: Promote an environment of equal opportunity for a diverse supplier pool

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of City contract value awarded to Disadvantaged Business Enterprises	2014	34.2%	35.3%	-	-	34.7%	≥35%	🟡
	2013	26.0%	29.5%	39.1%	34.5%	34.9%	≥35%	
	2012	39.0%	36.0%	35.0%	31.0%	34.4%	≥35%	
	2011	31.0%	24.0%	15.0%	32.0%	32.0%	≥35%	
The City awarded \$9,631,455 of \$27,770,802 to DBEs.								
Number of Disadvantaged Business Enterprise certifications	2014	19	28	-	-	47	≥25	🟢
	2013	26	17	28	30	101	≥50	
Number of participants in Capacity Building program	2014	80	88	-	-	168	100	🟢
The Office of Supplier Diversity has partnered with Accion and Sam's Club to host a 3-part business education series "Grow Your Business" Bootcamp Seminars. Over 160 small businesses have attended to date.								

	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target




# Economic Development Aimee Quirk, Advisor to the Mayor

**Strategy: Aggressively seek to attract new business and retain existing businesses**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of jobs created through City initiatives to promote economic development	2014	2,284	515	-	-	2,799	Establishing Baseline	-
<i>Additional temporary jobs created are not included.</i>								
Amount of private resources leveraged through City initiatives to attract new business and retain existing businesses	2014	\$104,882,177	\$57,846,255	-	-	\$162,728,432	Establishing Baseline	-
Number of business information sessions	2014	8	10	-	-	18	≥10	
	2013	5	5	5	5	20	≥20	

**Objective: Develop and train the local workforce, and connect residents with jobs**

**Strategy: Link employers to the local workforce**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of adults seeking employment assistance who gained a job	2014	59.0%	60.4%	-	-	59.7%	≥46%	
<i>2,931 of 4,907 adults gained employment. This data is based on a preliminary cumulative report from the Louisiana Workforce Commission.</i>								
Percent of dislocated workers seeking employment assistance who gained a job	2014	64.9%	66.4%	-	-	65.6%	≥50%	
<i>971 of 1,480 dislocated workers gained employment. This data is based on a preliminary cumulative report from the Louisiana Workforce Commission.</i>								
Percent of youth seeking employment or education assistance who gained a job or enrolled in post-secondary education	2014	52.8%	60.0%	-	-	56.2%	≥52%	
<i>154 of 274 youth gained a job or enrolled in post-secondary education. This data is based on a preliminary cumulative report from the Louisiana Workforce Commission.</i>								

# Economic Development Aimee Quirk, Advisor to the Mayor

Strategy: Provide access to work opportunities to youth and other vulnerable populations

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of youths employed through Summer Youth Employment Programs~	2014	-	-	-	-	-	≥1,473	-
	2013	-	-	1,477	-	1,477	≥1,200	
	2012	-	-	2,310	-	2,310	≥2,000	
	2011	-	-	2,213	-	2,213	≥2,000	
Percent of summer youth applicants who were offered paid summer work or work readiness opportunities through NOLA Youth Works~	2014	-	-	-	-	-	≥85%	-
Amount of outside leveraged resources as a percent of Summer Youth Employment Programs funding~	2014	-	-	-	-	-	≥10%	-



## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mayor's Office-Economic Development	\$1,305,106	\$719,132	\$681,300	<b>\$639,103</b>	146	2132
Mayor's Office-Supplier & Diversity (General Fund)	-	-	-	-	145	2178
Mayor's Office-Supplier & Diversity (Department of Housing and Urban Development)	-	-	\$80,086	-	148	2178
Mayor's Office-Supplier & Diversity (New Orleans Economic Development Fund)	-	\$773,435	\$729,976	<b>\$690,310</b>	146	2178
Miscellaneous-Mayor's Summer Youth Program	\$1,000,000	\$1,130,905	\$900,000	<b>\$800,000</b>	429	7115
Mayor's Office-Minority Contractor Training Program	\$834,147	\$796,375	\$602,220	-	560	7536
Workforce Investment	\$7,960,007	\$5,037,940	\$6,405,064	<b>\$5,748,952</b>	429	7720-7732
Economic Development Fund	\$5,975,387	\$2,557,530	\$1,753,245	<b>\$1,982,385</b>	560	7536
Economic Development Total	\$17,074,647	\$11,015,317	\$11,151,891	<b>\$9,860,750</b>		

## Performance Highlights

- Additional part-time employees have allowed New Orleans Emergency Medical Services (NOEMS) to fill scheduling slots vacated by employees utilizing sick and annual leave.
- In the first half of 2014, EMS units were on calls approximately 70% of the time.
- NOEMS collected significantly more revenue following its selection of a new billing vendor.
- Utilization of new electronic patient care report software has allowed NOEMS to begin clinical benchmarking, which will allow the Department to move beyond traditional response time measures to demonstrate clinical outcomes.
- NOEMS is working to implement crew scheduler software to improve efficiency in EMS operational staffing/scheduling.
- Major event staffing has been a challenge for NOEMS, resulting in the use of overtime on scheduled weekends to meet demands.

### Mayor's Outstanding Employee Awards

#### Cedric Palmisano



Cedric Palmisano optimally stages and staffs all special events, sometimes occurring simultaneously, including Mardi Gras, festivals, and Super Bowls. Mr. Palmisano prepares for all contingencies, from shootings to terrorist threats, and his 24/7 dedication assures the safety of residents, visitors and first responders.

#### Keeley Williams



Keeley Williams was the first medical responder on scene for the June shooting incident on Bourbon Street and coordinated the triage, on-scene treatment and transport of all 10 victims. As a result of her actions, all victims made it to the hospital within 20 minutes of the shooting.




# Emergency Medical Services Jeff Elder, MD, Superintendent

## Performance Details

### Result Area: Public Safety

Objective: Prepare for, mitigate, and effectively respond to emergencies




Strategy: Respond to emergencies, including fire and medical, effectively

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of calls for service	2014	13,882	14,393	-	-	28,275	Management Statistic	-
	2013	14,152	13,607	14,190	13,322	55,271	Management Statistic	
	2012	13,761	13,622	13,898	13,161	54,442	Management Statistic	
	2011	12,489	12,665	12,858	12,331	50,343	Management Statistic	
Percent of Code 3 responses within 12 minutes	2014	79.4%	80.7%	-	-	80.1%	≥80%	
	2013	76.8%	72.3%	73.6%	80.3%	75.7%	≥80%	
	2012	79.4%	77.1%	75.0%	77.8%	77.3%	≥82%	
	2011	82.0%	81.0%	80.0%	81.0%	81.0%	≥90%	
NOEMS responded to 6,299 of 7,867 Code 3 calls within 12 minutes. Response Time Compliance increased, compared to the first half of 2013, likely due to an increase in part-time employees as well as hiring into full-time paramedic positions. The part-time employees have allowed NOEMS to have more ambulances available for calls.								
Percent of patients suffering from cardiac arrest who achieve prehospital return of spontaneous circulation (ROSC)	2014	28.4%	23.8%	-	-	26.1%	≥35%	
	2013	-	-	-	-	39.4%	≥35%	
	2012	-	-	-	-	34.9%	≥34%	
	2011	-	-	-	-	25.0%	≥34%	
54 of 207 patients achieved prehospital ROSC. Quarterly numbers are preliminary.								
Number of individuals trained in cardiopulmonary resuscitation (CPR)	2014	775	83	-	-	858	≥431	
	2013	372	16	0	358	746	≥100	
	2012	7	56	2	14	79	≥50	
	2011	15	0	0	24	39	≥60	
NOEMS has upcoming training scheduled with New Orleans Homeland Security and Emergency Preparedness, the Parenting Center at Children’s Hospital, Grow Dat Youth Farm, and the Louisiana Bankers Association.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Health-Emergency Medical Service Operations (General Fund)	\$9,553,486	\$10,729,252	\$11,764,159	<b>\$9,305,380</b>	278	3665
Health-Emergency Medical Service Operations (Federal Emergency Management Agency)	\$59,504	\$893,182	\$50,738	<b>\$90,746</b>	279	3665
Health-Emergency Medical Service Operations (Louisiana Department of Health)	-	-	\$30,000	<b>\$24,000</b>	279	3665
Health-Emergency Medical Service Admin	-	-	-	<b>\$599,547</b>	278	3679
Health-Emergency Medical Service Call Center	-	-	-	<b>\$1,079,026</b>	278	3690
Health-Emergency Medical Service Train Ed	-	-	-	<b>\$320,811</b>	278	3691
Health-Emergency Medical Service Logistic/SOD	-	-	-	<b>\$620,362</b>	278	3696
Emergency Medical Services Total	\$9,612,990	\$11,622,434	\$11,844,897	<b>\$12,039,872</b>		

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

# Equipment Maintenance Division

## Performance Highlights


- In Q2, the Equipment Maintenance Division (EMD) completed the process of specifying, procuring, and ordering 70 vehicles for the New Orleans Police Department.
- EMD continued to work with the Capital Projects Administration to develop a new permanent maintenance garage.

## Performance Details

### Result Area: Open and Effective Government

Objective: Exercise effective management and accountability for the City's physical resources

Strategy: Responsibly support the City's capital assets

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of internal customers satisfied with the overall quality of service received~	2014	-	79.4%	-	-	79.4%	Establishing Baseline	-
54 of 68 customers were satisfied or very satisfied. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.								
Number of gallons of fuel dispensed	2014	399,996	398,437	-	-	798,433	≥900,000	
	2013	410,940	425,023	429,625	410,667	1,676,255	≥1,800,000	
	2012	454,209	459,402	460,287	413,000	1,786,898	≥1,800,000	
	2011	461,930	491,892	497,083	452,967	1,903,872	≥2,300,000	

# Equipment Maintenance Division

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of vehicles capable of using alternative fuel	2014	33.0%	33.1%	-	-	33.1%	Management Statistic	-
515 of 1,555 vehicles were capable of using alternative fuel as of the end of Q2.								
Percent of vehicles exceeding replacement criteria	2014	73.5%	73.2%	-	-	73.4%	Management Statistic	-
1,138 of 1,555 vehicles exceeded replacement criteria as of the end of Q2.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Chief Administrative Office-EMD-General Maintenance	\$4,127,291	\$3,493,239	\$2,895,574	<b>\$3,233,788</b>	196	2297
Chief Administrative Office-EMD-Fuel Supply	\$5,225,000	\$5,530,000	\$6,104,289	<b>\$5,756,505</b>	196	2298
Chief Administrative Office-Equipment Account	\$2,511,061	\$2,511,061	\$2,682,039	<b>\$1,377,344</b>	196	2299
Equipment Maintenance Division Total	\$11,863,352	\$11,534,300	\$11,681,902	<b>\$10,367,637</b>		

## Performance Highlights

The 2013 annual audit was completed on time and the City received an unqualified opinion that the financial statements were presented fairly. The auditors noted substantial improvement in the City's reconciliation of accounts and preparation of the financial statements. With this improvement, the City was able to eliminate audit findings relating to the Department of Finance.

### Mayor's Outstanding Employee Award Laurie Wilson and Antonia Cager



Laurie Wilson and Toni Cager, with many other City employees, worked tirelessly over 24 months to migrate the City's payroll processes to a new, modern platform, ensuring that the City's complex series of pay and personnel rules were implemented in the new system. As a result of their preparation, few issues arose, and those were handled quickly and employees were paid accurately and on time.

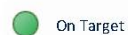
## Performance Details

### Result Area: Open and Effective Government

Objective: Exercise effective management and accountability for the City's physical resources

Strategy: Effectively steward the City's financial resources

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of Basic Financial Statements findings~	2014	-	0	-	-	0	≤5	●
	2013	-	3	-	-	3	≤5	
	2012	-	5	-	-	5	≤6	
	2011	-	-	6	-	6	≤8	
Number of Single Audit findings~	2014	-	3	-	-	3	≤8	●
	2013	-	3	-	-	3	≤8	
	2012	-	8	-	-	8	≤8	
	2011	-	-	10	-	10	≤8	



On Target



≤10% Off  
Target



Off Target

N/A Not Available



Seasonally  
Affected



Measured  
Annually





Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target



Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of field visits/contacts by Bureau of Revenue field agents	2014	4,572	4,593	-	-	9,165	≥5,000	
	2013	5,057	4,655	5,400	3,961	19,073	≥15,400	
	2012	4,445	4,147	4,488	4,428	17,508	≥15,400	
Number of sales tax audits completed	2014	13	19	-	-	32	≥53	
	2013	20	19	23	19	81	≥105	
	2012	34	47	24	31	136	≥105	
The number was affected by substantial turnover in the audit division. The Department of Finance is in the process of hiring new auditors and bringing in outside auditors.								

## Strategy: Manage vendor relationships and provide oversight of City contracts

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of requests for bids or proposals with 3 or more responses	2014	55.2%	55.3%	-	-	55.3%	≥70%	◆
	2013	63.2%	61.1%	69.2%	51.4%	61.3%	≥70%	
	2012	96.0%	70.6%	73.1%	73.7%	77.9%	-	
42 of 76 requests for bids or proposals received 3 or more responses. The Bureau of Purchasing will improve its outreach to potential vendors by communicating City needs and requirements prior to release of requests for bids and proposals.								
Average number of business days to process purchase requisitions	2014	4.17	4.35	-	-	4.26	≤4	▲
The Bureau of Purchasing processed 5,024 requisitions.								
Percent of General Fund payments processed within 7 business days of receipt by Accounts Payable	2014	75.4%	83.1%	-	-	76.7%	≥70%	●
	2013	43.0%	65.9%	63.4%	69.5%	60.7%	≥70%	
	2012	36.7%	63.0%	71.0%	41.7%	58.0%	≥90%	
	2011	N/A	90.0%	77.0%	54.0%	73.7%	≥90%	
Accounts Payable processed 2,021 out of 2,681 general fund invoices within 7 business days. The Q2 result was based on a sample of 556 payments.								
Percent of Capital/Grants Fund payments processed within 7 business days of receipt by Accounts Payable	2014	95.3%	93.3%	-	-	94.8%	≥90%	●
	2013	87.0%	89.5%	94.7%	95.0%	91.4%	≥90%	
	2012	95.3%	98.3%	96.3%	87.3%	93.0%	≥90%	
	2011	N/A	91.5%	95.0%	96.0%	94.2%	≥90%	
Accounts Payable processed 1193 out of 1252 capital/grant fund invoices within 7 business days. The Q2 result was based on a sample of 388 payments.								


On Target  
 ≤10% Off Target  
 Off Target  
N/A Not Available  
\* Seasonally Affected  
~ Measured Annually  
^ Sporadic, Quarterly Progress is Variable  
- Not Relevant/ Not Measured

Management Statistic  
Establishing Baseline  
Workload indicator not suitable for target-setting  
New Measure with insufficient historical data to set target

## Finance Norman Foster, Director of Finance

**Objective:** Facilitate the legal, administrative, and policy work of governmental bodies serving City residents




**Strategy:** Govern the City with integrity and accountability

Measure	Year	Q1	Q2	Q3	Q4	YTD/Year-End Actual	YTD/Year-End Target	Status
Audit opinion~	2014	-	Unqualified	-	-	Unqualified	Unqualified	
	2013	-	Unqualified	-	-	Unqualified	Unqualified	
	2012	-	Unqualified	-	-	Unqualified	Unqualified	
	2011	-	-	Unqualified	-	Unqualified	Unqualified	

### Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Finance-Debt Service	\$36,887,956	\$35,221,381	\$26,731,746	<b>\$25,301,641</b>	303	4047
Finance	\$53,366,766	\$50,465,041	\$46,098,615	<b>\$43,962,542</b>	303	4001-4088

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- The NOFD supported a number of special events, including the Sugarbowl, Mardi Gras Rock N Roll Marathon, Mardi Gras, NBA All Star Game, WrestleMania XXX, Crescent City Classic, French Quarter Festival, Ironman 70.3, and Jazz Fest.
- The Department conducted a Citizen Assisted Evacuation Plan exercise, a National Guard active shooter exercise at Jackson Barracks, and a Louisiana Region 1 Table Top Exercise (TTX); and participated in the National Association of County and City Health Officials/Centers for Disease Control Orleans radiation exercise, medical special needs shelter exercise, and the Emergency Management Assistance Compact (EMAC) mobilization exercise.

### Mayor's Outstanding Employee Award Troy Magee



On his way to a class hosted by Louisiana State Police in Baton Rouge, Captain Troy Magee encountered a smoking truck that had veered off the I-10 and struck a tree. Captain Magee was instrumental in getting the truck door open and pulling the driver out to be treated by emergency medical personnel.

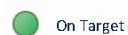
## Performance Details

### Result Area: Public Safety

**Objective:** Prepare for, mitigate, and effectively respond to emergencies

**Strategy:** Respond to emergencies, including fire and medical, effectively

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of emergency structure fire call response times under 6 minutes 20 seconds	2014	89.5%	87.0%	-	-	88.4%	≥86%	<div></div>
NOFD responded to 137 of 155 calls in under 6 minutes 20 seconds.								
Percent of all fire call response times under 6 minutes 20 seconds	2014	74.7%	74.2%	-	-	74.5%	≥75%	<div></div>
	2013	75.8%	74.7%	72.5%	73.4%	74.1%	≥80%	
	2012	75.2%	74.0%	75.1%	77.1%	75.0%	≥80%	
	2011	80.0%	79.4%	78.8%	80.3%	79.3%	≥90%	
NOFD responded to 4,832 of 6,490 calls in under 6 minutes 20 seconds.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target

# Fire Timothy McConnell, Superintendent

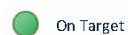
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of days lost to fire suppression personnel injuries	2014	389	592	-	-	981	≤500	◊
NOFD has implemented a light duty program to reduce the number of days lost.								

## Strategy: Plan and prepare for disasters

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of commercial and industrial structures inspected	2014	343	850	-	-	1,193	≥2,000	❖
	2013	636	810	1,414	1,012	3,872	≥4,000	
	2012	705	1,071	696	923	3,395	≥3,000	
	2011	456	1,128	488	782	2,854	≥45,000	
Inspections were placed on hold to conduct a comprehensive evaluation of the number of businesses citywide. NOFD identified nearly 7,200 businesses, which were assigned to the respective companies to inspect in the second half of the year.								
Percent of fire hydrants inspected twice^	2014	-	-	-	-	-	-	-
	2013	-	-	-	-	100%	-	
	2012	-	-	-	-	97.2%	100%	
NOFD inspected all of the City's 15,612 fire hydrants once, and plans to inspect all hydrants a second time in the second half of the year.								
Number of citizens reached through community education activities*	2014	3,555	14,967	-	-	18,522	≥26,642	❖
	2013	6,057	12,996	9,636	37,215	65,904	≥60,000	
	2012	13,399	26,265	10,956	87,104	137,724	≥60,000	
	2011	23,360	24,124	20,248	47,536	115,268	≥80,000	
NOFD expects to meet the target in Q4, which includes Fire Prevention Month.								
Number of smoke alarm installations	2014	210	154	-	-	364	≥500	❖

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Fire	\$79,909,700	\$87,592,865	\$85,447,565	\$86,922,093	215	2510-2592



On Target



≤10% Off  
Target



Off Target

N/A Not Available

Management Workload indicator not suitable for  
Statistic target-setting

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Establishing New Measure with insufficient  
Baseline historical data to set target

## Performance Highlights


- In June, the New Orleans Health Department (NOHD) was one of the first in the nation, and the first in Louisiana, to receive national accreditation from the Public Health Accreditation Board.
- NOHD actively disseminated information about health insurance in advance of the Affordable Care Act marketplace deadline of March 31. Over the course of the enrollment period, which began in fall 2013, NOHD participated in 151 outreach events, made contact with 3,864 individuals, and assisted 1,414 individuals with enrollment in the marketplace.
- NOHD and partners held the Fit NOLA Parks kick-off in June, launching free fitness programming and healthy concessions at Norwood Thompson, St. Roch and Taylor Parks.
- Kaboom! named New Orleans a “2014 Playful City,” placing it among 212 cities and towns recognized for working to make play a priority in communities.

## Performance Details

### Result Area: Public Safety


**Objective:** Prepare for, mitigate, and effectively respond to emergencies

**Strategy:** Plan and prepare for disasters







Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of individuals with medical needs registered for sheltering and evacuation^	2014	2,471	3,018	-	-	3,018	3,000	
The total includes 2,451 registrations carried over from 2013. Due to increased outreach efforts with partner agencies, NOHD exceeded the year-end target in Q2.								

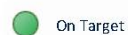
### Result Area: Children and Families

**Objective:** Improve health outcomes for City residents

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of behavioral health trainings convened	2014	0	2	-	-	2	≥2	
	2013	2	4	2	0	8	≥4	
NOHD and partners held trainings in psychological first aid and training for educational professionals on how to best fill the roles and responsibilities generated by their participation on school safety and crisis teams.								

## Strategy: Improve access to healthcare for city residents (including access to mental health services)

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of unduplicated clients receiving Health Care for the Homeless services	2014	1,028	896	-	-	1,924	≥1,250	
	2013	724	846	942	956	3,468	≥2,000	
	2012	760	429	512	330	2,031	≥2,000	
	2011	753	1,225	752	290	3,020	≥3,000	
Number of patient visits to the Health Care for the Homeless program	2014	1,353	1,841	-	-	3,194	≥3,250	
	2013	1,548	1,751	1,892	1,879	7,070	≥4,000	
	2012	1,074	1,668	2,527	1,532	6,801	≥4,000	
	2011	1,459	1,573	1,400	1,053	5,485	≥5,000	
In the first half of the year, the clinic had one clinical service provider available for its homeless and indigent patients. Also, clinic providers were no longer able to dispense discounted 340B Drug Pricing Program medicines, which had been a main factor drawing new patients to the clinic. NOHD has secured another provider and a contract with a local pharmacy to dispense 340B medicines, and expects to see an increase in the number of patients in the second half of the year.								
Number of unduplicated clients served through Ryan White Part A HIV/AIDS services*	2014	2,573	816	-	-	3,389	≥3,268	
	2013	2,569	656	443	378	4,046	≥3,990	
Percent of patients who report satisfaction with HIV/AIDS care~	2014	-	-	-	-	-	-	
	2013	-	-	89%	-	89%	≥89%	
	2012	89%	-	-	-	89%	≥89%	
	2011	-	87%	-	-	87%	≥85%	
The annual survey is scheduled for September.								
Number of people enrolled in health insurance programs through Greater New Orleans Community Health Connection and Affordable Care Act marketplace	2014	89,153	89,902	-	-	89,902	≥58,000	
This result is estimated based on marketplace enrollment for New Orleans and Metairie during the first enrollment period (approximately 37,000) plus GNOCHC enrollment from the most recent monthly report (52,902 enrollees in May).								
Number of Healthy Start Services recipients*	2014	374	159	-	-	533	≥555	
	2013	636	158	138	187	1,119	≥1,000	
	2012	561	87	125	173	946	≥1,000	
	2011	316	417	572	551	1,856	≥850	
NOHD decreased its patient recruitment pending the August 2014 notification of a competitive Healthy Start grant award.								



On Target



≤10% Off Target



Off Target

N/A Not Available

\* Seasonally Affected

~ Measured Annually

^ Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

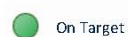
Management Workload indicator not suitable for Statistic target-setting

Establishing New Measure with insufficient Baseline historical data to set target

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of client visits to Women Infant and Children (WIC) clinics	2014	15,015	15,286	-	-	30,301	≥33,000	🟡
	2013	15,730	16,559	16,801	15,284	64,374	≥66,000	
	2012	16,439	16,241	16,172	15,750	64,602	≥65,000	
	2011	14,536	14,806	15,099	16,683	61,124	≥53,229	
A decrease in WIC participation statewide may have been related to an increase in Supplemental Nutrition Assistance Program benefits, resulting in reduced need for WIC services.								
Percent of WIC mothers who initiate breastfeeding	2014	27.1%	30.7%	-	-	28.9%	≥25%	🟢
	2013	13.7%	12.0%	11.6%	12.6%	12.4%	≥12%	
1,121 of the 3,883 postpartum mothers in the program initiated breastfeeding. The 2014 results were higher than in 2013 in part due to a change in methodology to include only postpartum mothers in the denominator instead of all mothers, a calculation method that is more accurate and in alignment with State calculations. The implementation of the Strong Start Breastfeeding Program also contributed to an increased rate.								

**Strategy: Provide public health services to City residents, including community health education and preventing the spread of communicable diseases**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of community organizations or institutions that adopt Fit NOLA standards	2014	3	1	-	-	4	≥5	◆
GE Capital became the first ever Platinum Fit NOLA Business. With a new business chair, the Department has drafted a timeline to meet its 2014 target. The execution plan includes a focus on relationship-driven pushes within businesses, as well as inviting more stakeholders to participate in sector meetings to learn about the tool kit and ways it can save companies money.								
NOHD plans to engage at least 5 new business in Q3 using the newly formed “plan of engagement” from the Fit NOLA business sector chair, which includes marketing efforts and the development of incentives for businesses.								
Percent of women screened for domestic violence at Central City WIC clinic	2014	79.0%	100.0%	-	-	86.3%	≥50%	●
	2013	11.8%	14.9%	16.7%	N/A	15.4%	≥50%	
770 of 892 women were screened. NOHD has institutionalized screening sooner than anticipated.								
Number of City government entities implementing new or revised policies that address public health in partnership or consultation with the Health Department	2014	2	1	-	-	3	≥5	◆
	2013	2	2	2	8	14	≥9	
	2012	8	2	0	1	11	≥9	
Entities scheduled to implement new or revised policies by the beginning of Q4 include the New Orleans Police Department, the District Attorney's Office, the Department of Corrections, Domestic Violence Monitoring Court, and the Orleans Parish Sheriff's Office.								



On Target



≤10% Off Target



Off Target

N/A Not Available

\* Seasonally Affected

~ Measured Annually

^ Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Management Workload indicator not suitable for Statistic target-setting

Establishing New Measure with insufficient Baseline historical data to set target



**Objective:** Facilitate the provision of effective human services to City residents

**Strategy:** Ensure a safety net of needed services is available to all residents

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of unique visits to the Real Time Resources mobile website	2014	N/A	N/A	-	-	N/A	Establishing Baseline	-
NOHD anticipates that the Real Time Resources website will go live to the public in Q3.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mayor's Office-Ryan White Administration	\$392,000	\$404,000	-	-	147	2140
Mayor's Office-Ryan White Quality Management	\$275,498	\$283,000	-	-	147	2141
Mayor's Office-Ryan White Title II	\$72,500	\$75,600	-	-	147	2146
Mayor's Office-Ryan White Formula	\$8,562,300	\$8,500,000	-	-	147	2147
Mayor's Office-AIDS Funding (General Fund)	\$50,000	\$50,000	-	-	145	2149
Mayor's Office-AIDS Funding (Department of Health and Human Services)	\$40,900	\$42,900	-	-	-	2149
Mayor's Office-HIV/AIDS Monitoring	-	\$350,000	-	-	145	2150
Mayor's Office-Healthy Start Initiative	\$2,726,184	\$2,850,098	-	-	147	2153
Mayor's Office-Infant Mortality Initiative	\$38,788	\$34,986	-	-	148	2164
Health Total	\$12,223,901	\$6,471,206	\$19,592,747	<b>\$19,376,094</b>	278	3603-3678, 3681- 3689, 3693-3694
Health Total	\$24,382,071	\$19,061,790	\$19,592,747	<b>\$19,376,094</b>		

## Performance Highlights


- The Historic District Landmarks Commission adjusted its staffing to dedicate a sole staff person to over-the-counter permit applications, resulting in a substantial decrease in the average number of days to review staff approvable applications, compared to 2013.

## Performance Details

### Result Area: Sustainable Communities

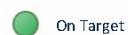
#### Objective: Promote quality neighborhoods

#### Strategy: Regulate land use to support safe, vibrant neighborhoods and preserve historic properties

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to review staff approvable applications	2014	2.29	2.23	-	-	2.25	≤5	
	2013	38.5	13.2	9.5	5.7	17.5	Establishing Baseline	
The HDLC reviewed 550 applications. The result is substantially below the target because the HDLC has made changes to its workload allocations to improve timeliness.								
Percent of closed enforcement cases closed due to voluntary compliance	2014	81.3%	88.0%	-	-	85.0%	Establishing Baseline	-
142 of 167 closed cases were closed due to compliance.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Historic District Landmarks Commission	\$994,728	\$638,095	\$638,095	<b>\$533,981</b>	359	6450



On Target



≤10% Off  
Target



Off Target

N/A Not Available



Seasonally  
Affected



Measured  
Annually






Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- The New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP) provided public safety planning and oversight services related to special events, including the NBA All Star Game, Sugar Bowl, Mardi Gras, Wrestle Mania, French Quarter Festival, and Jazz Fest.
- NOHSEP reviewed and revised all hurricane related plans to ensure they are up-to-date and compliant with standards.
- Evacuteer, in conjunction with the City and other partners, hosted a Hello Hurricane Season Summit in June for residents to learn about the City Assisted Evacuation Plan, as well as evacuation volunteer trainings in locations throughout the city.

### Mayor's Outstanding Employee Award

Dev Jani





By cultivating coalitions across the city and the region, Dev Jani has helped make the New Orleans safer, more resilient, and ready for the impending hurricane season. In addition to his normal duties, he mentors students, and his past interns have left City Hall with a competitive advantage, going to work for the City of New Orleans and other jurisdictions and non-profits, allowing the Office to build relationships that will benefit the City.

## Performance Details

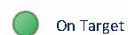
### Result Area: Public Safety

Objective: Prepare for, mitigate, and effectively respond to emergencies

Strategy: Plan and prepare for disasters

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of citizens trained to assist in the City Assisted Evacuation Plan*	2014	0	230	-	-	230	≥183	
	2013	0	289	244	0	533	≥300	
	2012	0	292	135	0	427	≥300	
	2011	0	0	0	312	312	≥500	
Evacuteer training did not begin until June 1.								
Number of community outreach events attended by NOHSEP staff	2014	5	25	-	-	30	≥18	

The number of events that NOHSEP attended increased as hurricane season approached.



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually


^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management: Workload indicator not suitable for  
Statistic target-setting

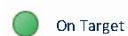
Establishing: New Measure with insufficient  
Baseline historical data to set target

# Homeland Security and Emergency Preparedness Lt. Col. Jerry Sneed, Deputy Mayor of Public Safety

Measure	Year	Q1	Q2	Q3	Q4	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant	2014	100%	100.0%	-	-	100%	100%	
	2013	100%	100%	100%	100%	100%	100%	
	2012	100%	100%	100%	100%	100%	100%	
	2011	90.0%	88.9%	87.5%	92.0%	89.6%	100%	
At the end of Q2, 7 of 7 plans, procedures, and other strategies were NIMS compliant.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Homeland Security	\$3,994,724	\$9,420,935	\$2,526,606	<b>\$1,378,689</b>	161	2110, 2116, 2119, 2124, 2130, 2154, 2155, 2195
Chief Administrative Office-OEP Mobile Hospital	\$402,920	\$402,920	\$402,920	<b>\$984</b>	196	2220
Chief Administrative Office-Statewide Generator Program	\$2,419,802	\$7,542,954	\$1,012,826	<b>\$504,658</b>	199	2219
Chief Administrative Office-Emergency Managment Planning Grant	\$208,339	\$220,989	\$160,000	<b>\$154,095</b>	197	2209
Chief Administrative Office-Metropolitan Medical Response	\$963,663	\$958,270	\$581,215	<b>\$491,479</b>	197	2212
Chief Administrative Office-City Readiness Initiative Grant	-	-	\$120,000	<b>\$75,218</b>	199	2205
Chief Administrative Office-Emergency Operations Center Grant	-	\$295,802	\$249,645	<b>\$152,255</b>	197	2225
Homeland Security Total	\$53,992,607	\$52,691,792	\$57,825,332	<b>\$79,944,295</b>		



On Target



≤10% Off Target



Off Target

N/A Not Available



Seasonally Affected



Measured Annually



Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

## Performance Highlights

- Human Resources (HR) has complied with the requirements of the Affordable Care Act, and developed a request for proposals for a health insurance provider.
- HR supported the rollout of the City's new payroll system, which modernized and improved processes.
- The City has stabilized workers compensation spending.
- The City has hired a new risk manager, and transitioned risk management responsibilities from HR.

## Performance Details

### Result Area: Open and Effective Government

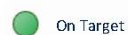
**Objective:** Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service

**Strategy:** Provide fair and attractive benefits to City employees and retirees

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of internal customers satisfied with the overall quality of service received~	2014	-	78.7%	-	-	78.7%	Establishing Baseline	-
70 of 89 customers were satisfied or very satisfied. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Chief Administrative Office-Personnel/Office Management	\$226,398	\$165,197	\$132,848	<b>\$115,331</b>	201	2273
Chief Administrative Office-Benefits Administration	\$3,414,393	\$4,096,417	\$4,169,011	<b>\$5,270,028</b>	201	2275
Chief Administrative Office-Employee Performance & Training Project	-	-	\$281,000	<b>\$160,110</b>	196	2278
Chief Administrative Office-Employee Relations	\$103,730	\$113,342	\$82,945	<b>\$82,891</b>	196	2284
Chief Administrative Office-Municipal Training Academy	\$122,132	\$73,884	\$103,106	<b>\$101,931</b>	196	2277
Chief Administrative Office-Mail Room	\$343,235	\$316,409	\$243,409	<b>\$277,231</b>	196	2280
Human Resources Total	\$4,209,888	\$4,765,249	\$5,012,319	<b>\$6,007,522</b>		



On Target



≤10% Off Target



Off Target

N/A Not Available



Seasonally Affected



Measured Annually



Sporadic, Quarterly Progress is Variable

- Not Relevant/Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

## Performance Highlights

- ITI marked a full year of uninterrupted general e-mail service, a notable milestone, given the past difficulties that the City has experienced with its e-mail system.
- The City completed the transition to a new payroll system. The new system eliminated the risk created by our aging IT systems and reduced manual processes.
- NOLA 311 celebrated its 2nd anniversary. To date, NOLA 311 has onboarded 14 departments, created 33 service request types, authored 1,200 knowledge base articles, handled 407,000 calls for City services and supported the City's Emergency Operations Center (EOC) on four separate activations.

### Mayor's Outstanding Employee Award Eric Ogburn



Eric Ogburn redesigned the City's entire website, trained and empowered department employees to manage their own content, builds and improves forms that collect payments and other citizen information, created the online police recruit application form and reporting, and facilitates the work of the City with multiple partner agencies, often within exceptionally narrow deadlines.

## Performance Details

### Result Area: Open and Effective Government

**Objective:** Exercise effective management and accountability for the City's physical resources




**Strategy:** Manage the City's information and analyze the City's data

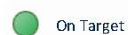
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of internal customers satisfied with the overall quality of services received~	2014	N/A	73.8%	-	-	73.8%	Establishing Baseline	-

135 of 183 customers were satisfied or very satisfied. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.



# Information Technology and Innovation Edward Kerkow, Interim Chief Information Officer

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of critical ITI projects delivered on schedule	2014	68.4%	70.6%	-	-	69.7%	≥80%	
	2013	60.0%	61.0%	87.5%	70.0%	67.3%	≥80%	
	2012	62.0%	75.0%	63.0%	52.0%	70.0%	≥95%	
	2011	N/A	44.0%	53.0%	50.0%	53.0%	≥95%	
ITI delivered 62 of 89 projects on schedule. The Office continued to experience challenges in attracting quality talent. ITI has identified a Project Management Office manager candidate and will continue to implement the governance model that will improve project management within the department. The Office will also use contracting to provide staffing support. ITI will fine tune its roadmap process and conduct project management training for staff.								
Percent of Service Level Agreements (SLAs) met by the Service Desk	2014	N/A	N/A	-	-	N/A	≥95%	N/A
ITI has started the Service Desk Improvement project, which will allow the Office to begin tracking this data in the second half of 2014.								
Rate of Service Desk call abandonment	2014	8.6%	15.0%	-	-	12.2%	≤10%	
	2013	13.0%	10.0%	6.0%	7.9%	9.4%	≤7%	
	2012	23.0%	20.7%	17.0%	17.0%	16.0%	≤5%	
	2011	32.0%	26.0%	22.0%	21.0%	25.3%	≤5%	
1,884 out of 15,475 calls were abandoned. A number of events led to an increase in calls in Q2, including implementation of the new payroll system and Java updates that prevented the payroll portal from functioning properly. ITI continues to work with the payroll contractor to resolve problems and direct callers to the contractor for support, where appropriate.								
Rate of Service Desk customer satisfaction	2014	79.0%	73.0%	-	-	76.0%	≥70%	
	2013	54.0%	66.0%	74.0%	76.0%	66.8%	≥70%	
ITI received 142 ratings.								



On Target



≤10% Off Target



Off Target

N/A Not Available



Seasonally Affected



Measured Annually



Sporadic, Quarterly Progress is Variable







Not Relevant/Not Measured

Management Workload indicator not suitable for Statistic target-setting

Establishing New Measure with insufficient Baseline historical data to set target

# Information Technology and Innovation Edward Kerkow, Interim Chief Information Officer

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Rate of 311 call abandonment	2014	4.63%	6.93%	-	-	5.83%	≤10%	
	2013	9.39%	10.86%	9.37%	3.89%	8.52%	≤10%	
5,556 of 95,375 calls were abandoned.								
Rate of 311 customer satisfaction	2014	88.1%	91.4%	-	-	88.4%	≥70%	
	2013	90.0%	94.7%	86.3%	93.0%	91.0%	≥70%	
ITI received 228 ratings.								
Rate of 311 first call resolution	2014	66.9%	59.8%	-	-	63.3%	≥70%	
	2013	69.0%	62.0%	61.0%	59.8%	62.8%	≥70%	
	2012	N/A	36.8%	67.4%	70.0%	58.1%	≥70%	
ITI resolved 53,352 of 84,301 cases on the first call.								
Telephone and e-mail service availability	2014	100.00%	100.00%	-	-	100.00%	≥99.99%	
	2013	99.99%	100.00%	100.00%	100.00%	100.00%	≥99.99%	
	2012	98.64%	99.89%	97.60%	99.99%	99.03%	≥99.99%	
	2011	99.99%	99.40%	99.99%	99.82%	99.80%	≥99.99%	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Chief Administrative Office- Vendor Management	-	-	\$140,000	<b>\$140,000</b>	198	2230
Chief Administrative Office- Management Information Systems	\$13,824,231	\$9,952,225	\$9,916,954	<b>\$8,328,452</b>	198	2231
Chief Administrative Office- Technology Programs	\$481,500	\$365,000	\$300,000	<b>\$271,455</b>	198	2232
Chief Administrative Office-311	\$1,321,371	\$1,266,678	\$1,124,477	<b>\$807,276</b>	198	2234
Chief Administrative Office- Enterprise Wide Applications	\$1,480,585	\$1,719,498	\$1,523,452	<b>\$2,496,000</b>	198	2236
Miscellaneous- Office of Service and Innovation	-	\$1,160,565	\$501,184	<b>\$1,089,650</b>	429	7030
<b>Information Technology and Innovation Total</b>	\$17,107,687	\$14,463,966	\$13,506,067	<b>\$13,132,833</b>		

## Performance Highlights


- Despite resource constraints and the “temporary disqualification” of one judge from performing judicial duties, the court was able to maintain an acceptable level of performance.

## Performance Details

### Result Area: Public Safety

Objective: Ensure safe and secure neighborhoods, and reduce the murder rate




Strategy: Effectively and fairly administer justice

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of minutes per proceeding	2014	19.1	15.2	-	-	17.1	Establishing Baseline	-
Juvenile Court completed 3,112 proceedings.								
Average number of court proceedings per case	2014	2.30	2.40	-	-	2.32	Management Statistic	-
Juvenile Court completed 1,995 court proceedings.								
Continuance rate	2014	13.1%	17.3%	-	-	15.2%	≥8%	
	2013	14.3%	13.6%	13.6%	11.8%	13.1%	Establishing Baseline	
630 of 4,144 proceedings were continued. The continuance rate increased in Q2 due to the unexpected departure of one judge, necessitating adjustments to dockets to hear section E cases resulting from the Supreme Court's failure to appoint a judge pro tempore.								
Average number of days from petition to answer in delinquency cases - detained	2014	12.2	7.6	-	-	10.2	Establishing Baseline	-
137 cases were answered.								

# Juvenile Court Honorable Ernestine Gray, Chief Judge

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days from adjudication to disposition for delinquency cases	2014	24.7	14.8	-	-	19.8	≤30	●
122 cases were disposed.								
Average number of days from petition to answer in delinquency cases - not detained	2014	35.0	33.4	-	-	34.0	Establishing Baseline	-
147 cases were disposed.								
Average number of days from adjudication to disposition for dependency cases	2014	11.6	28.8	-	-	24.0	Not Set	-
18 cases were disposed. The law allows for 30 days.								
Percent of adoptions granted within statutory time limits (30-60 days)	2014	91.7%	95.3%	-	-	94.5%	100%	▲
52 of 55 adoptions were granted within statutory time limits.								
Percent of terminations of parental rights decided within statutory time limits (60 days)	2014	100.0%	100.0%	-	-	100.0%	100%	●
16 of 16 terminations were decided within statutory time limits.								
Percent of Family in Need of Services answer hearings held within 45 days	2014	85.7%	88.9%	-	-	87.5%	100%	◆
14 of 16 hearings were held within 45 days.								
Average number of days from answer to adjudication in delinquency cases - not detained	2014	72.2	75.6	-	-	73.9	Establishing Baseline	-
105 cases were adjudicated.								

## 77 ResultsNOLA 2014 Mid-Year Report

 On Target  
 ≤10% Off Target  
 Off Target  
 N/A Not Available  
 \* Seasonally Affected  
 ~ Measured Annually  
 ^ Sporadic, Quarterly Progress is Variable  
 - Not Relevant/ Not Measured

Management Workload indicator not suitable for  
 Statistic target-setting  
 Establishing New Measure with insufficient  
 Baseline historical data to set target

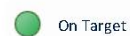
# Juvenile Court

Honorable Ernestine Gray, Chief Judge

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days from petition to answer in dependency cases	2014	14.0	5.3	-	-	8.2	Not Set	-
24 cases were answered. The law allows for 15 days.								
Ratio of traffic charges disposed to traffic charges filed	2014	1.63	0.51	-	-	1.01	Establishing Baseline	-
141 traffic charges were filed, and 143 were disposed.								
Number of Title IV-E foster care eligibility assessments	2014	197	163	-	-	360	Management Statistic	-

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Juvenile Court	\$3,961,913	\$3,743,800	\$3,615,283	<b>\$3,025,203</b>	495	8303, 8302, 8308



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually




^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights




- The Law Department successfully resolved several notable cases.
- The City's legal team defeated an injunction challenging the newly created Office of Police Secondary Employment. It also obtained a favorable interpretation of the City's rights and obligations pursuant to the Wisner Trust.

## Performance Details

### Result Area: Public Safety

Objective: Ensure safe and secure neighborhoods, and reduce the murder rate

Strategy: Effectively and fairly administer justice


Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Amount of revenue from Municipal and Traffic Court claims, settlements, and judgments	2014	\$3,150,124	\$5,595,820	-	-	\$8,745,944	≥\$6,000,000	
	2013	\$3,499,320	\$4,893,800	\$2,880,385	\$2,714,030	\$13,987,535	≥\$12,000,000	
	2012	\$3,752,129	\$2,796,915	\$3,135,097	\$3,076,204	\$12,760,345	≥\$12,000,000	
	2011	\$3,264,731	\$2,793,759	\$4,733,647	\$2,903,866	\$13,696,003	≥\$12,000,000	
Average number of Municipal and Traffic Court cases per attorney per month	2014	688	622	-	-	655	Management Statistic	-
	2013	643	814	988	665	780	Management Statistic	
	2012	791	800	875	757	806	Management Statistic	
	2011	930	859	868	819	869	Management Statistic	
The average caseload decreased due to a decline in the number of traffic citations issued by the New Orleans Police Department.								
Number of tax and public nuisance cases filed before the ABO Board	2014	62	73	-	-	135	≥125	
	2013	70	63	57	78	268	≥200	
	2012	51	96	113	64	324	≥200	
	2011	46	57	63	61	227	≥200	
Percent of ABO tax cases resolved within 60 days	2014	89.8%	95.5%	-	-	91.5%	≥93%	
	2013	95.0%	91.5%	98.0%	92.0%	93.9%	≥93%	
	2012	94.0%	94.0%	96.6%	96.0%	95.2%	≥93%	
	2011	96.0%	98.0%	93.0%	96.0%	95.8%	≥90%	
The Law Department resolved 130 of 142 cases within 60 days.								



**Result Area: Open and Effective Government**



**Objective: Exercise effective management and accountability for the City's physical resources**

**Strategy: Manage vendor relationships and provide oversight of City contracts**


Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of contracts drafted, reviewed, and signed within 30 days	2014	95.9%	95.5%	-	-	95.7%	≥80%	
	2013	89.0%	96.0%	94.3%	97.4%	94.2%	≥80%	
	2012	85.0%	85.0%	82.7%	82.2%	83.7%	≥80%	
The Law Department drafted, reviewed, and signed 557 of 582 contracts within 30 days.								

**Objective: Facilitate the legal, administrative, and policy work of governmental bodies serving City residents**

**Strategy: Defend the City's legal interests**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of internal customers satisfied with the overall quality of services received~	2014	-	82.3%	-	-	82.3%	Establishing Baseline	-
107 of 130 customers were satisfied or very satisfied. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.								
Amount of funds generated through tax litigation	2014	N/A	\$155,770	-	-	\$155,770	≥187,500	
The Law Department was unable to reliably calculate the Q1 result.								
Amount of savings achieved by legal team in civil/police litigation	2014	\$841,337	\$730,918	-	-	\$1,572,256	≥\$500,000	
	2013	\$121,184	\$254,183	\$100,259	\$294,205	\$769,832	Management Statistic	
	2012	\$2,364,043	\$5,596,130	\$910,990	\$1,444,090	\$10,315,253	Management Statistic	
	2011	\$3,146,772	\$3,146,772	\$3,896,066	\$1,591,746	\$11,781,356	Management Statistic	
The litigation team saw an increase in savings because the City was dismissed from several cases with significant liability, based on motions filed by the attorneys handling those cases.								




Strategy: Govern the City with integrity and accountability

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of public records requests completed	2014	159	162	-	-	321	≥250	
	2013	219	232	318	278	1,047	Management Statistic	
	2012	125	121	120	197	563	Management Statistic	
	2011	156	192	132	93	573	Management Statistic	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Law	\$8,027,271	\$8,171,603	\$6,909,303	<b>\$6,461,526</b>	203	2310, 2320, 2330, 2331, 2340, 2350, 2360, 2378

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights





- In January, the New Orleans Public Library and partners launched the *Turn the Page* campaign, an effort to make New Orleans the most literate city in America by 2018. The campaign will raise awareness of issues, available resources and programming related to literacy in four target areas: early childhood, school success, digital literacy and adult literacy.

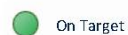
## Performance Details

### Result Area: Children and Families

Objective: Provide high-quality cultural and recreational opportunities to City residents and visitors

Strategy: Support cultural institutions and experiences

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of items circulated (checked out)*	2014	253,390	290,172	-	-	543,562	≥469,624	
	2013	238,743	275,582	295,588	257,559	1,067,472	Establishing Baseline	
	2012	231,551	291,024	323,156	295,271	1,141,002	-	
	2011	197,560	216,260	241,286	225,532	880,638	-	
Number of visits to library facilities	2014	227,044	313,842	-	-	540,886	≥500,000	
Percent of population who are active library cardholders	2014	12.3%	13.2%	-	-	12.8%	≥11%	
As of the end of Q2, 26,661 of 369,250 residents were active library cardholders.								
Number of volunteer hours	2014	1,067	1,228	-	-	2,295	≥6,000	
A decrease in volunteer hours may be partially attributable to human resources staff attrition.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available



\* Seasonally  
Affected



~ Measured  
Annually



^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target

**Objective:** Support the development of strong and resilient youth and families, including children in schools

**Strategy:** Support increased student achievement and school success, including closing achievement gaps

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of children completing the Summer Reading Program	2014	-	-	-	-	-	-	-
<i>The Summer Reading Program ends in August.</i>								
Number of teenagers completing Teen Summer Reading Program	2014	-	-	-	-	-	-	-
<i>The Summer Reading Program ends in August.</i>								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Library	\$8,574,559	\$16,289,691	\$12,112,000	<b>\$12,974,861</b>	349	6301, 6385

## Performance Highlights

- In the 2014 State legislative session, the Mayor's Intergovernmental Team worked with the legislative delegation to pass 22 priority bills, creating an automatic stream of revenue to pay the City \$3.6 million for support services rendered at Harrah's Casino; passing a constitutional amendment that will go before a vote of the people allowing for an increase in the police and fire millage to fund police and fire protection; streamlining the Orleans Parish Juvenile Court; continuing reforms of the firefighters pension fund; creating efficiencies in the NOPD by allowing the City Council to adopt ordinances to include civil penalties for code enforcement offenses, freeing up police officers to focus on more serious issues; giving City government additional tools for reducing blight by allowing the City to cut overgrown lots and bill landowners; and securing more than \$24 million in direct funding for capital projects and events in the city.
- The Mayor's Neighborhood Engagement Office launched the Neighborhood Capacity Building Initiative, providing community organizations with funding and training to implement innovative community-based initiatives and projects.
- The City of New Orleans welcomed international delegations from Aruba, Lithuania, Taiwan and the United Kingdom. These delegations further developed partnerships between the City's tourism, educational, cultural and maritime sectors and their counterparts in these countries.

### Mayor's Outstanding Employee Award Page McCranie


During the 10 years of a settlement agreement between the U.S. Department of Justice and the City, Americans with Disabilities Act (ADA) Administrator Page McCranie guided the Mayor's Advisory Council for Citizens with Disabilities. Ms. McCranie set up committees, provided training and technical assistance, and addressed grievances as the City worked to achieve compliance with the consent decree and adhere to the ADA as it pertains to everything from buildings, streets, and parkways to public transit and communications.

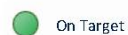
## Performance Details

### Result Area: Open and Effective Government

**Objective:** Facilitate the legal, administrative, and policy work of governmental bodies serving City residents

**Strategy:** Promote civic engagement

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of community and public meetings addressing citizen priorities	2014	39	51	-	-	90	≥105	
	2013	45	33	45	0	123	≥125	
	2012	73	91	70	63	297	≥20	
	2011	7	2	24	14	47	≥14	



On Target



≤10% Off  
Target



Off Target

N/A Not Available



Seasonally  
Affected



Measured  
Annually



Sporadic, Quarterly  
Progress is Variable



- Not Relevant/  
Not Measured

Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target

# Mayor's Office Judy Reese Morse, Deputy Mayor and Chief of Staff

Strategy: Facilitate, link, and leverage resources with external organizations

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of state legislative priorities accomplished during legislative session~	2014	-	22	-	-	22	≥15	
	2013	-	20	-	0	20	≥15	
Number of visits by foreign dignitaries*	2014	38	15	-	-	53	≥53	
	2013	9	109	22	0	140	≥150	
	2012	10	81	41	45	177	≥150	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mayor's Office	\$6,616,080	\$7,458,570	\$7,667,180	<b>\$5,320,689</b>	133	2101, 2102, 2112, 2115, 2117, 2173-2177, 2193

## Performance Highlights



- The New Orleans Mosquito, Termite, and Rodent Control Board (NOMTCB) has been monitoring the introduction and rapid spread of the chikungunya arbovirus in the Caribbean, and taking steps necessary to prepare for the potential introduction into New Orleans. The Department has worked on developing a response plan, educating officials, and preparing both educational and operational resources.
- NOMTCB has been part of the City's NOLA 311 service center for one year, and continues to work with the 311 team in the Department of Information Technology and Innovation to ensure excellent customer service.
- By the end of August, the City plans to complete final acquisition of a warehouse property for storing pesticides and equipment, and for use as a mechanic's shop.
- NOMTCB's performance was affected by inspector staff levels, and the Department plans to hire an additional inspector to fill a vacancy.

## Performance Details

### Result Area: Children and Families

**Objective: Improve health outcomes for City residents**

**Strategy: Provide public health services to City residents, including community health education and preventing the spread of communicable diseases**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of business days to respond to rodent service requests	2014	1.25	1.20	-	-	1.22	≤3	
	2013	1.60	1.60	1.30	0.90	1.30	≤3	
The Department responded to 390 requests. Rainy weather affected the service time.								
Average number of business days to respond to mosquito service requests	2014	1.78	3.19	-	-	3.02	≤3	
	2013	N/A	1.80	2.70	2.50	2.40	≤3	
The Department responded to 211 requests. Rainy weather affected the service time.								



# Mosquito, Termite, and Rodent Control Claudia Riegel, PhD, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of rodent bites or disease transmission	2014	0	0	-	-	0	Management Statistic	-
	2013	0	0	0	0	0	Management Statistic	
Number of cases of human West Nile Virus and other arbovirus illness	2014	0	0	-	-	0	Management Statistic	-
	2013	0	0	0	0	0	Management Statistic	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Mosquito, Termite, and Rodent Control	\$3,201,173	\$3,174,488	\$2,743,581	<b>\$2,870,091</b>	389	6850, 6856, 6858, 6860-6871

## Performance Details

### Result Area: Public Safety

Objective: Ensure safe and secure neighborhoods, and reduce the murder rate

Strategy: Effectively and fairly administer justice

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of City misdemeanor cases filed	2014	5,598	5,218	-	-	10,816	Management Statistic	-
	2013	6,537	5,906	7,037	6,536	26,016	MS	
Number of State misdemeanor cases filed	2014	1,337	1,477	-	-	2,814	Management Statistic	-
	2013	1,475	1,421	1,500	1,373	5,769	MS	
Ratio of new City misdemeanor cases disposed to cases filed	2014	0.90	0.97	-	-	0.94	Not Set	-
10,128 cases were disposed, and 10,816 cases were filed.								
Ratio of new State misdemeanor cases disposed to cases filed	2014	0.86	0.86	-	-	0.86	Not Set	-
2,429 cases were disposed, and 2,814 cases were filed.								

# Municipal Court

Honorable Desiree Charbonnet, Chief Judge

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days from filing date to first trial setting	2014	73	70	-	-	71.5	Management Statistic	-
	2013	68	66	62	58	64.3	Establishing Baseline	
2,288 trials were set.								
Average number of days to disposition in all cases	2014	160	184	-	-	172	Management Statistic	-
	2013	292	292	147	152	223	MS	
12,557 cases were disposed.								
Average number of days to disposition in cases for which no warrants are issued	2014	56	64	-	-	60.0	Management Statistic	-
	2013	83	99	57	48	73.3	Establishing Baseline	
5,584 cases were disposed.								
Average number of days to disposition in City misdemeanor cases	2014	167	194	-	-	181	Management Statistic	-
10,128 cases were disposed.								
Average number of days to disposition in State misdemeanor cases	2014	129	144	-	-	137	Management Statistic	-
2,429 cases were disposed.								
Percent of sentences issued with community service	2014	11.2%	8.6%	-	-	9.9%	Not Set	-
	2013	N/A	9.0%	8.9%	8.8%	8.9%	Establishing Baseline	
377 of 3,792 sentences were issued with community service.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Municipal Court	\$2,800,000	\$2,566,323	\$1,867,343	\$2,045,894	515	8351



On Target



≤10% Off Target



Off Target

N/A Not Available

Management Statistic Workload indicator not suitable for target-setting



Seasonally Affected



Measured Annually



Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Establishing Baseline New Measure with insufficient historical data to set target

## Performance Highlights



- The exhibitions in the first half of 2014 have appealed to a diverse regional visitor and received high accolades from the cultured visitor to New Orleans.
- The New Orleans Museum of Art (NOMA) has developed a comprehensive arts integration in-school and in-museum program based on the permanent collection. With recent grant awards, NOMA is spearheading an emerging trend in museum education, by developing arts integrated early education programs for children ages 3-4. Participating partners include foundations, other non-profits and Tulane University.
- The building, owned by the City of New Orleans, has not been fully repaired since Hurricane Katrina, seriously impairing the ability for any long range planning. Pre-Katrina youth interactive galleries and classrooms remain shuttered, awaiting a settlement between the City of New Orleans and the Federal Emergency Management Agency (FEMA).

## Performance Details

### Result Area: Children and Families

**Objective:** Provide high-quality cultural and recreational opportunities to City residents and visitors

**Strategy:** Support cultural institutions and experiences

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
General attendance*	2014	50,902	64,863	-	-	115,765	≥102,628	
	2013	47,705	67,335	55,933	53,215	224,188	≥160,000	
School children attendance*	2014	1,590	5,765	-	-	7,355	≥8,859	
	2013	2,534	4,686	199	731	8,150	≥12,000	

# New Orleans Museum of Art Susan Taylor, Director

Measure	Year	Q1	Q2	Q3	Q4	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of traveling exhibitions	2014	1	2	-	-	3	≥3	●
Number of out-of-state institutions viewing NOMA exhibitions	2014	0	1	-	-	1	≥4	◆
<i>NOMA is in the process of organizing the exhibitions expected to travel over the next 4 years.</i>								
Number of in-state institutions viewing NOMA exhibitions	2014	4	1	-	-	5	≥1	●

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
New Orleans Museum of Art	\$196,000	\$167,772	\$151,683	<b>\$128,931</b>	399	6890

## Performance Highlights





- To improve services to the public and promote employee retention and recruitment, the New Orleans Recreation Development Commission (NORDC) proposed a reorganization that included the creation of 15 new, recreation-specific civil service position classifications and updates to 8 existing classifications. Among the new positions are two that are required for NORDC to achieve national accreditation. The proposal received unanimous approval from the Civil Service Commission and the City Council Budget, Finance, and Board of Review Committee.
- NORDC hired new directors for the Aquatics and Special Programs divisions, and has initiated the hiring process for the newly approved positions of revenue and contracts manager and management services director. The ongoing athletic director vacancy has affected athletic programming efforts, and NORDC has announced the position through a variety of mediums, including Laureus USA.

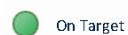
## Performance Details

### Result Area: Children and Families

**Objective: Provide high-quality cultural and recreational opportunities to City residents and visitors**

**Strategy: Provide recreational opportunities to residents**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of recreation center operating hours that include programming	2014	59.7%	76.7%	-	-	68.4%	≥50%	
	2013	50.0%	59.7%	51.9%	36.0%	43.6%	≥50%	
NORDC added line dancing and quiet games at the Cut-Off Recreation Center, choir at Joe W. Brown Recreation Center, and arts and crafts and quiet games at the Treme Recreation Center.								
Number of recreation center program participants*	2014	5,480	4,836	-	-	10,316	≥10,250	
Number of active teen program participants	2014	32	35	-	-	35	≥75	
The result reflects participation in the Teen Council. NORDC has planned additional recruitment efforts in the second half of the year to meet the target.								
Average daily number of teen camp participants*	2014	-	756	-	-	756	≥800	
	2013	-	660	776	-	718	≥760	
NORDC increased the number of camps to 12, from 7 in 2013. Enrollement exceeded 800.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\*

Seasonally  
Affected

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Measured  
Annually

^

Sporadic, Quarterly  
Progress is Variable

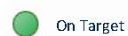
- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

# New Orleans Recreation Development Commission Victor Richard, Chief Executive Officer

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average daily number of youth camp participants*	2014	-	3,182	-	-	3,182	≥3,200	▲
	2013	-	3,007	2,769	-	2,888	≥3,500	
NORDC registered nearly 4,000 youths.								
Number of youth athletic program registrants	2014	2,317	2,278	-	-	4,595	≥3,750	●
	2013	1,107	1,951	3,953	550	7,561	≥7,200	
	2012	920	2,058	4,376	644	7,998	≥8,000	
	2011	961	1,937	4,749	466	8,113	≥8,000	
This season, track and soccer participation increased 18% and 28%, respectively, as compared to the 2013 season. Baseball and softball participation increased slightly. Due to the extent by which the target was exceeded, NORDC plans to increase the target for 2015.								
Average number of pool users per hour*	2014	18	87	-	-	56	≥133	◆
	2013	0	231	214	92	203	≥251	
	2012	0	251	125	10	251	≥251	
The Treme Recreation Center pool was closed for an extended period. Further, NORDC closed numerous outdoor pools due to unforeseen circumstances during early summer.								
Number of structured aquatics program participants*	2014	5,945	16,608	-	-	22,553	≥21,500	●
Number of cultural events offered*	2014	26	29	-	-	55	≥34	●
	2013	10	15	8	24	57	≥66	
	2012	14	26	7	29	76	≥66	
	2011	N/A	7	12	26	45	≥80	
The higher number of events, compared to 2013, included an additional performance class, the Master Artist Series, and a newly created visual arts program.								
Number of cultural program participants	2014	1,848	1,718	-	-	3,566	≥1,900	●
The higher than expected number of participants was related to the increased number of events and related advertising.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\*

Seasonally  
Affected

~

Measured  
Annually

^

Sporadic, Quarterly  
Progress is Variable

-

Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting




Establishing  
Baseline New Measure with insufficient  
historical data to set target

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Recreation	\$78,988	-	-	-	-	5801-5925
Miscellaneous-NORDC Director & Management (General Fund)	\$890,442	\$1,177,370	\$1,078,959	<b>\$1,267,160</b>	430	7001
Miscellaneous-NORDC Director & Management (Federal Emergency Management Agency)	-	\$195,579	-	-	431	7001
Miscellaneous-NORDC Director & Management (Louisiana Department of Health)	-	-	-	<b>\$1,000,000</b>	430	7001
Miscellaneous-NORDC Cultural Programs	\$1,014,903	\$1,424,196	\$1,342,304	<b>\$1,274,041</b>	430	7002
Miscellaneous-NORDC Maintenance (General Fund)	\$1,993,707	\$2,213,936	\$2,274,554	<b>\$2,698,185</b>	430	7003
Miscellaneous-NORDC Maintenance (New Orleans Recreation Development Commission)	-	-	-	<b>\$250,000</b>	430	7003
Miscellaneous-NORDC Athletics Programs (General Fund)	\$1,186,084	\$1,544,842	\$1,418,577	<b>\$1,486,250</b>	430	7004
Miscellaneous-NORDC Athletics Programs (New Orleans Recreation Foundation)	-	-	-	<b>\$61,486</b>	430	7004
Miscellaneous-NORDC Centers	\$537,442	\$523,111	\$942,375	<b>\$1,276,133</b>	430	7005
Miscellaneous-NORDC Aquatic Programs	\$2,382,622	\$1,449,340	\$1,277,197	<b>\$1,230,044</b>	430	7006
Miscellaneous-NORDC Summer & Special Programs	-	\$1,918,112	\$1,210,036	<b>\$1,183,992</b>	431	7007
<b>New Orleans Recreation Development Commission Total</b>	<b>\$8,084,188</b>	<b>\$10,446,486</b>	<b>\$9,544,002</b>	<b>\$11,727,291</b>		



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	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights


- In January, NORA launched the Façade RENEW, a grant program designed to incentivize commercial property and small business owners to revitalize storefronts and building facades in four targeted areas of the city. The program makes a total of \$1 million in one-time, matching grants available to commercial property and business owners to upgrade and preserve historic integrity of their buildings.
- NORA completed a successful auction on March 29. All 135 properties offered at the auction received bids.
- NORA has disposed of more than half of its inventory of Road Home program properties that were purchased by the State as part of the recovery from the damage caused by hurricanes Katrina and Rita in 2005.

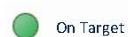
## Performance Details

### Result Area: Sustainable Communities

#### Objective: Promote quality neighborhoods

#### Strategy: Reduce blighted properties by 10,000 by the end of 2014

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of properties returned to commerce through disposition programs	2014	73	140	-	-	213	≥150	
	2013	113	165	43	192	513	≥500	
NORA continued returning properties to commerce through its development programs and the Lot Next Door program.								
Percent of sales where agreements were successfully completed by the end user	2014	41.9%	28.2%	-	-	35.4%	Management Statistic	-
Of the 342 properties that reached their agreement expiration dates, end users met the terms of their agreements for 121. Of those with incomplete redevelopment projects, 20 were actively under development and another 61 were being maintained. End users that failed to complete the terms of the agreement received letters notifying them of their delinquent status and requiring them to take immediate action to come into compliance.								
Percent of total development costs that is leveraged investment	2014	73.7%	72.9%	-	-	73.5%	Management Statistic	-
	2013	73.7%	93.9%	91.6%	90.1%	87.9%	Management Statistic	
\$1,938,044 of \$2,638,357 was leveraged investment.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

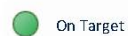
Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Amount of NORA direct investment in real estate projects	2014	\$489,633	\$201,680	-	-	\$691,313	Management Statistic	-
	2013	\$5,207,731	\$1,994,587	\$1,407,170	\$1,024,487	\$9,633,975	Management Statistic	
Amount of leveraged investment committed to real estate projects	2014	\$1,396,173	\$541,871	-	-	\$1,938,044	Management Statistic	-
	2013	\$14,581,648	\$30,745,414	\$15,375,077	\$9,328,564	\$70,030,703	Management Statistic	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Community Development-NORA Administration	\$2,500,000	\$1,000,000	\$1,000,000	\$2,000,000	457	7301



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\*

Seasonally  
Affected

~

Measured  
Annually

^

Sporadic, Quarterly  
Progress is Variable

-

Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

## Performance Highlights

- Parkways crews installed summer annuals in locations throughout the city, including Jackson Square, Lee Circle, the Martin Luther King, Jr. Monument, Loyola Ave. and Armstrong Park; installed landscaping at the Joe Bartholomew Golf Course lagoons; and installed magnolia and redbud trees in Jackson Square during an Arbor Day/Hike for KaTreena event.
- The Department provided and delivered wood chip material generated from its forestry operations to volunteer groups, such as Hike for KaTreena, to install protective mulch around 1,000 city trees, and provided summer bulbs, perennials, herbicide, trash barrels, and mulch to partners at Palmer Park.
- Parkways piloted a program in Brechtel Park using goats to curtail the invasive Cats Claw vine and open the tree canopy.
- The Department continued to monitor and participate in public space design and construction projects, including Regional Transit Authority projects.
- Parks and squares managed by Parkways hosted weddings, festivals, concert filming, and photo shoots, 163 in Q2 alone.
- Parkways removed stakes from trees throughout the city that were toppled during Hurricane Isaac.
- The forestry stump crew ground 240 stumps.
- The age and condition of Parks and Parkways' forestry, mowing, and hauling equipment continued to affect the Department's performance.

## Performance Details

### Result Area: Sustainable Communities




#### Objective: Promote quality neighborhoods

#### Strategy: Protect and preserve parks and other green spaces

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of acres mowed*	2014	3,283	6,146	-	-	9,429	≥9,723	▲
	2013	3,119	6,732	7,251	2,693	19,795	≥17,000	
	2012	2,813	7,047	6,051	3,574	19,485	≥15,660	
	2011	2,630	7,830	6,116	3,105	19,681	≥15,660	
The result was affected by a substantial amount of rainfall in June, as well as mowing equipment outages.								
Percent of major corridor acres mowed on a 1-3 week cycle during peak growing season*	2014	-	100%	-	-	100%	100%	●
	2013	-	75.0%	75.0%	-	75.0%	≥75%	
Number of emergency tree service requests completed	2014	65	132	-	-	197	Management Statistic	-
	2013	139	284	269	223	915	Management Statistic	
	2012	66	144	781	70	1,061	Management Statistic	
	2011	81	170	324	54	629	Management Statistic	
A substantial amount of rainfall in June led to an increase in tree emergencies in Q2, compared to Q1, which contributed to the non-emergency work order backlog.								

● On Target	▲ ≤10% Off Target	◆ Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	△ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

# Parks and Parkways Ann Macdonald, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of non-emergency tree service requests completed within 260 days	2014	58.1%	56.1%	-	-	57.1%	≥80%	
	2013	98.5%	87.8%	90.0%	92.2%	91.3%	-	
Parks and Parkways completed 216 of 378 non-emergency tree service requests within 260 days. The result was affected by the Forestry Division's resource constraints.								
Number of 18-hole rounds of golf played*	2014	4,401	5,775	-	-	10,176	≥11,920	
	2013	3,965	5,363	6,752	5,184	21,264	≥20,000	
	2012	3,879	6,091	4,869	4,370	19,209	-	
The result was affected by cold and wet winter conditions. The number of rounds exceeded the 2013 and 2012 mid-year results, and Parks and Parkways anticipates meeting the year-end target.								
Amount of revenue earned through golf courses*	2014	\$150,168	\$199,423	-	-	\$349,591	≥\$284,525	
	2013	\$113,073	\$185,067	\$214,081	\$168,882	\$681,103	≥\$600,000	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Parks and Parkways	\$6,867,557	\$6,656,549	\$7,037,667	<b>\$7,971,248</b>	339	6201-6280

## Performance Highlights



- For the first time, the City received a Certificate of Excellence for superior performance management efforts from the International City/County Management Association's (ICMA) Center for Performance Analytics. The certificate program assessed the City's performance management program based on criteria related to data collection, verification, coordination, training/support, public reporting, accountability/process improvement, discussion/feedback, networking, planning, leadership, and surveying. The City is among 29 jurisdictions that received the Certificate of Excellence, the highest level awarded.
- Because City employees are an important source of information about the quality of internal services, such as property management, information technology management, and human resource management, the Office of Performance and Accountability (OPA) administered a customer satisfaction survey, seeking the opinions of all City employees via e-mail. The results will be used by departments to identify performance deficits and develop plans to improve. Key measures are included in this report.


## Performance Details

### Result Area: Open and Effective Government

**Objective:** Exercise effective management and accountability for the City's physical resources

**Strategy:** Manage the City's information and analyze the City's data

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of internal customers surveyed who agreed that benefits of performance management outweighed the costs~	2014	-	55.1%	-	-	55.1%	Establishing Baseline	-
38 of 69 customers agreed or strongly agreed. 15 customers neither agreed nor disagreed. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.								
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Quality of performance management program as assessed by the International City/County Management Association~	2014	-	Certificate of Excellence	-	-	Certificate of Excellence	Certificate of Excellence	
	2013	-	Certificate of Distinction	-	-	Certificate of Distinction	-	
The City improved to receive the Association's highest level awarded.								
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to release ResultsNOLA reports	2014	-	60	-	-	60.0	≥60	
	2013	60	61	58	80	64.8	≥60	
	2012	55	46	37	46	46.0	≥45	
	2011	92	43	52	62	62.3	≥45	

 On Target

\* Seasonally Affected

 ≤10% Off Target

~ Measured Annually

 Off Target

^ Sporadic, Quarterly Progress is Variable

N/A Not Available

- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Miscellaneous-Performance and Accountability	-	\$536,096	\$469,364	\$469,364	425	7016

## Performance Highlights

- A number of special events, including the Sugar Bowl, Mardi Gras, the NBA All-Star Game Weekend, and French Quarter Fest, required special deployment of personnel and impacted performance.
- The NOPD experienced staffing challenges related to retirements and resignations. To fill vacancies, the Department promoted 33 front-line supervisors.
- The NOPD reconfigured district-level personnel, consolidating the Task Force and Narcotics units. The Department also reallocated overtime based on calls for service.
- As part of an ongoing recruitment effort to “Get Behind the Badge,” launched in collaboration with the New Orleans Police and Justice Foundation, in January and June, the City held recruitment events for individuals interested in police department employment.
- In May, the City started Class #170 of the NOPD’s Training Academy.

### Mayor's Outstanding Employee Awards

#### William Mullaly



Detective William Mullaly played an important role in identifying and arresting robbery suspects that plagued the Broadmoor and Uptown neighborhoods in early 2014.

#### Barret Morton



In May, a party on Eads Street erupted in gun fire, resulting in one victim expiring and 5 others wounded. Detective Barret Morton was assigned the case and approached it with professionalism that is a model for police academy graduates.

#### Corey Lymous

Detective Corey Lymous completed the NOPD's Cold Case / Combined DNA Index System database, bringing it into compliance with the NOPD consent decree.



## Performance Details

### Result Area: Public Safety


Objective: Rebuild citizen confidence in public safety offices

Strategy: Reform NOPD policies and operations


Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of complaints about officers made to the NOPD Public Integrity Bureau that were sustained	2014	16	21	-	-	37	Establishing Baseline	-
Percent of police reports reviewed	2014	62.9%	74.2%	-	-	68.6%	Establishing Baseline	-

The NOPD reviewed 697 of 2,233 police reports.


Strategy: Employ proactive policing and positive community engagement

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of Neighborhood Watch (Community Coordinating) meetings	2014	139	299	-	-	438	≥400	
	2013	228	266	234	153	881	≥800	
	2012	255	385	237	361	1,238	≥770	
	2011	237	301	386	222	1,146	≥1,850	

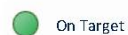
Strategy: Support oversight entities to promote transparency, accountability, and trust

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of integrity checks	2014	60	60	-	-	120	≥120	
	2013	58	61	62	60	241	≥240	
	2012	103	72	180	63	355	≥240	
	2011	6	5	92	140	243	≥240	

Objective: Ensure safe and secure neighborhoods, and reduce the murder rate

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of recruit classes	2014	0	1	-	-	1	≥3	

The NOPD is working to fill Recruit Class #171 with 30 candidates.



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

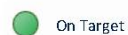
Establishing  
Baseline New Measure with insufficient  
historical data to set target

## Strategy: Prevent illegal activity by addressing root causes

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average monthly number of crimes against persons	2014	306	317	-	-	312	Management Statistic	-
	2013	221	257	255	256	247	Management Statistic	
	2012	241	248	260	238	247	Management Statistic	
	2011	177	246	240	253	229	Management Statistic	
Average monthly number of crimes against property	2014	1,286	1,347	-	-	1,317	Management Statistic	-
	2013	1,078	1,241	1,268	1,254	1,210	Management Statistic	
	2012	1,030	1,188	1,238	-	1,152	Management Statistic	
	2011	979	1,280	1,208	1,204	1,168	Management Statistic	

## Strategy: Enforce the law with integrity

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Clearance rate for crimes against persons	2014	38.0%	43.5%	-	-	40.9%	≥41%	▲
	2013	37.0%	49.0%	41.9%	33.7%	40.4%	≥41%	
	2012	40.0%	44.0%	37.7%	41.0%	40.6%	≥45%	
	2011	48.6%	42.4%	41.7%	41.0%	43.4%	≥41%	
The NOPD cleared 567 of 1387 crimes. The Q1 rate was affected by numerous special events, including the Sugar Bowl, Mardi Gras, and NBA All-Star weekend. In Q2, the Department added more front-line supervisors.								
Clearance rate for crimes against property	2014	11.1%	12.8%	-	-	12.0%	≥16%	◆
	2013	12.8%	16.8%	11.8%	11.8%	13.3%	≥18%	
	2012	13.9%	14.0%	15.7%	14.0%	14.5%	≥16%	
	2011	12.5%	13.0%	13.3%	12.8%	13.3%	≥16%	
The NOPD cleared 910 of 7,593 crimes. The Q1 rate was affected by numerous special events, including the Sugar Bowl, Mardi Gras, and NBA All-Star weekend. The Department will implement Operation Bloodwork to aid in solving property crimes by using DNA evidence.								



On Target



≤10% Off Target



Off Target

N/A Not Available

Management Statistic Workload indicator not suitable for target-setting

\* Seasonally Affected



~ Measured Annually

^ Sporadic, Quarterly Progress is Variable


- Not Relevant/ Not Measured

Establishing Baseline New Measure with insufficient historical data to set target

# Police Michael Harrison, Interim Superintendent

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of Driving While Intoxicated (DWI) arrests	2014	349	350	-	-	699	≥678	
	2013	276	350	367	399	1,392	≥1,770	
	2012	384	381	467	290	1,232	≥1,770	
	2011	414	398	444	368	1,624	≥1,000	
Percent of officers completing 40 hours of in-service training	2014	11.7%	19.7%	-	-	31.5%	50%	
	2013	14.4%	32.9%	36.4%	16.3%	100%	100%	
	2012	-	-	-	-	-	-	
	2011	18%	26%	25%	28%	100%	100%	
224 of 1,135 officers completed training. In Q1, classes were cancelled due to a freeze and special events. Make-up classes will be in held in December if needed.								

## Strategy: Coordinate the criminal justice system

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of grants, initiatives, and programs in compliance with associated conditions	2014	100%	100%	-	-	100%	100%	
10 of 10 active grants, initiatives, and programs were in compliance.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Police	\$115,943,922	\$132,362,329	\$134,548,687	<b>\$135,319,253</b>	239	2702-2795

## Performance Highlights

- Litigation that challenged the right of the Office of Police Secondary Employment (OPSE) to operate as required by the New Orleans Police Department's federal consent decree, stalling full implementation of the reforms, was resolved in the City's favor in early April.
- While total secondary employment hours worked by officers increased 170% in Q2, compared to Q1, the OPSE was unable to reach anticipated work volumes due in large part to the ongoing legal issues with several major customers, preventing the transition of their police details to OPSE management. The Office has since finalized agreements with most customers, and continues to work out some difficult legal and logistical issues for the remaining few.
- In Q2, new customers increased to 182, compared to 99 in Q1, an 84% change, and the officer no-show rate decreased to 4.12%, compared to 5.75% in Q1, a 28% change.
- The Office's top priority in Q2 was to obtain the flexibility to price jobs and pay officers more in line with market rates. While the City Council did not consider an ordinance that would have provided this flexibility, a federal court order issued in Q3 now allows the court to set rates, allowing the proposed flexibility.

## Performance Details

### Result Area: Public Safety

**Objective:** Rebuild citizen confidence in public safety offices




**Strategy:** Reform NOPD policies and operations

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of secondary employment hours worked by police officers	2014	9,514	25,660	-	-	35,174	Management Statistic	-
The number of hours worked was less than anticipated in Q1 in large part due to ongoing legal issues with several major customers, preventing the transition of their police details to Office management.								
Net Promoter Score	2014	83	75	-	-	79	Establishing Baseline	-
The Office collected 24 scores. The range of possible scores is -100 to 100. Some customers who did not rate the Office highly cited dissatisfaction with the new requirements mandated by the consent decree, rather than poor customer service.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Police Secondary Employment	-	-	-	-	197	2216

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- Property Management supported Mardi Gras by constructing all Mardi Gras bleachers, stages, and viewing stands, and overseeing the placement of more than 700 portable toilets.
- Higher than anticipated elevator repair costs resulted in less funding available for other repairs.
- Staffing challenges, especially during the Mardi Gras period, resulted in a high amount of overtime and increased temporary labor costs.

### Mayor's Outstanding Employee Award Debra Seward



Debra Seward ensures repairs to critical public safety facilities, such as fire stations. With these facilities manned 24 hours a day, 7 days a week, emergency repairs are often required after normal business hours, and Ms. Seward is the "go to" person for such repairs.

## Performance Details

### Result Area: Open and Effective Government

**Objective:** Exercise effective management and accountability for the City's physical resources

**Strategy:** Responsibly support the City's capital assets

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of internal customers satisfied with the overall quality of service received~	2014	-	73.4%	-	-	73.4%	Establishing Baseline	-
80 of 109 customers were satisfied or very satisfied. The survey was sent to 4,743 City employees with active e-mail accounts. The survey response rate was 4.45% (211 of 4,743). The data was not weighted to reflect the demographic composition of City employees. Because the sample is based on those who self-selected for participation in the survey rather than a probability sample, no estimates of sampling error can be calculated. All sample surveys may be subject to multiple sources of error, including, but not limited to sampling error, coverage error, and measurement error.								
Number of work orders completed	2014	1,948	2,425	-	-	4,373	Management Statistic	-
	2013	667	722	1,340	962	3,691	≥2,600	
	2012	804	758	621	672	2,855	≥2,600	
	2011	304	653	846	748	2,551	≥2,600	
The methodology was changed in 2014 to include over-the-counter requests and cemetery work orders.								

● On Target

▲ ≤10% Off Target

◆ Off Target

N/A Not Available

Management Statistic Workload indicator not suitable for target-setting

\* Seasonally Affected



~ Measured Annually

^ Sporadic, Quarterly Progress is Variable


- Not Relevant/ Not Measured

Establishing Baseline New Measure with insufficient historical data to set target

# Property Management George Patterson, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of work orders/service requests completed within 30 days	2014	94.7%	98.4%	-	-	96.8%	≥75%	
	2013	80.0%	88.0%	91.0%	96.3%	91.4%	≥75%	
	2012	91.0%	86.0%	84.0%	60.0%	83.0%	≥60%	
	2011	48.1%	57.0%	59.7%	91.3%	68.0%	≥50%	
Property management completed 4,232 of 4,373 service requests within 30 days. The methodology was changed in 2014 to include over-the-counter requests and cemetery work orders.								
Percent of work orders completed using in-house staff	2014	91.5%	96.7%	-	-	94.4%	≥75%	
	2013	76.0%	83.0%	81.0%	96.0%	87.2%	≥75%	
	2012	86.0%	79.0%	79.0%	76.0%	80.0%	≥75%	
	2011	90.6%	95.1%	92.0%	89.0%	90.0%	≥75%	
Property Management completed 4,128 of 4,373 service requests using in-house staff. Emergency jobs were beyond in-house capabilities and required the use of Job Order Contracting. The 80 emergencies in Q2 were attributed to HVAC failures, mostly related to temperature increases causing systems to work harder to cool. Most emergencies occurred in police and fire stations. The methodology was changed in 2014 to include over-the-counter requests and cemetery work orders.								

## Strategy: Effectively steward the City's financial resources

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Amount of revenue collected from the rent of City owned properties	2014	\$240,439	\$228,562	-	-	\$469,001	\$425,000	
	2013	\$329,459	\$216,544	\$268,250	\$305,134	\$1,119,387	\$850,000	
	2012	\$212,536	\$219,555	\$348,718	\$170,820	\$951,629	\$835,000	
	2011	\$76,569	\$406,631	\$413,018	\$209,101	\$1,105,319	\$1,000,000	
The City received more parking revenue than planned from the City Hall garage and Esplanade lot during WrestleMania and Mardi Gras. Further, the Department successfully brought in nearly \$7,000 in back rent payments.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
<b>Property Management</b>	\$10,156,481	\$18,591,665	\$7,141,460	<b>\$6,830,024</b>	309	4511-4576



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target

## Performance Highlights

- The Orleans Public Defenders Office (OPD) continued to face challenges associated with staff turnover, with multiple experienced attorneys departing in the first half of 2014. While OPD's staffing remains below recommended practice levels, decreases in the numbers of arrests and accepted cases has helped keep services above the critical level experienced in 2012.
- OPD continued to augment staffing with intensive interns, service learning students, and summer interns who volunteered thousands of hours, increasing the level of service provided by the Client Services Division (CSD) at first appearances and post-arrest.
- Resource constraints have also resulted from recent multi-defendant Group Violence Reduction Strategy (GVRS) and capital arrests. Further, conflicts of interest usually restrict OPD's ability to provide representation. To help address these challenges, the City appropriated additional funds to OPD in 2014 that will be used to secure conflict counsel.

## Performance Details

### Result Area: Public Safety

**Objective: Ensure safe and secure neighborhoods, and reduce the murder rate**

**Strategy: Prevent illegal activity by addressing root causes**




Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of clients served through the OPD Client Services Division	2014	N/A	N/A	-	-	N/A	Management Statistic	-
	2013	9,604	2,156	2,293	3,100	17,153	Management Statistic	
The Division served 132 new clients in Q1 and 169 new clients in Q2, though the total number of clients served was unavailable. The Division is working to expand and grow the network of social service providers working with clients.								

**Strategy: Effectively and fairly administer justice**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of new cases	2014	4,198	3,670	-	-	7,868	Management Statistic	-
	2013	4,008	4,545	4,842	7,330	20,725	Management Statistic	
Cumulative case workload	2014	7,656	11,055	-	-	11,055	Management Statistic	-
	2013	5,674	10,219	15,061	22,391	22,391	Management Statistic	
The high case workload, compared to Q1 2013, was related to an anomolous attrition level.								



# Public Defender Derwyn Bunton, Chief District Defender for Orleans Parish

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Cumulative misdemeanor case workload per staff attorney	2014	818	1,061	-	-	1,061	≤450	
	2013	828	1,479	2,163	3,016	3,016	≤450	
Cumulative felony case workload per staff attorney	2014	54	146	-	-	146	≤200	
	2013	49	95	126	187	187	≤200	
The workload is larger than in 2013 because of attorney attrition. A new attorney class is scheduled to start in the fall.								
Cumulative capital case workload per staff attorney	2014	8	8	-	-	8	≤5	
	2013	4	4	7	15	15	≤5	
The high number was based on a high number of capital arrests, and is not considered worrisome by OPD.								
Number of clients served before being indicted through the Group Violence Reduction Strategy	2014	3	0	-	-	3	Management Statistic	-
	2013	-	-	-	-	-	-	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Miscellaneous-Municipal Participation Accounts	\$750,000	\$1,225,601	\$831,007	\$938,623	411	7241

Note: The Public Defender does not receive the entirety of funds through the Municipal Participation Accounts. The amounts presented above only include the Public Defender's portion of that fund.

## Performance Highlights




- DPW began work on the Energy Smart Streetlight Conversion Program on June 30, and plans to convert 600 streetlights per week over the following 12 months.
- The Department began construction on 16 roadway capital improvement projects, including the Bayou Road streetscape, Veterans Administration-LSU Medical Center infrastructure improvements, Venetian Isles Recovery Roads, and St Bernard Avenue streetscape projects.
- DPW completed work on the Robert E Lee Boulevard and Paris Avenue streetscape, Gentilly Boulevard streetscape, Mercedes Street (MacArthur-Herschel), Newton Street (Whitney – Teche), Pace Boulevard (Gen Meyer – Wall), Lower Ninth Ward (Deslonde and Flood), and Alcee Fortier streetscape projects.
- Resource constraints continue to affect DPW's ability to address street maintenance backlogs.





## Performance Details

### Result Area: Sustainable Communities

Objective: Maintain and improve public infrastructure

Strategy: Maintain and improve road surface infrastructure


Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of streetlights functioning	2014	91.4%	89.8%	-	-	90.6%	≥90%	
	2013	90.8%	92.8%	94.7%	93.7%	93.0%	-	
	2012	87.8%	87.8%	86.7%	87.4%	87.4%	-	
45,786 out of 50,970 streetlights were functional at the end of Q2. The number of outages was lower than previously anticipated due to the conversion of old streetlights to energy efficient LED fixtures.								
Number of streetlight outages restored	2014	548	148	-	-	696	≥4,000	
	2013	4,547	6,900	5,654	2,255	19,356	≥8,000	
	2012	1,206	4,936	2,157	4,201	12,500	≥15,000	
	2011	2,712	2,853	4,731	629	10,925	≥0	
DPW began work on the Energy Smart Streetlight Conversion Program on June 30, and plans to convert 600 streetlights per week over the following 12 months.								
Percent of 311 streetlight service requests completed within 90 days	2014	41.6%	58.4%	-	-	45.4%	Establishing Baseline	-
DPW completed 860 and 1,895 service requests within 90 days.								
Number of potholes repairs completed	2014	6,450	9,359	-	-	15,809	≥10,000	
	2013	14,272	8,383	5,904	2,704	31,263	≥20,000	
	2012	13,097	18,479	12,465	16,360	60,401	≥50,000	
	2011	14,396	18,634	12,204	8,075	53,309	≥30,000	

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of catch basins cleaned	2014	1,491	727	-	-	2,218	≥1,750	
	2013	1,053	720	668	398	2,839	≥3,000	
	2012	1,096	1,399	1,606	1,263	5,364	≥4,200	
	2011	499	931	1,272	637	3,339	≥8,000	
The number decreased in Q2 as crews were diverted to perform alleyway maintenance.								
Percent of 311 abandoned vehicle service requests completed within 30 days	2014	68.9%	68.0%	-	-	68.4%	≥80%	
	2013	64.5%	64.3%	66.5%	73.0%	66.9%	-	
DPW completed 424 of 615 abandoned vehicle 311 service requests within 90 days. The result was below target in part because DPW prioritized special event parking enforcement in Q1. Further, DPW experienced a spike in requests in Q2, and will shift additional resources to this area in Q3 to address the backlog.								
Number of permanent street name signs installed	2014	172	427	-	-	599	≥750	
The result was below target because DPW prioritized the installation of temporary signs for special events in Q1 and Q2. DPW installed approximately 2,000 temporary signs in conjunction with Mardi Gras. The Department plans to meet the annual target.								
Percent of DPW construction projects delivered on or ahead of schedule	2014	75.0%	72.7%	-	-	73.5%	≥80%	
DPW delivered 25 of 34 projects on or ahead of schedule. Of the 8 that were delayed, 5 were delayed due to Louisiana Department of Transportation and Development review and approval processes.								

## Result Area: Public Safety

**Objective:** Ensure safe and secure neighborhoods, and reduce the murder rate

**Strategy:** Prevent illegal activity by addressing root causes

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of permanent traffic signs installed	2014	458	486	-	-	944	≥750	

## Strategy: Enforce the law with integrity


Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of parking citations issued	2014	74,182	53,937	-	-	128,119	Management Statistic	-
	2013	97,292	76,353	65,923	76,210	315,778	Management Statistic	
	2012	95,669	68,656	58,189	67,700	290,214	Management Statistic	
	2011	79,494	70,873	64,456	87,830	302,653	Management Statistic	
The number of citations issued was impacted by a transition to a new parking ticket processing vendor. This transition is scheduled to be completed in Q3.								
Number of vehicles booted	2014	2,226	2,527	-	-	4,753	Management Statistic	-
	2013	1,160	1,929	2,307	2,093	7,489	Management Statistic	
	2012	1,924	2,060	1,391	1,327	6,702	Management Statistic	
	2011	986	1,382	1,034	997	4,399	Management Statistic	
Number of vehicles towed	2014	4,779	3,753	-	-	8,532	Management Statistic	-
	2013	3,271	3,563	3,679	3,967	14,480	Management Statistic	
	2012	4,146	2,660	1,836	2,451	11,093	Management Statistic	
	2011	3,490	3,693	2,563	2,753	12,499	Management Statistic	

# Public Works Lt. Col. Mark Jernigan, Director

## Result Area: Economic Development

Objective: Promote business growth and job creation

Strategy: Promote an environment of equal opportunity for a diverse supplier pool

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of DPW construction project contract value awarded to Disadvantaged Business Enterprises	2014	37.4%	35.1%	-	-	35.7%	≥35%	
The City awarded \$5.03 million of \$14.1 million to Disadvantaged Business Enterprises for public works construction projects.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Public Works	\$22,948,637	\$21,079,760	\$16,542,280	<b>\$16,924,570</b>	333	5001-5359
Miscellaneous-Public Works PDU	-	-	\$2,272,796	<b>\$1,870,946</b>	431	7099
Public Works Total	\$22,948,637	\$21,079,760	\$18,815,076	<b>\$18,795,516</b>		

## Performance Highlights

- The Registrar's office conducted early voting and absentee voting in Q1 and processed all election data in a timely manner.
- On Election Day, the City's 311 team assisted in responding to information requests from voters, and the Registrar's office was open to respond to callers and resolve issues for voters, commissioners, and the Board of Supervisors of Elections.
- The Registrar's office is building a volunteer corps to assist with voter education and outreach efforts.

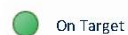
## Performance Details

### Result Area: Open and Effective Government

**Objective:** Facilitate the legal, administrative, and policy work of governmental bodies serving City residents

**Strategy:** Promote civic engagement

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of city population 18 or older who are registered to vote	2014	91.3%	91.1%	-	-	91.2%	Management Statistic	-
244,261 of 268,004 citizens 18 or older were registered to vote as of the end of Q2.								
Percent of citizens 65 or older registered for the 65+ Seniors Absentee Vote Program	2014	8.94%	8.83%	-	-	8.88%	≥10%	❖
3,346 of 37,903 citizens 65 or older were registered for the program as of the end of Q2. The Registrar's office conducts outreach activities, include nursing home visits and mailings, to increase registrations, and is building a volunteer corps to assist with outreach efforts. Increased staffing and funding for outreach would greatly enhance the program.								
Percent of early voters reporting satisfaction with the process	2014	99.6%	-	-	-	99.6%	≥90%	●
2,607 of 2,617 early voters in Q1 reported satisfaction with the process.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available



\* Seasonally  
Affected



~ Measured  
Annually



^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Registrar of Voters	\$480,000	\$407,890	\$383,416	\$371,945	557	8751

## Performance Highlights

- The City hired a new risk manager, and developed and implemented a “light duty” program for injured employees to improve workers' compensation performance.
- Utilizing the State of Louisiana plan as a template, the City also developed an Occupational Safety and Health Act (OSHA) compliant citywide safety program.

## Performance Details

**Result Area: Open and Effective Government**

**Objective: Exercise effective management and accountability for the City’s physical resources**

**Strategy: Effectively steward the City’s financial resources**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of general liability claims	2014	19	49	-	-	68	Not Set	-
Number of worker’s compensation claims	2014	173	175	-	-	348	Not Set	-



# Risk Management

AI Delaparte, Risk Manager

Measure	Year	Q1	Q2	Q3	Q4	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of worker days lost per injury	2014	49.6	77.9	-	-	60.0	Not Set	-
Days were lost from 103 injuries.								
Number of traffic accidents in law enforcement vehicles	2014	33	33	-	-	66	Not Set	-

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Law-Risk Management	\$5,030,674	\$3,900,195	-	-	-	2340
Miscellaneous-Risk Management	-	-	\$4,286,114	\$4,249,934	429	7017
Risk Management Total	\$5,030,674	\$3,900,195	\$4,286,114	\$4,249,934		

## Performance Highlights




- Safety and Permits continued to build on the efficiency of the One Stop Shop for Permits and Licenses. The efficiencies have allowed the Department to exceed targets for customer wait times (15.3 minutes on average) and building plan reviews (12.4 days for commercial, 7.11 days residential).
- In January, the Department upgraded to a completely digital plan review process to streamline reviews and allow for multiple agencies to review a single set of plans simultaneously.
- Digital plan submission and the efficiency of the One Stop Shop has allowed the public to file 23.4% of all permits through onestopapp.nola.gov.

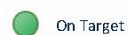
## Performance Details

### Result Area: Economic Development

Objective: Promote business growth and job creation

Strategy: Foster a business-friendly regulatory environment, including streamlining the permitting process

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Amount of revenue generated from permits	2014	\$2,611,070	\$1,745,249	-	-	\$4,356,319	≥\$5,000,000	
	2013	\$2,473,962	\$3,171,589	\$2,736,479	\$3,481,943	\$11,863,972	Management Statistic	
	2012	\$2,591,437	\$2,237,776	\$1,710,672	\$2,826,759	\$9,366,643	Management Statistic	
	2011	\$2,369,747	\$2,833,621	\$3,072,008	\$2,424,332	\$10,699,708	Management Statistic	
Average number of days from commercial permit application to issuance	2014	13.4	11.4	-	-	12.4	≤15	
	2013	9.9	12.3	13.1	12.4	11.9	≤42	
Safety and Permits issued 4,969 commercial permits.								
Average number of days from residential permit application to issuance	2014	7.64	6.55	-	-	7.11	≤8	
	2013	6.91	6.36	8.09	7.66	7.25	≤17	
Safety and Permits issued 9,534 residential permits.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available



Seasonally  
Affected



Measured  
Annually



Sporadic, Quarterly  
Progress is Variable







Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting


Establishing  
Baseline New Measure with insufficient  
historical data to set target

# Safety and Permits Jared Munster, PhD, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of building permits issued within one day of receipt	2014	47.6%	57.2%	-	-	52.4%	Management Statistic	-
	2013	75.7%	62.8%	56.4%	46.3%	60.7%	Management Statistic	
Safety and Permits issued 1,750 of 3,342 building permits within one day.								
Average number of days to complete initial commercial building permit plan reviews	2014	N/A	N/A	-	-	N/A	≤15	N/A
	2013	N/A	N/A	N/A	N/A	N/A	≤15	
	2012	-	-	19.4	15.9	16.7	≤10	
Safety and Permits is determining how to compile the data.								
Average number of days to complete initial residential building permit plan reviews	2014	N/A	N/A	-	-	N/A	≤5	N/A
	2013	N/A	N/A	N/A	N/A	N/A	≤5	
	2012	-	-	3.6	4.0	3.8	≤5	
Safety and Permits is determining how to compile the data.								
Average wait time (in minutes) to apply for any license or permit	2014	15.2	15.4	-	-	15.3	≤18	
The One Stop Shop assisted 14,794 customers applying for any license or permit. Wait times were affected by staff annual and a retirement.								
Average wait time (in minutes) to apply for a new building permit	2014	21.7	20.5	-	-	21.1	≤18	
The One Stop Shop assisted 4,009 customers applying for a new building permit. Safety and Permits is working to simplify the building permit application to decrease wait and service times, and the average wait time trended down in the first half of the year.								
Average wait time (in minutes) to apply for a new occupational license	2014	21.9	20.9	-	-	21.4	≤18	
The One Stop Shop assisted 1,402 customers applying for new occupational licenses. To reduce times, the One Stop Shop is considering staffing adjustments.								
Average wait time (in minutes) to make a payment	2014	6.3	7.0	-	-	6.6	≤5	
The One Stop Shop assisted 3,192 customers making payments. Payment wait times were above target as staff assisted with Taxicab Bureau Certificate of Public Necessity and Convenience renewals.								

On Target   
 ≤10% Off Target   
 Off Target   
 N/A Not Available   
 Management Statistic Workload indicator not suitable for target-setting  
 \* Seasonally Affected   
 ~ Measured Annually   
 ^ Sporadic, Quarterly Progress is Variable   
 - Not Relevant/Not Measured   
 Establishing Baseline New Measure with insufficient historical data to set target




# Safety and Permits Jared Munster, PhD, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of permit and license applications received online	2014	22.9%	23.9%	-	-	23.4%	≥20%	
The One Stop Shop received 1,860 of 8,121 applications online.								

## Result Area: Sustainable Communities

Objective: Promote quality neighborhoods

Strategy: Regulate land use to support safe, vibrant neighborhoods and preserve historic properties

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to respond to building complaints	2014	24.7	22.3	-	-	23.3	≤7	
	2013	7.2	1.9	1.8	23.1	6.8	≤4	
Safety and Permits responded to 333 building complaints. The Department worked to clear its queue of old cases awaiting inspections, affecting the average.								
Average number of days to respond to zoning complaints	2014	94.7	52.4	-	-	71.8	≤7	
Safety and Permits responded to 111 zoning complaints. The Department worked to clear its queue of old cases awaiting inspections, affecting the average. The backlog was cleared in the first half of the year, and response times are expected to be closer to target in the second half of the year.								
Average number of days to respond to building inspection requests	2014	0.0	0.0	-	-	0.0	≤1	
Safety and Permits responded to 16,934 building inspection requests, and nearly 100% were completed same day.								

# Safety and Permits Jared Munster, PhD, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to respond to license inspection requests	2014	8.2	6.5	-	-	7.4	≤7	▲
	2013	9.9	7.5	7.1	8.0	8.0	≤7	
Safety and Permits responded to 439 license inspection requests. The Department did not meet the target due to staffing transitions. Safety and Permits hired a new inspector and was working to fill another vacancy.								
Percent of adjudication cases that result in compliance	2014	N/A	N/A	-	-	N/A	Establishing Baseline	-
Safety and Permits is determining how to compile the data.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Safety and Permits	\$4,205,077	\$5,376,942	\$3,875,373	<b>\$4,601,763</b>	227	2601-2617

## Performance Highlights

- Sanitation expanded mechanical street sweeping citywide, initiated curbside recycling in the French Quarter, painted all public litter cans in the French Quarter, and accepted bids to obtain new public litter cans.
- The Department completed clean-ups for a number of special events, including New Year's, the NBA All Star Game, Jazz Fest, and the French Quarter Festival.
- Sanitation is working with other departments to address challenges related to staffing and again equipment. The Department is working with JOB1 Business and Career Solutions to identify qualified candidates, and with the Equipment Maintenance Division on equipment issues.

## Performance Details

### Result Area: Sustainable Communities



#### Objective: Maintain and improve public infrastructure

#### Strategy: Maintain and improve road surface infrastructure

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of miles of streets mechanically swept	2014	348	2,316	-	-	2,664	Establishing Baseline	-
Sweeping increased substantially in Q2 due to special events and because equipment downtime affected the Department's ability to perform some other activities.								

### Objective: Promote quality neighborhoods

#### Strategy: Provide effective sanitation services to residents and businesses

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of illegal dumping sites cleared*	2014	220	697	-	-	917	≥436	
	2013	449	555	528	603	2,135	≥900	
	2012	138	275	298	261	972	≥900	
	2011	184	195	358	276	1,013	≥900	
Percent of 311 illegal dumping service requests completed within 30 days	2014	89.0%	61.2%	-	-	70.8%	≥80%	
	2013	88.9%	91.6%	92.4%	72.3%	86.1%	Establishing Baseline	
Sanitation completed 225 of 318 requests within 30 days. Sanitation experienced significant equipment downtime for front end loaders and dump trucks.								



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\*

Seasonally  
Affected

~

Measured  
Annually

^

Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management Workload indicator not suitable for  
Statistic target-setting

Establishing New Measure with insufficient  
Baseline historical data to set target

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Percent of households registered for recycling	2014	34.3%	35.2%	-	-	34.7%	≥36%	▲
47,497 of 134,891 households were registered at the end of Q2. Sanitation anticipates meeting the annual target based on citizen demand for recycling carts.								
Amount of landfill cost savings resulting from recycling	2014	\$55,203	\$58,324	-	-	\$113,527	≥\$105,000	●
While the City saved on landfill costs, it incurred considerable start-up costs for recycling carts.								
Amount of landfill disposal costs*	2014	\$1,305,307	\$1,482,936	-	-	\$2,788,243	≤\$2,912,021	●
	2013	\$1,269,551	\$1,393,739	\$1,401,031	\$1,224,340	\$5,288,661	≤\$5,458,854	
	2012	\$1,286,425	\$1,320,002	\$1,350,904	\$1,243,032	\$5,200,363	≤\$5,283,920	
	2011	\$1,495,527	\$1,501,261	\$1,273,886	\$1,137,313	\$5,407,987	≤\$5,550,000	
The Q2 costs include nearly \$55,000 associated with Household Hazardous Waste Materials Collection Day.								
Amount of special event costs*	2014	\$1,307,822	\$60,292	-	-	\$1,368,114	≤\$965,120	◆
	2013	\$1,106,093	\$39,019	\$19,563	\$19,420	\$1,184,095	≤\$1,488,241	
	2012	\$1,267,648	\$40,934	\$21,412	\$20,314	\$1,350,308	≤\$801,889	
	2011	\$739,858	\$23,574	\$26,033	\$9,526	\$798,991	-	
Due to higher rates in new, supplemental labor and equipment contracts and increases in the number of temporary laborers and equipment utilized, Mardi Gras costs were higher than anticipated. However, Sanitation reported that the adjustments allowed it to complete clean-ups in less time, resulting in NOPD overtime cost savings and , presumably, higher public satisfaction.								
Number of tons of recyclable material collected	2014	1,850	1,884	-	-	3,735	≥3,250	●
	2013	1,705	1,720	1,645	1,580	6,650	≥6,000	
	2012	1,487	1,549	1,436	1,666	6,138	≥6,000	
	2011	77	626	1,386	1,539	3,627	≥4,000	
Additional recycling carts that will be delivered during the second half of the year will result in more households recycling and higher volumes pf recyclable material collected.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Sanitation	\$37,795,326	\$37,406,673	\$37,209,066	\$39,230,804	259	3001-3042



On Target



≤10% Off  
Target



Off Target

N/A Not Available

Management Workload indicator not suitable for  
Statistic target-setting



\* Seasonally  
Affected



~ Measured  
Annually



^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Establishing New Measure with insufficient  
Baseline historical data to set target

## Performance Details

**Result Area: Public Safety**

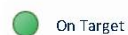
**Objective: Ensure safe and secure neighborhoods, and reduce the murder rate**

**Strategy: Rehabilitate the incarcerated so that they do not recidivate**

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average daily number of inmates	2014	2,187	2,224	-	-	2,206	Management Statistic	-
	2013	N/A	2,507	2,549	2,356	2,471	Management Statistic	
Average daily number of inmates in the Electronic Monitoring Program	2014	76	57	-	-	67	Management Statistic	-
	2013	N/A	81	83	70	78	Management Statistic	
Average number of days of detainee stay	2014	68	65	-	-	67	Management Statistic	-
	2013	69	66	64	67	66	Management Statistic	
13,843 detainees left Sheriff's Office facilities.								
Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of assaults on inmates (via inmates)	2014	89	138	-	-	227	Pending	-
	2013	N/A	N/A	174	133	307	-	
Number of assaults on staff (via inmates)	2014	18	6	-	-	24	Pending	-
	2013	N/A	N/A	16	7	23	-	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Sheriff	\$22,594,000	\$22,944,000	\$22,134,338	<b>\$24,184,338</b>	539	8501, 8503, 8520



On Target



≤10% Off  
Target



Off Target

N/A Not Available

Management  
Statistic Workload indicator not suitable for  
target-setting



\* Seasonally  
Affected



~ Measured  
Annually






^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Establishing  
Baseline New Measure with insufficient  
historical data to set target



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	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights

- In May, the Taxicab and For Hire Vehicle Bureau opened the application process for qualified drivers to apply for the Accessible Taxicab Certificate of Public Necessity and Convenience (CPNC), and held a lottery in June. The Accessible Taxicab CPNC, part of the City's comprehensive taxicab reforms, expands transportation options for people with disabilities by permitting qualified drivers to operate taxicabs that meet American with Disabilities Act (ADA) requirements.

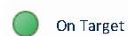
## Performance Details

### Result Area: Economic Development

**Objective:** Promote business growth and job creation

**Strategy:** Foster a business-friendly regulatory environment, including streamlining the permitting process

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of new Certificates of Public Necessity and Convenience (CPNCs) issued	2014	2	10	-	-	12	Management Statistic	-
	2013	100	4	6	6	116	Management Statistic	
	2012	8	45	36	0	89	Management Statistic	
Number of semi-annual vehicle inspections conducted	2014	1,034	1,481	-	-	2,515	≥2,000	●
	2013	1,194	1,329	1,147	1,360	5,030	≥4,000	
	2012	842	1,256	877	863	3,838	≥4,000	
Amount of revenue generated from brake tag sales and late fees	2014	\$505,477	\$419,936	-	-	\$925,413	≥\$1,100,000	◆



On Target



≤10% Off  
Target



Off Target

N/A Not Available



Seasonally  
Affected



Measured  
Annually



Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

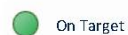
Establishing  
Baseline New Measure with insufficient  
historical data to set target

# Taxicab and For Hire Vehicle Bureau Jared Munster, PhD, Director of Safety and Permits

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of citations issued	2014	225	277	-	-	502	Management Statistic	-
	2013	132	104	65	135	436	Management Statistic	
	2012	192	147	141	-	480	≥500	
Number of Certificates of Public Necessity and Convenience (CPNCs) revoked	2014	0	2	-	-	2	Management Statistic	-
	2013	2	1	15	2	20	Management Statistic	
	2012	8	45	36	-	148	N/A	
Number of driver permits revoked	2014	1	6	-	-	7	Management Statistic	-
	2013	8	9	12	7	36	Management Statistic	
	2012	10	8	3	-	21	N/A	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Safety and Permits-Taxicab Bureau	\$795,836	\$862,121	\$724,620	\$625,376	233	2618
Safety and Permits-Motor Vehicle Inspection	\$279,652	\$240,898	\$114,234	\$36,479	233	2625
Taxicab and For Hire Vehicle Bureau Total	\$1,075,488	\$1,103,019	\$838,854	<b>\$661,855</b>		



On Target



≤10% Off  
Target



Off Target

N/A Not Available

Management Statistic Workload indicator not suitable for target-setting

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Establishing Baseline New Measure with insufficient historical data to set target

## Performance Highlights

- Traffic Court is developing a new case management system, which is expected to be complete by the end of the year. The system will enable improved data tracking and analysis and is expected to lead to the development of additional performance measures.
- As a result of New Orleans Police Department Traffic Section staffing levels, the number of citations issued has substantially decreased. Consequently, collections decreased considerably, compared to 2013.
- Traffic Court has continued to significantly reduce staffing as it has become more efficient, reducing full-time equivalents from 93 to 63 (more than 32%) from 2010 to June 2014.
- Pay equity with Municipal Court is a concern, as Traffic Court salaries are considerably lower.

## Performance Details

### Result Area: Public Safety

**Objective:** Ensure safe and secure neighborhoods, and reduce the murder rate

**Strategy:** Effectively and fairly administer justice

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Value of incoming infractions	2014	\$6,191,133	\$7,186,601	-	-	\$13,377,734	Management Statistic	-
	2013	\$8,606,368	\$8,983,389	\$8,550,078	\$7,964,360	\$34,104,195	Management Statistic	
Amount of collections	2014	\$2,791,824	\$2,201,800	-	-	\$4,993,624	Management Statistic	-
	2013	\$3,176,428	\$2,935,682	\$2,585,926	\$2,382,683	\$11,080,719	Management Statistic	

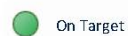
# Traffic Court

Honorable Robert E. Jones III, Chief Administrative Judge

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Litigant satisfaction rating~	2014	N/A	N/A	-	-	N/A	Establishing Baseline	-
	2013	N/A	N/A	N/A	N/A	N/A	Establishing Baseline	
Number of incoming infractions	2014	27,548	30,547	-	-	58,095	Management Statistic	-
	2013	46,340	47,000	46,268	49,030	188,638	Management Statistic	
Number of incoming traffic tickets	2014	11,879	14,247	-	-	26,126	Management Statistic	-
	2013	13,747	15,805	18,430	14,164	62,146	Management Statistic	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Traffic Court	\$948,074	\$354,356	\$389,640	<b>\$437,587</b>	523	8361



On Target



≤10% Off  
Target



Off Target

N/A Not Available

\* Seasonally  
Affected

~ Measured  
Annually

^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Management  
Statistic Workload indicator not suitable for  
target-setting

Establishing  
Baseline New Measure with insufficient  
historical data to set target

## Performance Highlights

- The Vieux Carré Commission's (VCC) workload increased substantially in Q2, driven in part by an increase in the number of permits issued to resolve violations. In Q2 alone, nearly 43% of permits were issued to correct violations.
- Of 451 permits issued in the first half of the year, 83% were staff approved, not requiring public hearings by either the Architectural Committee or full Commission.
- After 3 years without a building inspector, the VCC resumed regular inspections and citations in Q3.
- As part of the City's One Stop Shop for Permits and Licenses, VCC began transitioning from paper applications with digital/scanned plans and drawings to a fully electronic application entry.
- VCC staff and the Architectural Committee are working, with funding from the VCC Foundation, to redraft and republish the entirety of the VCC's Design Guidelines, a project that was last undertaken in 1986. The first draft is expected by the end of the year.

## Performance Details

### Result Area: Sustainable Communities

#### Objective: Promote quality neighborhoods




#### Strategy: Regulate land use to support safe, vibrant neighborhoods and preserve historic properties

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Average number of days to review staff approvable applications	2014	5.88	8.05	-	-	7.17	≤5	
	2013	N/A	N/A	4.00	8.68	6.93	Establishing Baseline	
The VCC reviewed 375 staff approvable applications. The VCC's workload increased substntially in Q2, partially due to an increase in applications that were in response to violations.								
Percent of closed enforcement cases closed due to voluntary compliance	2014	N/A	N/A	-	-	N/A	Establishing Baseline	-
The VCC is determining how to compile the data.								

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Vieux Carré Commission	\$496,870	\$344,831	\$344,831	<b>\$413,231</b>	359	6501

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	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

## Performance Highlights




- In May, the Youth Study Center (YSC) moved into its new detention center, which allows for improved programming quality. Smaller units allow for improved staff interactions with the youth, promoting better rapport. The City is working with the contractors to address some outstanding issues with the facility.
- With a social worker now assigned to each living unit, issues that otherwise could lead to juveniles acting out in an aggressive manner are quickly addressed, resulting in less fighting among juveniles.
- Due to a staff shortage, the control center of the new facility has gone unstaffed, affecting efficiency. The YSC has experienced challenges in hiring highly qualified employees, and continues to announce jobs on a variety of websites.

## Performance Details

### Result Area: Public Safety

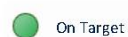
**Objective:** Ensure safe and secure neighborhoods, and reduce the murder rate

**Strategy:** Rehabilitate the incarcerated so that they do not recidivate

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	YTD/Year-End Actual	YTD/Year-End Target	Status
Number of major incidents involving physical assault*	2014	24	0	-	-	24	≤20	
	2013	14	13	23	15	65	≤48	
In Q1, two youth were involved in a disproportionate number of indicents. Some incidents were carried over from outside the YSC.								
Percent of confinements exceeding 8 hours	2014	0.00%	0.00%	-	-	0.00%	≤8%	
	2013	8.33%	0.00%	5.88%	0.00%	4.19%	≤8%	
The number of room confinements were down due in part to the smaller living units in the new detention center.								
Percent of days exceeding capacity	2014	0.00%	0.00%	-	-	0.00%	≤5%	
	2013	0.00%	0.00%	14.44%	0.00%	3.61%	≤5%	

## Resources

Description	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Page in 2014 Budget Book	Organization Code Number
Youth Study Center	\$3,565,360	\$4,013,353	\$2,941,547	<b>\$2,938,532</b>	287	3801, 3810, 3821, 3822, 3871-3881



On Target



≤10% Off  
Target



Off Target

N/A Not Available

Management Workload indicator not suitable for  
Statistic target-setting



\* Seasonally  
Affected



~ Measured  
Annually






^ Sporadic, Quarterly  
Progress is Variable

- Not Relevant/  
Not Measured

Establishing New Measure with insufficient  
Baseline historical data to set target



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	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

# Performance by Goals and Objectives

January 1 – June 30, 2014

## Overview

The Landrieu Administration developed a strategic framework to map out the City's overall direction. The framework links services, programs, strategies, objectives, and goals to the City's mission, values, and vision. It incorporates performance measures used to track progress towards goals. Gaining citizen input is a priority for Mayor Landrieu, and based on citizen feedback in community meetings, prioritizations are refined. The strategic framework is designed to foster the development of departmental operational plans, guide decision-making to attain goals and improve outcomes, and communicate to stakeholders.

The year-end ResultsNOLA reports include key outcome measures and results. The measures, which were selected by Budgeting for Outcomes "Result Teams" chaired by senior City leaders, in conjunction with the Office Performance and Accountability (OPA), show the city's progress towards achieving the objectives laid out in the strategic framework. The year-end reports link these community-level outcome measures to the operational measures for which City departments are held accountable, facilitating analysis of outcomes in the context of City policies and programs that affect the results.

## City Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion. We provide unbeatable customer service driven by sound fiscal management. As good stewards of our resources, we ensure safe neighborhoods, excellent schools, good-paying jobs and a clean environment for our citizens.

We facilitate partnerships, link strong leaders and new ideas and leverage critical resources to move New Orleans forward. Our decisions are informed by effective communication and active citizen involvement.

We responsibly manage and preserve our City's natural resources.

## City Values

Our service is driven by core values that define and inspire how we work in the City of New Orleans.

**Integrity:** We are committed to serving the citizens of New Orleans, not ourselves. We are honest and trustworthy. We continually strive to improve efficiency and cost-effectiveness.

**Excellence:** We deliver high-quality City services focused on better outcomes for all New Orleanians. We raise and exceed the expectations of our citizens. Our service inspires others to deliver their best.

**Transparency:** We are clear and honest in public decision-making, provision of data and delivery of City services.

**Teamwork:** We work across departments, programs and services to deliver better results for our citizens. We are passionate about our work, have fun doing it and celebrate a job well done.

**Responsiveness:** We are eager to respond to citizen requests and committed to delivering solutions in a timely manner.

**Innovation:** We build partnerships across City agencies and with community partners to create new solutions to the City's most intractable problems.

**Diversity and Inclusion:** We seek a city where all people, irrespective of race, religion, gender or sexual orientation, share opportunity and responsibility, risk and reward, political power and economic prosperity.

## City Vision

**New Orleans is a model city.** We demonstrate to the world the power of strong leadership in the halls of City government and on streets. With resilience, we transform challenges into instruments of progress with the belief and assurance that change is possible.

**We are a unified city** where municipal employees and engaged citizens work together to create equitable, thriving communities for all. The City of New Orleans leverages the transformative power of our people to build safe neighborhoods and foster educational, economic and cultural opportunities.

**We are a creative city.** We recognize limitless opportunity and appreciate the shared benefit of our neighbor's success. The richness of diversity is manifested clearly in our culture—a beautiful mosaic that only New Orleans

is able to create. Our commitment to excellence, coupled with timeless cultural heritage and creative vision ensures New Orleans' greatness for generations to come.

City of New Orleans Strategic Framework							
Component	Mission and Values	Vision	Result Area Goals	Objectives	Strategies	Programs and Services	Resources
Description	Fundamental reasons for City government existence, and the guiding principles that anchor and drive operations.	Future that the City intends ultimately to become.	Long-term aspirations for major policy domains	Results the City strives to achieve	Actions to achieve the Objectives.	Specific departmental initiatives that will positively contribute to meeting performance targets.	Funds allocated according to priorities and information about what actions are effective in achieving desired results.
Performance Measurement				Outcome measures	Output, efficiency, customer service, and intermediate outcome measures		
Accountability			Citywide/Mayoral		Departmental		
Time Frame			5-10 years	1-5 years	0-12 months		



**Goal: Ensure the public's safety and serve our citizens with respect and dignity.**

**2014 Budget: \$365.4M**

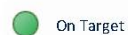
Objective 1: Rebuild citizen confidence in public safety offices			Outcome Measures (results in year end report ):		
			<ul style="list-style-type: none"> <li>Citizens reporting feeling safe in their neighborhood</li> <li>Percent of citizens reporting confidence in NOPD</li> </ul>		
	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Reform NOPD policies and operations</b>					
Measure: Number of complaints about officers made to the NOPD Public Integrity Bureau that were sustained	Police	37	Establishing Baseline	-	104
Measure: Percent of police reports reviewed	Police	68.6%	Establishing Baseline	-	104
Measure: Number of secondary employment hours worked by police officers	Police Secondary Employment	35,174	Management Statistic	-	108
Measure: Net Promoter Score	Police Secondary Employment	79	Establishing Baseline	-	108
<b>Strategy: Employ Proactive policing and positive community engagement</b>					
Measure: Number of Neighborhood Watch (Community Coordinating) meetings	Police	438	≥400	●	104
<b>Strategy: Support oversight entities to promote transparency, accountability, and trust</b>					
Measure: Number of integrity checks	Police	120	≥120	●	104

Objective 2: Ensure safe and secure neighborhoods, and reduce the murder rate		Outcome Measures (results in year end report ):			
		<ul style="list-style-type: none"> <li>• Rate of homicide per 100,000 population</li> <li>• Rate of violent crime per 100,000 population</li> <li>• Rate of property crime per 100,000 population</li> <li>• Percent of citizens rating police protection fair, good, or very good</li> <li>• Average number of days from case acceptance to disposition by the court</li> <li>• Number of fatal traffic accidents per 100,000 population</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Number of recruit classes	Police	1	≥3	❖	104
<b>Strategy: Prevent illegal activity by addressing root causes</b>					
Measure: Number of participants in NOLA FOR LIFE Midnight Basketball	Criminal Justice Coordination	891	≥1,500	❖	36
Measure: Average monthly number of crimes against persons	Police	312	Management Statistic	-	104
Measure: Average monthly number of crimes against property	Police	1,317	Management Statistic	-	104
Measure: Number of clients served through the OPD Client Services Division	Public Defender	N/A	Management Statistic	-	112
<b>Strategy: Intervene when conflicts occur to resolve them non-violently</b>					
Measure: Number of high-risk individuals identified and engaged by CeaseFire outreach workers	Criminal Justice Coordination	55	≥45	●	36

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Enforce the law with integrity</b>					
Measure: Clearance rate for crimes against persons	Police	40.9%	≥41%	▲	104
Measure: Clearance rate for crimes against property	Police	12.0%	≥16%	◆	104
Measure: Number of Driving While Intoxicated (DWI) arrests	Police	699	≥678	●	104
Measure: Percent of officers completing 40 hours of in-service training	Police	31.5%	50%	◆	104
Measure: Number of parking citations issued	Public Works	128,119	Management Statistic	-	114
Measure: Number of vehicles booted	Public Works	4,753	Management Statistic	-	114
Measure: Number of vehicles towed	Public Works	8,532	Management Statistic	-	114
<b>Strategy: Effectively and fairly administer justice</b>					
Measure: Number of deaths	Coroner	1,755	Management Statistic	-	32
Measure: Number of scene investigations	Coroner	414	Management Statistic	-	32
Measure: Number of autopsies performed	Coroner	709	Management Statistic	-	32
Measure: Number of psychiatric interviews conducted	Coroner	927	Management Statistic	-	32
Measure: Number of new cases accepted for prosecution	Criminal District Court	2,218	Management Statistic	-	34
Measure: Number of new charges accepted for prosecution	Criminal District Court	4,240	Management Statistic	-	34
Measure: Number of defendants with new charges accepted for prosecution	Criminal District Court	2,512	Management Statistic	-	34
Measure: Number of probation and parole supervisees	Criminal District Court	13,039	Management Statistic	-	34
Measure: Number of cases disposed of by jury trial	Criminal District Court	38	Management Statistic	-	34



	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Percent of citizens summoned for jury duty who served	Criminal District Court	32.4%	Management Statistic	-	34
Measure: Ratio of assessed monetary penalties to monetary penalties collected	Criminal District Court	72.1%	Management Statistic	-	34
Measure: Percent of specialty court participants successfully completing or making program gains	Criminal District Court	39.2%	Management Statistic	-	34
Measure: Rate of appearance at arraignment for persons diverted from custody through pre-trial services	Criminal Justice Coordination	93.8%	≥90%	●	36
Measure: Number of charges accepted for prosecution	District Attorney	9,306	Management Statistic	-	42
Measure: Percent of charges accepted for prosecution	District Attorney	91.1%	≥85%	●	42
Measure: Percent of felony charges accepted for prosecution	District Attorney	89.3%	Management Statistic	-	42
Measure: Average number of days from police charging to DA acceptance/refusal decision	District Attorney	51	≤47	▲	42
Measure: Number of guilty pleas	District Attorney	2,631	Management Statistic	-	42
Measure: Rate of jury trial convictions	District Attorney	75.0%	≥75%	●	42
Measure: Rate of overall convictions	District Attorney	89.0%	≥96%	▲	42
Measure: Number of felony charge dispositions	District Attorney	1,957	Management Statistic	-	42
Measure: Average number of days from case acceptance to disposition by court - homicide cases	District Attorney	839	Management Statistic	-	42
Measure: Average number of days from case acceptance to disposition by court - rape cases	District Attorney	372	Management Statistic	-	42
Measure: Average number of days from case acceptance to disposition by court - other cases	District Attorney	223	Management Statistic	-	42
Measure: Average number of minutes per proceeding	Juvenile Court	17.1	Establishing Baseline	-	76
Measure: Average number of court proceedings per case	Juvenile Court	2.32	Management Statistic	-	76



On Target



≤10% Off Target



Off Target

N/A Not Available



Seasonally Affected



Measured Annually



Sporadic, Quarterly Progress is Variable

- Not Relevant/Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Continuance rate	Juvenile Court	15.2%	≤8%	❖	76
Measure: Average number of days from petition to answer in delinquency cases - detained	Juvenile Court	10.2	Establishing Baseline	-	76
Measure: Average number of days from adjudication to disposition for delinquency cases	Juvenile Court	20	≤30	●	76
Measure: Average number of days from petition to answer in delinquency cases - not detained	Juvenile Court	34.0	Establishing Baseline	-	76
Measure: Average number of days from adjudication to disposition for dependency cases	Juvenile Court	24.0	Not Set	-	76
Measure: Percent of adoptions granted within statutory time limits (30-60 days)	Juvenile Court	94.5%	100%	▲	76
Measure: Percent of terminations of parental rights decided within statutory time limits (60 days)	Juvenile Court	100.0%	100%	●	76
Measure: Percent of Family in Need of Services answer hearings held within 45 days	Juvenile Court	87.5%	100%	❖	76
Measure: Average number of days from answer to adjudication in delinquency cases - not detained	Juvenile Court	73.9	Establishing Baseline	-	76
Measure: Average number of days from petition to answer in dependency cases	Juvenile Court	8.20	Not Set	-	76
Measure: Ratio of traffic charges disposed to traffic charges filed	Juvenile Court	1.01	Establishing Baseline	-	76
Measure: Number of Title IV-E foster care eligibility assessments	Juvenile Court	360	Management Statistic	-	76
Measure: Amount of revenue from Municipal and Traffic Court claims, settlements, and judgments	Law	\$8,745,944	≥\$6,000,000	●	80
Measure: Average number of Municipal and Traffic Court cases per attorney per month	Law	655	Management Statistic	-	80
Measure: Number of tax and public nuisance cases filed before the ABO Board	Law	135	≥125	●	80
Measure: Percent of ABO tax cases resolved within 60 days	Law	91.5%	≥93%	▲	80

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Number of City misdemeanor cases filed	Municipal Court	10,816	Management Statistic	-	90
Measure: Number of State misdemeanor cases filed	Municipal Court	2,814	Management Statistic	-	90
Measure: Ratio of new City misdemeanor cases disposed to cases filed	Municipal Court	93.6%	Not Set	-	90
Measure: Ratio of new State misdemeanor cases disposed to cases filed	Municipal Court	86.3%	Not Set	-	90
Measure: Average number of days from filing date to first trial setting	Municipal Court	71.5	Management Statistic	-	90
Measure: Average number of days to disposition in all cases	Municipal Court	172	Management Statistic	-	90
Measure: Average number of days to disposition in cases for which no warrants are issued	Municipal Court	60.0	Management Statistic	-	90
Measure: Average number of days to disposition in City misdemeanor cases	Municipal Court	181	Management Statistic	-	90
Measure: Average number of days to disposition in State misdemeanor cases	Municipal Court	137	Management Statistic	-	90
Measure: Percent of sentences issued with community service	Municipal Court	9.94%	Not Set	-	90
Measure: Number of new cases	Public Defender	7,868	Management Statistic	-	112
Measure: Cumulative case workload	Public Defender	11,055	Management Statistic	-	112
Measure: Cumulative misdemeanor case workload per staff attorney	Public Defender	1,061	≤450	◆	112
Measure: Cumulative felony case workload per staff attorney	Public Defender	146	≤200	●	112
Measure: Cumulative capital case workload per staff attorney	Public Defender	8	≤5	◆	112
Measure: Number of clients served before being indicted through the Group Violence Reduction Strategy	Public Defender	3	Management Statistic	-	112

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Value of incoming infractions	Traffic Court	\$13,377,734	Management Statistic	-	132
Measure: Amount of collections	Traffic Court	\$4,993,624	Management Statistic	-	132
Measure: Litigant satisfaction rating~	Traffic Court	N/A	Establishing Baseline	-	132
Measure: Number of incoming infractions	Traffic Court	58,095	Management Statistic	-	132
Measure: Number of incoming traffic tickets	Traffic Court	26,126	Management Statistic	-	132
<b>Strategy: Rehabilitate the incarcerated so that they do not recidivate</b>					
Measure: Percent of Tulane Tower Learning Center participants successfully completing and/or making program gains	Criminal District Court	27.1%	Management Statistic	-	34
Measure: Number of adjudicated individuals employed through re-entry services^	Criminal Justice Coordination	5	N/A	N/A	36
Measure: Average daily number of detainees in the Orleans Parish Prison	Criminal Justice Coordination	2,127	Management Statistic	-	36
Measure: Number of pre-trial detainees in Orleans Parish Prison	Criminal Justice Coordination	1,092	Management Statistic	-	36
Measure: Average length of stay for pre-trial detainees	Criminal Justice Coordination	195	Management Statistic	-	36
Measure: Percent of defendants accepted into the diversion programs	District Attorney	6.13%	Management Statistic	-	42
Measure: Number of diversion program clients successfully completing requirements	District Attorney	99	Management Statistic	-	42
Measure: Average daily number of inmates	Sheriff	2,206	Management Statistic	-	128
Measure: Average daily number of inmates in the Electronic Monitoring Program	Sheriff	66.5	Management Statistic	-	128
Measure: Average number of days of detainee stay	Sheriff	66.5	Management Statistic	-	128
Measure: Number of assaults on inmates (via inmates)	Sheriff	227	Pending	-	128
Measure: Number of assaults on staff (via inmates)	Sheriff	24	Pending	-	128



On Target



≤10% Off Target



Off Target

N/A Not Available



Seasonally Affected



Measured Annually



Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Number of major incidents involving physical assault*	Youth Study Center	24	≤20	❖	136
Measure: Percent of confinements exceeding 8 hours	Youth Study Center	0.00%	≤8%	●	136
Measure: Percent of days exceeding capacity	Youth Study Center	0.00%	≤5%	●	136
<b>Strategy: Coordinate the criminal justice system</b>					
Measure: Average percent of agencies represented at Criminal Justice Council meetings	Criminal Justice Coordination	65%	≥75%	❖	36
Measure: Percent of grants, initiatives, and programs in compliance with associated conditions	Police	100%	100%	●	104

**Objective 3: Prepare for, mitigate, and effectively respond to emergencies**

Outcome Measures (*results in year end report*):

- Number of fires per 1,000 structures (residential, commercial, and industrial)
- Number of fatalities due to fire
- Percent of citizens rating fire protection fair, good, or very good
- Cardiac arrest with pulse at delivery to hospital
- Percent of City plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Respond to emergencies, including fire and medical, effectively</b>					
Measure: Number of calls for service	Emergency Medical Services	28,275	Management Statistic	-	50
Measure: Percent of Code 3 responses within 12 minutes	Emergency Medical Services	80.1%	≥80%	●	50
Measure: Percent of patients suffering from cardiac arrest who achieve prehospital return of spontaneous circulation (ROSC)	Emergency Medical Services	26.1%	≥35%	◆	50
Measure: Number of individuals trained in cardiopulmonary resuscitation (CPR)	Emergency Medical Services	858	≥431	●	50
Measure: Percent of emergency structure fire call response times under 6 minutes 20 seconds	Fire	88.4%	≥86%	●	60
Measure: Percent of all fire call response times under 6 minutes 20 seconds	Fire	74.5%	≥75%	●	60
Measure: Number of days lost to fire suppression personnel injuries	Fire	981	≤500	◆	60

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Plan and prepare for disasters</b>					
Measure: Number of commercial and industrial structures inspected	Fire	1,193	≥2,000	❖	60
Measure: Percent of fire hydrants inspected twice^	Fire	-	-	-	60
Measure: Number of citizens reached through community education activities*	Fire	18,522	≥26,642	❖	60
Measure: Number of smoke alarm installations	Fire	364	≥500	❖	60
Measure: Number of individuals with medical needs registered for sheltering and evacuation^	Health	3,018	≥3,000	●	62
Measure: Number of citizens trained to assist in the City Assisted Evacuation Plan*	Homeland Security and Emergency Preparedness	230	≥183	●	68
Measure: Number of community outreach events attended by NOHSEP staff	Homeland Security and Emergency Preparedness	30	≥18	●	68
Measure: Percent of plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant	Homeland Security and Emergency Preparedness	100%	100%	●	68

**Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.**

**2014 Budget: \$98.4M**

<b>Objective 1: Exercise effective management and accountability for the City's physical resources</b> <span>Outcome Measures (results in year end report ):</span> <ul style="list-style-type: none"> <li>Bond ratings (S&amp;P, Fitch, Moody's)</li> </ul>					
	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Effectively steward the City's financial resources</b>					
Measure: Quality of budget document as judged by the Government Finance Officers Association~	Budget	Distinguished	Distinguished	●	14
Measure: Number of audit findings related to the City's budget in the financial audit~	Budget	0	0	●	14
Measure: Percent of internal customers satisfied with the overall quality of service received~	Budget	74.0%	Establishing Baseline	-	14
Measure: Audit opinion~	Finance	Unqualified	Unqualified	●	56
Measure: Number of Basic Financial Statements findings~	Finance	0	≤5	●	56
Measure: Number of Single Audit findings~	Finance	3	≤8	●	56
Measure: Number of field visits/contacts by Bureau of Revenue field agents	Finance	9,165	≥5,000	●	56
Measure: Number of sales tax audits completed	Finance	32	≥53	◆	56
Measure: Amount of revenue collected from the rent of City owned properties	Property Management	\$469,001	≥\$425,000	●	110
Measure: Number of general liability claims	Risk Management	68	Not Set	-	120
Measure: Number of worker's compensation claims	Risk Management	348	Not Set	-	120
Measure: Number of worker days lost per injury	Risk Management	60	Not Set	-	120
Measure: Number of traffic accidents in law enforcement vehicles	Risk Management	66	Not Set	-	120



	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Manage the City's information and analyze the City's data</b>					
Measure: Percent of critical ITI projects delivered on schedule	Information Technology and Innovation	69.7%	≥80%	❖	72
Measure: Percent of internal customers satisfied with the overall quality of services received~	Information Technology and Innovation	73.8%	Establishing Baseline	-	72
Measure: Percent of Service Level Agreements (SLAs) met by the Service Desk	Information Technology and Innovation	N/A	≥95%	N/A	72
Measure: Rate of Service Desk call abandonment	Information Technology and Innovation	12.2%	≤10%	❖	72
Measure: Rate of Service Desk customer satisfaction	Information Technology and Innovation	76.0%	≥70%	●	72
Measure: Telephone and e-mail service availability	Information Technology and Innovation	100.00%	≥99.99%	●	72
Measure: Rate of 311 call abandonment	Information Technology and Innovation	5.83%	≤10%	●	72
Measure: Rate of 311 customer satisfaction	Information Technology and Innovation	88.4%	≥70%	●	72
Measure: Rate of 311 first call resolution	Information Technology and Innovation	63.3%	≥70%	▲	72
Measure: Percent of internal customers surveyed who agreed that benefits of performance management outweighed the costs~	Performance and Accountability	55.1%	Establishing Baseline	-	102
Measure: Quality of performance management program as assessed by the International City/County Management Association~	Performance and Accountability	Certificate of Excellence	Certificate of Excellence	●	102
Measure: Average number of days to release ResultsNOLA reports	Performance and Accountability	60	≥60	●	102

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Manage vendor relationships and provide oversight of City contracts</b>					
Measure: Average number of days to approve requisitions for the purchase of goods or services	Budget	0.85	≤2	●	14
Measure: Percent of invoices paid within 30 days for bonds, 45 days for revolver funds, and 60 days for DCDBG funds	Capital Projects	88.8%	≥80%	●	16
Measure: Percent of requests for bids or proposals with 3 or more responses	Finance	55.3%	≥70%	◆	56
Measure: Average number of business days to process purchase requisitions	Finance	4.26	≤4	▲	56
Measure: Percent of General Fund payments processed within 7 business days of receipt by Accounts Payable	Finance	76.7%	≥70%	●	56
Measure: Percent of Capital/Grants Fund payments processed within 7 business days of receipt by Accounts Payable	Finance	94.8%	≥90%	●	56
Measure: Percent of contracts drafted, reviewed, and signed within 30 days	Law	95.7%	≥80%	●	80
<b>Strategy: Responsibly support the City's capital assets</b>					
Measure: Percent of internal customers satisfied with the overall quality of service received~	Equipment Maintenance	79.4%	Establishing Baseline	-	54
Measure: Number of gallons of fuel dispensed	Equipment Maintenance	798,433	≤900,000	●	54
Measure: Percent of vehicles capable of using alternative fuel	Equipment Maintenance	33.1%	Management Statistic	-	54
Measure: Percent of vehicles exceeding replacement criteria	Equipment Maintenance	73.4%	Management Statistic	-	54
Measure: Percent of internal customers satisfied with the overall quality of service received~	Property Management	73.4%	Establishing Baseline	-	110
Measure: Number of work orders completed	Property Management	4,373	Management Statistic	-	110
Measure: Percent of work orders/service requests completed within 30 days	Property Management	96.8%	≥75%	●	110
Measure: Percent of work orders completed using in-house staff	Property Management	94.4%	≥75%	●	110

## Objective 2: Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service

Outcome Measures (results in year end report):

- Rate of employee turnover
- Percent of employees engaged and satisfied

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Cultivate a high-quality City workforce</b>					
Measure: Percent of internal customers who agree that training received was useful to their position~	Civil Service Commission	94.9%	Establishing Baseline	-	20
Measure: Percent of eligible lists established within 60 days of the job announcement closing	Civil Service Commission	80.0%	Establishing Baseline	-	20
Measure: Percent of employee performance reviews completed on schedule	Civil Service Commission	91.9%	≥90%	●	20
Measure: Percent of employees selected from Civil Service eligible lists who satisfactorily complete their initial probation period	Civil Service Commission	79.8%	≥90%	◆	20
Measure: Percent of internal customers satisfied with the overall quality of service received~	Civil Service Commission	72.1%	Establishing Baseline	-	20
<b>Strategy: Provide fair and reasonable benefits to City employees and retirees</b>					
Measure: Percent of internal customers satisfied with the overall quality of service received~	Human Resources	78.7%	Establishing Baseline	-	70



On Target



≤10% Off Target



Off Target

N/A Not Available

\* Seasonally Affected

~ Measured Annually

^ Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target




## Objective 3: Facilitate the legal, administrative, and policy work of governmental bodies serving City residents

Outcome Measures *(results in year end report )*:

- Percent of citizens rating overall government services fair, good, or very good

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Govern the City with integrity and accountability</b>					
Measure: Number of public records requests completed	Law	321	≥250	●	80
<b>Strategy: Defend the City's legal interests</b>					
Measure: Amount of funds generated through tax litigation	Law	\$155,770	≥\$187,500	◆	80
Measure: Amount of savings achieved by legal team in civil/police litigation	Law	\$1,572,256	≥\$500,000	●	80
Measure: Percent of internal customers satisfied with the overall quality of services received~	Law	82.3%	Establishing Baseline	-	80
<b>Strategy: Promote civic engagement</b>					
Measure: Number of community and public meetings addressing citizen priorities	Mayor's Office	90	≥105	◆	86
Measure: Percent of city population 18 or older who are registered to vote	Registrar of Voters	91.2%	Management Statistic	-	118
Measure: Percent of citizens 65 or older registered for the 65+ Seniors Absentee Vote Program	Registrar of Voters	8.88%	≥10%	◆	118
Measure: Percent of early voters reporting satisfaction with the process	Registrar of Voters	99.6%	≥90%	●	118
<b>Strategy: Facilitate, link, and leverage resources with external organizations</b>					
Measure: Number of state legislative priorities accomplished during legislative session~	Mayor's Office	22	≥15	●	86
Measure: Number of visits by foreign dignitaries*	Mayor's Office	53	≥53	▲	86

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 On Target	 ≤10% Off Target	 Off Target	N/A Not Available	Management Statistic	Workload indicator not suitable for target-setting
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

**Goal: Promote the health and well-being of youth and families by ensuring that quality educational, economic, health and recreational programming opportunities are available for all.**

**2014 Budget: \$56.2M**

Objective 1: Improve health outcomes for City residents		Outcome Measures (results in year end report):			
		<ul style="list-style-type: none"> <li>• Rate of low birth weight babies</li> <li>• County Health Ranking</li> <li>• American Fitness Index ranking (metro)</li> <li>• Percent of citizens rating health services fair, good, or very good</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Number of behavioral health trainings convened	Health	2	≥2	●	62
<b>Strategy: Improve access to healthcare for city residents (including access to mental health services)</b>					
Measure: Number of unduplicated clients receiving Health Care for the Homeless services	Health	1,924	≥1,250	●	62
Measure: Number of patient visits to the Health Care for the Homeless program	Health	3,194	≥3,250	▲	62
Measure: Number of unduplicated clients served through Ryan White Part A HIV/AIDS services*	Health	3,389	≥3,268	●	62
Measure: Percent of patients who report satisfaction with HIV/AIDS care~	Health	-	-	-	62
Measure: Number of people enrolled in health insurance programs through Greater New Orleans Community Health Connection and Affordable Care Act marketplace	Health	89,902	≥58,000	●	62
Measure: Number of Healthy Start Services recipients*	Health	533	≥555	▲	62
Measure: Number of client visits to Women Infant and Children (WIC) clinics	Health	30,301	≥33,000	▲	62
Measure: Percent of WIC mothers who initiate breastfeeding	Health	28.9%	≥25%	●	62

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Provide public health services to City residents, including community health education and preventing the spread of communicable diseases</b>					
Measure: Number of community organizations or institutions that adopt Fit NOLA standards	Health	4	≥5	❖	62
Measure: Percent of women screened for domestic violence at Central City WIC clinic	Health	86.3%	≥50%	●	62
Measure: Number of City government entities implementing new or revised policies that address public health in partnership or consultation with the Health Department	Health	3	≥5	❖	62
Measure: Average number of business days to respond to rodent service requests	Mosquito, Termite, and Rodent Control Board	1.22	≤3	●	88
Measure: Number of rodent bites or disease transmission	Mosquito, Termite, and Rodent Control Board	0	Management Statistic	-	88
Measure: Average number of business days to respond to mosquito service requests	Mosquito, Termite, and Rodent Control Board	3.02	≤3	▲	88
Measure: Number of cases of human West Nile Virus and other arbovirus illness	Mosquito, Termite, and Rodent Control Board	0	Management Statistic	-	88

Objective 2: Support the development of strong and resilient youth and families, including children in schools		Outcome Measures (results in year end report ):			
		<ul style="list-style-type: none"> <li>• High school graduation rate</li> <li>• LEAP test passage rates</li> <li>• Teen pregnancy rate</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Support increased student achievement and school success, including closing achievement gaps</b>					
Measure: Number of children completing the Summer Reading Program	Library	-	-	-	84
Measure: Number of teenagers completing Teen Summer Reading Program	Library	-	-	-	84
<b>Strategy: Encourage the development of strong and resilient families</b>					
<b>Strategy: Support the social and emotional needs of youth</b>					
Measure: Number of active teen program participants	New Orleans Recreation Development Commission	35	≥75	❖	94



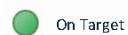
## Objective 3: Provide high-quality cultural and recreational opportunities to City residents and visitors

Outcome Measures (results in year end report ):

- Percent of citizens satisfied with culture and recreational opportunities
- Number of registered arts and culture nonprofit organizations per 100,000 population

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Support cultural institutions and experiences</b>					
Measure: Number of items circulated (checked out)*	Library	543,562	≥469,624	●	84
Measure: Number of visits to library facilities	Library	540,886	≥500,000	●	84
Measure: Percent of population who are active library cardholders	Library	12.8%	≥11%	●	84
Measure: Number of volunteer hours	Library	2,295	≥6,000	◆	84
Measure: General attendance*	New Orleans Museum of Art	115,765	≥102,628	●	92
Measure: School children attendance*	New Orleans Museum of Art	7,355	≥8,859	◆	92
Measure: Number of traveling exhibitions	New Orleans Museum of Art	3	≥3	●	92
Measure: Number of out-of-state institutions viewing NOMA exhibitions	New Orleans Museum of Art	1	≥4	◆	92
Measure: Number of in-state institutions viewing NOMA exhibitions	New Orleans Museum of Art	5	≥1	●	92

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Provide recreational opportunities to residents</b>					
Measure: Percent of recreation center operating hours that include programming	New Orleans Recreation Development Commission	68.4%	≥50%	●	94
Measure: Number of recreation center program participants*	New Orleans Recreation Development Commission	10,316	≥10,250	●	94
Measure: Average daily number of teen camp participants*	New Orleans Recreation Development Commission	756	≥800	▲	94
Measure: Average daily number of youth camp participants*	New Orleans Recreation Development Commission	3,182	≥3,200	▲	94
Measure: Number of youth athletic program registrants	New Orleans Recreation Development Commission	4,595	≥3,750	●	94



On Target



≤10% Off Target



Off Target

N/A Not Available

\* Seasonally Affected





~ Measured Annually

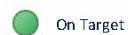
^ Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Average number of pool users per hour*	New Orleans Recreation Development Commission	56	≥133		94
Measure: Number of structured aquatics program participants*	New Orleans Recreation Development Commission	22,553	≥21,500		94
Measure: Number of cultural events offered*	New Orleans Recreation Development Commission	55	≥34		94
Measure: Number of cultural program participants	New Orleans Recreation Development Commission	3,566	≥1,900		94



On Target



≤10% Off Target



Off Target

N/A Not Available

\* Seasonally Affected

~ Measured Annually

^ Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

Objective 4: Facilitate the provision of effective human services to City residents		Outcome Measures (results in year end report ):			
		<ul style="list-style-type: none"> <li>• Homeless Point in Time Count</li> <li>• Food Insecurity Rate</li> <li>• Percent of population with low access to a grocery store</li> <li>• Percent of citizens rating services for the poor fair, good, or very good</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Provide quality, secure housing to residents and reduce homelessness</b>					
Measure: Number of first time homebuyers who received soft second mortgage commitments^	Community Development	204	N/A	N/A	28
Measure: Average number of days from soft second mortgage application to completion	Community Development	21	≥40	●	28
Measure: Number of homeless persons provided emergency shelter	Community Development	1,931	≥1,500	●	28
Measure: Number of homeless persons provided rapid re-housing	Community Development	94	≥100	▲	28
Measure: Number of homeless persons who received homelessness prevention assistance	Community Development	26	≥150	◆	28
Measure: Number of individuals with AIDS who received housing assistance	Community Development	477	≥225	●	28
Measure: Percent of clients of homeless services moved to successful outcomes	Community Development	75.5%	≥75%	●	28

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Number of housing units developed through the Homeownership Development Program^	Community Development	0	N/A	N/A	28
Measure: Number of affordable rental units developed^	Community Development	46	N/A	N/A	28
Measure: Number of housing units modified for disabled persons through the Home Modification Accessibility Program^	Community Development	8	N/A	N/A	28
<b>Strategy: Ensure a safety net of needed services is available to all residents</b>					
Measure: Number of unique visits to the Real Time Resources mobile website	Health	N/A	Establishing Baseline	-	62
<b>Strategy: Ensure residents' access to a variety of healthy nutritional options</b>					
<b>Strategy: Honor the service of veterans and wounded warriors by recognizing their unique needs</b>					

**Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.**

**2014 Budget: \$147.6M**

Objective 1: Maintain and improve public infrastructure		Outcome Measures (results in year end report ):			
		<ul style="list-style-type: none"> <li>Percent of citizens rating condition of streets fair, good, or very good</li> <li>Mean travel time to work</li> <li>Percentage of workers commuting to work by means other than driving alone (including carpooling, public transportation, biking, and walking)</li> <li>Percent of citizens rating drainage/flood control fair, good, or very good</li> <li>Percent of citizens rating public transportation fair, good, or very good</li> <li>Percent of citizens rating control of traffic congestion fair, good, or very good</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Maintain and improve road surface infrastructure</b>					
Measure: Percent of streetlights functioning	Public Works	90.6%	≥90%	●	114
Measure: Number of streetlight outages restored	Public Works	696	≥4,000	◆	114
Measure: Percent of 311 streetlight service requests completed within 90 days	Public Works	45.4%	Establishing Baseline	-	114
Measure: Number of potholes repairs completed	Public Works	15,809	≥10,000	●	114
Measure: Number of catch basins cleaned	Public Works	2,218	≥1,750	●	114

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Percent of 311 abandoned vehicle service requests completed within 30 days	Public Works	68.4%	≥80%	🔴	114
Measure: Number of permanent street name signs installed	Public Works	599	≥750	🔴	114
Measure: Number of miles of streets mechanically swept	Sanitation	2,664	Establishing Baseline	-	126
<b>Strategy: Consistently implement Complete Streets philosophy in streets investments</b>					
Measure: Number of permanent traffic signs installed	Public Works	944	≥750	🟢	114
<b>Strategy: Effectively administer the City's capital improvements program</b>					
Measure: Percent of projects delivered on schedule	Capital Projects	81.9%	≥80%	🟢	16
Measure: Percent of DPW construction projects delivered on or ahead of schedule	Public Works	73.5%	≥80%	🟡	114
<b>Strategy: Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods</b>					

## Objective 2: Promote Quality Neighborhoods

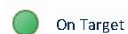
Outcome Measures (*results in year end report*):

- Percent of citizens rating control of abandoned houses fair, good, or very good
- Percent of citizens rating parks and recreation fair, good, or very good
- Percent of citizens rating control of trash and litter / trash pickup fair, good, or very good
- Percent of citizens satisfied with life in New Orleans
- ParkScore (based on acreage, service and investment, and access)
- Percent of citizens rating zoning fair, good, or very good

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Reduce blighted properties by 10,000 by the end of 2014</b>					
Measure: Average number of days to complete a new, initial inspection request	Code Enforcement	20	≤30	●	26
Measure: Number of inspections	Code Enforcement	7,440	≥7,500	▲	26
Measure: Number of properties brought to hearing	Code Enforcement	1,840	≥2,000	▲	26
Measure: Percent of hearings reset due to failure to properly notify the owner	Code Enforcement	1.87%	≤3%	●	26
Measure: Percent of hearings reset due to failure to re-inspect the property	Code Enforcement	0.96%	≤5%	●	26
Measure: Number of blighted units demolished	Code Enforcement	69	≥125	◆	26



	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Number of blighted properties brought into compliance	Code Enforcement	478	≥375	●	26
Measure: Number of owner-occupied housing units rehabilitated^	Community Development	32	N/A	N/A	28
Measure: Number of properties returned to commerce through disposition programs	New Orleans Redevelopment	213	≥150	●	98
Measure: Percent of sales where agreements were successfully completed by the end user	New Orleans Redevelopment	35.4%	Management Statistic	-	98
Measure: Percent of total development costs that is leveraged investment	New Orleans Redevelopment	73.5%	Management Statistic	-	98
Measure: Amount of NORA direct investment in real estate projects	New Orleans Redevelopment	\$691,313	Management Statistic	-	98
Measure: Amount of leveraged investment committed to real estate projects	New Orleans Redevelopment	\$1,938,044	Management Statistic	-	98
<b>Strategy: Provide effective sanitation services to residents and businesses</b>					
Measure: Number of illegal dumping sites cleared*	Sanitation	917	≥436	●	126
Measure: Percent of 311 illegal dumping service requests completed within 30 days	Sanitation	70.8%	≥80%	◆	126
Measure: Percent of households registered for recycling	Sanitation	34.7%	≥36%	▲	126
Measure: Amount of landfill cost savings resulting from recycling	Sanitation	\$113,527	≥\$105,000	●	126
Measure: Amount of landfill disposal costs*	Sanitation	\$2,788,243	≤\$2,912,021	●	126
Measure: Amount of special event costs*	Sanitation	\$1,368,114	≤\$965,120	◆	126
Measure: Number of tons of recyclable material collected	Sanitation	3,735	≥3,250	●	126



On Target



≤10% Off Target



Off Target

N/A Not Available

\*

Seasonally Affected

~

Measured Annually

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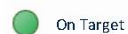
Sporadic, Quarterly Progress is Variable

- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Protect and preserve parks and other green spaces</b>					
Measure: Number of acres mowed*	Parks and Parkways	9,429	≥9,723	▲	100
Measure: Percent of major corridor acres mowed on a 1-3 week cycle during peak growing season*	Parks and Parkways	100%	100%	●	100
Measure: Number of emergency tree service requests completed	Parks and Parkways	197	Management Statistic	-	100
Measure: Percent of non-emergency tree service requests completed within 260 days	Parks and Parkways	57.1%	≥80%	◆	100
Measure: Number of 18-hole rounds of golf played*	Parks and Parkways	10,176	≥11,920	◆	100
Measure: Amount of revenue earned through golf courses*	Parks and Parkways	\$349,591	≥\$284,525	●	100
<b>Strategy: Regulate land use to support safe, vibrant neighborhoods and preserve historic properties</b>					
Measure: Average number of days to docket a Board of Zoning Adjustment variance application for public hearing	City Planning Commission	8.18	Establishing Baseline	-	18
Measure: Average number of days to docket a completed subdivision application	City Planning Commission	N/A	≤13	N/A	18
Measure: Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	City Planning Commission	N/A	≤6	N/A	18



On Target



≤10% Off Target



Off Target

N/A Not Available

\*

Seasonally Affected

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Measured Annually

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Sporadic, Quarterly Progress is Variable

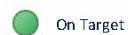
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Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Average number of days to review staff approvable applications	Historic District Landmarks Commission	2.25	≤5	●	66
Measure: Percent of closed enforcement cases closed due to voluntary compliance	Historic District Landmarks Commission	85.0%	Establishing Baseline	-	66
Measure: Average number of days to respond to building complaints	Safety and Permits	23.32	≤7	◆	122
Measure: Average number of days to respond to zoning complaints	Safety and Permits	71.8	≤7	◆	122
Measure: Average number of days to respond to building inspection requests	Safety and Permits	0.01	≤1	●	122
Measure: Average number of days to respond to license inspection requests	Safety and Permits	7.42	≤7	▲	122
Measure: Percent of adjudication cases that result in compliance	Safety and Permits	N/A	Establishing Baseline	-	122
Measure: Average number of days to review staff approvable applications	Vieux Carré Commission	7.17	≤5	◆	134
Measure: Percent of closed enforcement cases closed due to voluntary compliance	Vieux Carré Commission	N/A	Establishing Baseline	-	134



On Target



≤10% Off Target



Off Target

N/A Not Available



Seasonally Affected



Measured Annually



Sporadic, Quarterly Progress is Variable




- Not Relevant/ Not Measured

Management Statistic Workload indicator not suitable for target-setting

Establishing Baseline New Measure with insufficient historical data to set target

Objective 3: Promote energy efficiency and environmental sustainability		Outcome Measures (results in year end report ):			
		<ul style="list-style-type: none"> <li>• Percent of days with healthy air quality</li> <li>• Number of health based drinking water violations</li> <li>• Number of certified green buildings</li> <li>• Number of land acres in Orleans Parish</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
Strategy: Restore the City's marshes and coastline					
Strategy: Promote green energy and other sustainability measures					
Measure: Number of participants in coastal sustainability and other resilience focused events	Coastal and Environmental Affairs	54	≥50	●	24
Measure: Number of neighborhoods assisted in developing increased awareness of the multiple lines of defense approach for managing hurricane flood risk	Coastal and Environmental Affairs	0	≥3	◆	24
Strategy: Remediate brownfields, lead, and other environmental hazards					

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	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

**Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.**

**2014 Budget: \$35.1M**




Objective 1: Promote business growth and job creation		Outcome Measures <i>(results in year end report)</i> :			
		<ul style="list-style-type: none"> <li>• Population</li> <li>• Number of jobs (metro)</li> <li>• Number of high wage jobs</li> <li>• Number of cultural industry jobs</li> <li>• Number of tourists (metro)</li> <li>• Number of occupational licenses</li> <li>• Amount of sales taxes generated</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Foster a business-friendly regulatory environment, including streamlining the permitting process</b>					
Measure: Amount of revenue generated from permits	Safety and Permits	\$4,356,319	≥\$5,000,000	◊	122
Measure: Average number of days from commercial permit application to issuance	Safety and Permits	12.42	≤15	●	122
Measure: Average number of days from residential permit application to issuance	Safety and Permits	7.11	≤8	●	122
Measure: Percent of building permits issued within one day of receipt	Safety and Permits	52.4%	Management Statistic	-	122
Measure: Average number of days to complete initial commercial building permit plan reviews	Safety and Permits	N/A	≤15	N/A	122
Measure: Average number of days to complete initial residential building permit plan reviews	Safety and Permits	N/A	≤5	N/A	122
Measure: Average wait time (in minutes) to apply for any license or permit	Safety and Permits	15.3	≤18	●	122
Measure: Average wait time (in minutes) to apply for a new building permit	Safety and Permits	21.1	≤18	◊	122
Measure: Average wait time (in minutes) to apply for a new occupational license	Safety and Permits	21.4	≤18	◊	122
Measure: Percent of permit and license applications received online	Safety and Permits	23.4%	≥20%	●	122
Measure: Average wait time (in minutes) to make a payment	Safety and Permits	6.64	≤5	◊	122

	Organization	YTD Actual	YTD Target	Status	Page No.
Measure: Number of new Certificates of Public Necessity and Convenience (CPNCs) issued	Taxi and For Hire Vehicle Bureau	12	Management Statistic	-	130
Measure: Number of semi-annual vehicle inspections conducted	Taxi and For Hire Vehicle Bureau	2,515	≥2,000	●	130
Measure: Amount of revenue generated from brake tag sales and late fees	Taxi and For Hire Vehicle Bureau	\$925,413	≥\$1,100,000	◆	130
Measure: Number of citations issued	Taxi and For Hire Vehicle Bureau	502	Management Statistic	-	130
Measure: Number of Certificates of Public Necessity and Convenience (CPNCs) revoked	Taxi and For Hire Vehicle Bureau	2	Management Statistic	-	130
Measure: Number of driver permits revoked	Taxi and For Hire Vehicle Bureau	7	Management Statistic	-	130
<b>Strategy: Promote an environment of equal opportunity for a diverse supplier pool</b>					
Measure: Percent of City contract value awarded to Disadvantaged Business Enterprises	Economic Development	34.7%	≥35%	▲	46
Measure: Number of Disadvantaged Business Enterprise certifications	Economic Development	47	≥25	●	46
Measure: Number of participants in Capacity Building program	Economic Development	168	≥100	●	46
Measure: Percent of DPW construction project contract value awarded to Disadvantaged Business Enterprises	Public Works	35.7%	≥35%	●	114
<b>Strategy: Aggressively seek to attract new business and retain existing businesses</b>					
Measure: Number of jobs created through City initiatives to promote economic development	Economic Development	2,799	Establishing Baseline	-	46
Measure: Amount of private resources leveraged through City initiatives to attract new business and retain existing businesses	Economic Development	\$162,728,432	Establishing Baseline	-	46
Measure: Number of business information sessions	Economic Development	18	≥10	●	46
<b>Strategy: Provide support for world-class special events</b>					

Objective 2: Develop and train the local workforce, and connect residents with jobs		Outcome Measures (results in year end report):			
		<ul style="list-style-type: none"> <li>• Unemployment rate</li> <li>• Gross Metro Product (GMP) per job</li> <li>• Percent of population with some college, and bachelor's degree or higher)</li> <li>• Percent of households in the middle class</li> <li>• Median household income by race and ethnicity</li> </ul>			
	Organization	YTD Actual	YTD Target	Status	Page No.
<b>Strategy: Provide access to work opportunities to youth and other vulnerable populations</b>					
Measure: Number of youths employed through Summer Youth Employment Programs~	Economic Development	-	-	-	46
Measure: Percent of summer youth applicants who were offered paid summer work or work readiness opportunities through NOLA Youth Works~	Economic Development	-	-	-	46
Measure: Amount of outside leveraged resources as a percent of Summer Youth Employment Programs funding~	Economic Development	-	-	-	46
<b>Strategy: Promote workforce development and skills training to meet employers' needs</b>					
Measure: Amount of local spending by film productions^	Cultural Economy	\$176,025,633	N/A	N/A	40
Measure: Number of film productions in the city utilizing State tax credits^	Cultural Economy	28	N/A	N/A	40
Measure: Number of non-tax credit related film productions in the city^	Cultural Economy	101	N/A	N/A	40
Measure: Number of job training/business development workshops*	Cultural Economy	5	≥7	❖	40
<b>Strategy: Link employers to the local workforce</b>					
Measure: Percent of adults seeking employment assistance who gained a job	Economic Development	59.7%	≥46%	●	46
Measure: Percent of dislocated workers seeking employment assistance who gained a job	Economic Development	65.6%	≥50%	●	46
Measure: Percent of youth seeking employment or education assistance who gained a job or enrolled in post-secondary education	Economic Development	56.2%	≥52%	●	46



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	On Target		≤10% Off Target		Off Target	N/A	Not Available	Management Statistic	Workload indicator not suitable for target-setting
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

# Appendices

## About the Measures

Organization	Measure	About This Measure
Budget	Average number of days to approve requisitions for the purchase of goods or services	Timely approval of requisitions facilitates department productivity by ensuring that they have the necessary materials to operate effectively. The results for this measure are calculated by averaging the number of days to approve requisitions for goods and services.
Budget	Quality of budget document as judged by the Government Finance Officers Association~	The Government Finance Officers Association (GFOA) confers “Distinguished Budget Presentation Awards” on local governments whose budgets are deemed meritorious on four dimensions: as a policy document, as a financial plan, as an operations guide, and as a communication device. Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting.
Budget	Number of audit findings related to the City's budget in the financial audit~	Audit findings indicate areas for improvement in the financial management of the City. This measure is a count of the number of audit findings related to the City's budget found by an external auditor.
Budget	Percent of internal customers satisfied with the overall quality of service received~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Capital Projects	Percent of projects delivered on schedule	This is a measure of the effective supervision of capital projects. Results for this measure are from project baselines established at the beginning of each quarter. At the end of the quarter, the updated current phase completion dates are compared to the baseline dates to determine if the project is on schedule.
Capital Projects	Percent of invoices paid within 30 days for bonds, 45 days for revolver funds, and 60 days for DCDBG funds	Timely payment of invoices helps to maintain positive relationships with vendors and sustains their interest in competing for the City's business on future bids. The results for this measure are calculated by dividing the number of invoices paid within the associated target timeframe by the total number of invoices paid.
City Planning Commission	Average number of days to docket a Board of Zoning Adjustment variance application for public hearing	Handling variance applications in a timely manner and in accordance with State and local laws encourages redevelopment and allows programs to be implemented effectively while enforcing appropriate land use regulations. The results for this measure are calculated by averaging the number of days from receipt of a completed application to the date that a public hearing before the Board of Zoning Adjustments was scheduled.
City Planning Commission	Average number of days to docket a completed subdivision application	Handling subdivision applications in a timely manner and in accordance with State and local laws encourages redevelopment and economic growth while enforcing appropriate land use regulations. The results for this measure are calculated by averaging the number of days from receipt of a completed application to the date that a public hearing before the City Planning Commission is scheduled.
City Planning Commission	Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	This measure shows whether zoning requests are handled timely and in accordance with State laws and City ordinances. The results for this measure are calculated by averaging the number of days from receipt of a completed application to the date that a public hearing before the City Planning Commission was scheduled. Cases that are outliers because of applicant requests to postpone docketing are excluded.

Organization	Measure	About This Measure
Civil Service Commission	Percent of internal customers who agree that training received was useful to their position~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an in-person survey administered at the training location by Civil Service to all City employees receiving training.
Civil Service Commission	Percent of eligible lists established within 60 days of the job announcement closing	As part of the hiring process, Civil Service establishes refers qualified applicants to hiring departments. Delays in the process could lead to the loss of top candidates who decide not to wait and instead accept offers from other employers. Further, hiring delays result in lost productivity in the hiring departments. The results for this measure are calculated by dividing the number of eligible lists that were established within 60 days by the total number of eligible lists established.
Civil Service Commission	Percent of employee performance reviews completed on schedule	Prompt regular feedback is important for employee professional development. The results for this measure are calculated by dividing the number of employee performance appraisals completed by April 1 by the total number of performance appraisals due for completion.
Civil Service Commission	Percent of employees selected from Civil Service eligible lists who satisfactorily complete their initial probation period	High rates of probationary success often are an indication that effective recruitment, hiring, and development processes are in place and working properly. Removing unsatisfactory employees is also a probationary success, and an extremely low rate of probationary losses might signal the retention of employees who may not be successful. The results for this measure are calculated by dividing the number of employees who were hired from one of Civil Service's eligible lists whose probation period was scheduled to end during the reporting period and are still employed by the City by the total number of employees whose probation period was scheduled to end in the reporting period.
Civil Service Commission	Percent of internal customers satisfied with the overall quality of service received~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Coastal and Environmental Affairs	Number of participants in coastal sustainability and other resilience focused events	Environmentally knowledgeable and responsible citizens result in a more sustainable City and region. This measure is a count of the number of people who attended coastal sustainability and other resilience focused events hosted or co-hosted by the Office.
Coastal and Environmental Affairs	Number of neighborhoods assisted in developing increased awareness of the multiple lines of defense approach for managing hurricane flood risk	Environmentally knowledgeable and responsible neighborhoods result in a more sustainable City and region. This measure is a count of the number of neighborhoods (as identified by the Neighborhood Engagement Office) who received assistance in developing increased awareness of the multiple lines of defense approach for managing hurricane flood risk.
Code Enforcement	Average number of days to complete a new, initial inspection request	Timely evaluations of reported public nuisances and blight are important to the responsiveness to citizens who call 311 to complain about properties. The results for this measure are calculated by averaging the number of days from case creation to completion of initial inspections for cases created during the current year.
Code Enforcement	Number of inspections	Conducting inspections is a key step in the City's blight eradication process, and results in documentation of blight on which the City can act. This measure is a count of the number of inspections to assess the compliance of property with City standards. This is not a measure of unique properties inspected as every property must be inspected a minimum of three times before a judgment is recorded.

Organization	Measure	About This Measure
Code Enforcement	Number of properties brought to hearing	An administrative hearing is a key step in the City's blight eradication process. A judgment rendered against a property enables the City to move forward with demolition or lien foreclosure. This measure is a count of the number of initial administrative hearings held following inspections and notices of citation for blighted commercial and residential properties. Does not include reset hearings.
Code Enforcement	Percent of hearings reset due to failure to properly notify the owner	Resets due to insufficient notice are unfavorable and costly events that Code Enforcement can avoid with thorough title research prior to notice. The results for this measure are calculated by dividing the number of hearings reset for insufficient notice by the total number of hearings.
Code Enforcement	Percent of hearings reset due to failure to re-inspect the property	Resets because of a missed posting or re-inspection are unfavorable and costly events that Code Enforcement can avoid with quality assurance and control processes. The results for this measure are calculated by dividing the number of hearings reset for no re-inspection by the total number of hearings.
Code Enforcement	Number of blighted units demolished	Demolitions are one of the tools in the City's blight eradication strategy, and they improve public safety by removing structures that present an ongoing danger and hazard to surrounding areas. This measure is a count of the number of blighted commercial and residential units demolished by the City after the completion of all required administrative processes, including historical review. This includes units demolished through the Strategic Demolition Program and the New Orleans Redevelopment Authority (NORA)'s demolition program, as well as those structures determined to be an immediate and imminent threat of collapse.
Code Enforcement	Number of blighted properties brought into compliance	This shows the number of properties where blight was reduced through the actions of the City and property owners. This measure is a count of the number of blighted properties brought into compliance by the owner prior to administrative hearing or, beginning in Q1 2013, through the lien waiver process.
Community Development	Number of first time homebuyers who received soft second mortgage commitments^	The soft second subsidy bridges the affordability gap for first-time homebuyers and provides an incentive to develop vacant property to create a steady inventory of houses that will be made available for sale. The program stabilizes neighborhoods by providing families an opportunity to become homeowners. It also reduces blight in the community through the development of vacant properties. This measure is a count of the number of loans committed to first time homebuyers.
Community Development	Average number of days from soft second mortgage application to completion	The soft second subsidy bridges the affordability gap for first-time homebuyers and provides an incentive to develop vacant property to create a steady inventory of houses that will be made available for sale. The program stabilizes neighborhoods by providing families an opportunity to become homeowners. It also reduces blight in the community through the development of vacant properties. The results for this measure are calculated by averaging the number of calendar days from the receipt of soft second mortgage applications to loan commitments.
Community Development	Number of homeless persons provided emergency shelter	Emergency shelter provides a stopgap to homelessness and allows homeless persons to begin the process of obtaining permanent housing. This measure is a count of all homeless clients who stay in shelters on a nightly basis during the reporting period.
Community Development	Number of homeless persons provided rapid re-housing	Emerging research indicates that an immediate, housing-first response can reduce an individual's or family's risk of subsequently experiencing homelessness. This measure is a count of all homeless clients who are placed in rapid re-housing programs during the reporting period.

Organization	Measure	About This Measure
Community Development	Number of homeless persons who received homelessness prevention assistance	A holistic homelessness assistance program is used to intervene and prevent families from becoming homeless. This measure is a count of all homeless clients who are placed in prevention programs during the reporting period.
Community Development	Number of individuals with AIDS who received housing assistance	A stable treatment environment, including housing, helps with disease management and allows medical treatments to be more effective. This measure is a count of all homeless clients who receive housing assistance through the Housing Opportunities for Persons with HIV/AIDS (HOPWA) program.
Community Development	Percent of clients of homeless services moved to successful outcomes	Permanent destinations and transitional housing provide clients with a stable and sustainable environment. This measure is calculated by dividing the number of homeless clients who go from a homeless service to a transitional housing facility or any permanent destination by the total number of homeless clients.
Community Development	Number of housing units developed through the Homeownership Development Program^	The Homeownership Development Program provides homeownership opportunities for low-income families and eliminates blight through the development of vacant properties. Not-for-profit and for-profit housing development organizations can apply for HOME funds to subsidize the cost of construction, land acquisition and down payment assistance that will produce an affordable home for a low-income family. This measure is a count of the number of housing units developed through the program.
Community Development	Number of affordable rental units developed^	This program addresses the need for quality, affordable rental housing for low-income families. It also reduces blight by redeveloping substandard structures and vacant lots. Not-for-profit and for-profit housing development organizations acquire and redevelop property that will provide affordable rental housing for low-income families. This measure is a count of the number of affordable housing units developed.
Community Development	Number of owner-occupied housing units rehabilitated^	This program, administered in partnership with not-for-profit housing organizations, provides financial assistance to low income homeowners to repair their residences, while bringing them up to code and reducing blight. This measure is a count of the number of low income homeowners receiving assistance through the program.
Community Development	Number of housing units modified for disabled persons through the Home Modification Accessibility Program^	The Home Modification Accessibility Program funds accessibility improvements for disabled persons, removing architectural barriers to ensure maneuverability both inside and outside homes. This measure is a count of the number of housing units modified through the program.
Coroner	Number of deaths	This is a workload indicator. This measure is a count of the number of deaths in New Orleans.
Coroner	Number of scene investigations	This is a workload indicator. Investigations help to reveal the circumstances surrounding deaths in the city, identify the deceased, and notify the kin of the deceased in a timely manner. This measure is a count of the number of scene investigations conducted.
Coroner	Number of autopsies performed	This is a workload indicator. Autopsies can help to verify the cause of death of individuals, which can often facilitate the determination of whether or not a death was caused by foul-play or negligence. This measure is a count of the autopsies performed, which are a subset of the measure of number of deaths.

Organization	Measure	About This Measure
Coroner	Number of psychiatric interviews conducted	This is a workload indicator of the number of professional evaluations of citizens by a psychiatrist, which can facilitate the resolution of cases, as well as the proper treatment of citizens with mental, drug, alcohol, or emotional problems. This measure is a count of the number of psychiatric interviews conducted.
Criminal District Court	Number of new cases accepted for prosecution	This is a workload indicator. This measure is a count of new cases accepted for prosecution by the District Attorney's Office and allotted to the various sections of the Court, as maintained and collected by the Clerk of Criminal District Court.
Criminal District Court	Number of new charges accepted for prosecution	This is a workload indicator. This measure is a count of all new charges accepted for prosecution.
Criminal District Court	Number of defendants with new charges accepted for prosecution	This is a workload indicator. This measure is a count of all defendants with new charges accepted for prosecution.
Criminal District Court	Number of probation and parole supervisees	This is an indicator of volume of work processed by the Department of Public Safety and Corrections, Division of Probation and Parole. This measure is a count of all probation/parole supervisees on the district's registry.
Criminal District Court	Number of cases disposed of by jury trial	This is a workload indicator that assists in determining the number of jurors summoned for service and the necessary amount of court time. This measure is a count of all cases disposed by jury trial.
Criminal District Court	Percent of citizens summoned for jury duty who served	This is an indicator of the effectiveness of the use of jurors. Courts aim to minimize the number of prospective jurors who are summoned, but not needed. The results for this measure are calculated by dividing the number of citizens that showed up to the court to serve by the total number of citizens who were scheduled to serve jury duty.
Criminal District Court	Ratio of assessed monetary penalties to monetary penalties collected	Collection of assessed penalties is important to funding the daily operations of the court and other services provided. Further, integrity and public trust in the dispute resolution process depend in part on how well court orders are observed and enforced in cases of noncompliance. The results for this measure are calculated by dividing the amount of penalties collected by the court by the total amount of penalties assessed by the court. This is not a true collection rate. For example, a penalty assessed in Q1 but collected in Q2 is not counted as a Q1 collection.
Criminal District Court	Percent of specialty court participants successfully completing or making program gains	Completion of specialty courts results in individuals returning to the community with tools to assist them in being productive citizens. The results for this measure are calculated by dividing the number of specialty court participants who either completed the program or made successful achievements toward completion of the program in the period by the total number of participants in the program during the period.
Criminal District Court	Percent of Tulane Tower Learning Center participants successfully completing and/or making program gains	The Tulane Tower Learning Center addresses the educational needs of court-involved individuals as well as the needs of persons for whom traditional learning environments are inadequate. This measure is calculated by dividing the number of Center participants who either completed the program or made successful achievements toward completion of the program in the period by the total number of participants in the program during the period.

Organization	Measure	About This Measure
Criminal Justice Coordination	Number of participants in NOLA FOR LIFE Midnight Basketball*	Midnight Basketball provides a safe space during prime violent crime hours for at-risk youth who live in high-murder neighborhoods. This measure is a cumulative count of all participants at each Midnight Basketball session during the reporting period. Individuals sign in at the start of each session.
Criminal Justice Coordination	Number of high-risk individuals identified and engaged by CeaseFire outreach workers	CeaseFire relies on case management to reduce the likelihood of high risk individuals being involved in a shooting or a murder. Staying at capacity with caseload ensures that the City is using its resources with the right population. This measure is a snapshot of high-risk individuals who are engaged in CeaseFire Central City as of the end of the period.
Criminal Justice Coordination	Rate of appearance at arraignment for persons diverted from custody through pre-trial services	High levels of court appearances indicate effective pre-trial services, which are preferable to keeping individuals in custody. The results for this measure are calculated by dividing the number of individuals who were diverted from custody through pre-trial services who appeared in court during the reporting period by the total number of individuals who were diverted from custody through pre-trial services and were scheduled to appear in court during the period.
Criminal Justice Coordination	Number of adjudicated individuals employed through re-entry services^	Formerly tried individuals who obtain meaningful employment, workforce development, or education tend to have low recidivism rates. This measure is a count of the number of individuals who are a part of the re-entry pilot with JOB1 Business and Career Solutions who were placed in stable, full-time employment or joined a workforce development or education program.
Criminal Justice Coordination	Average daily number of detainees in the Orleans Parish Prison	This is a measure of the degree to which the Orleans Parish criminal justice system maintains sustainable incarceration levels. The results for this measure are calculated by averaging the daily number of inmates in Sheriff's Office facilities.
Criminal Justice Coordination	Number of pre-trial detainees in Orleans Parish Prison	This is a measure of the degree to which the Orleans Parish criminal justice system maintains sustainable, affordable incarceration levels. This measure is a snapshot of the number of pre-trial detainees in Orleans Parish Prison at a point in time. The number of pre-trial detainees is a subset of the total number of inmates.
Criminal Justice Coordination	Average length of stay for pre-trial detainees	This is a measure of the efficiency of the criminal justice system. The results for this measure are calculated by dividing the total number of days pre-trial detainees were in Orleans Parish Prison as of the time of a snapshot by the total number of pre-trial detainees in the prison at the time of the snapshot.
Criminal Justice Coordination	Average percent of agencies represented at Criminal Justice Council meetings	This is an indicator of the extent to which the Office of Criminal Justice Coordination effectively coordinates the various criminal justice stakeholders. The results for this measure are calculated by dividing the total number of agencies represented at all Council meetings in a reporting period by the total number of agencies invited to attend a Council meeting in that period.
Cultural Economy	Amount of local spending by film productions^	Film is a growing sector of New Orleans' economy, and local spending leads to job creation. This measure is a count of all expenditures in New Orleans related to tax-credit productions that completed production in the reporting period.
Cultural Economy	Number of film productions in the city utilizing State tax credits^	Film is a growing sector of New Orleans' economy, and productions lead to job creation and serve as marketing tools for the city. This measure is a count of all tax-credit film productions that began production in the reporting period.
Cultural Economy	Number of non-tax credit related film productions in the city^	Film is a growing sector of New Orleans' economy, and productions leads to job creation and serve as marketing tools for the city. This measure is a count of all non-tax credit film productions that completed production in the reporting period.



Organization	Measure	About This Measure
Cultural Economy	Number of job training/business development workshops*	Workshops improve employment opportunities for cultural workers and help cultural businesses operate effectively. This measure is a count of all job training or business development workshops.
District Attorney	Number of charges accepted for prosecution	This is a workload indicator. This measure is a count of all charges accepted by the District Attorney's office during the reporting period.
District Attorney	Percent of charges accepted for prosecution	Acceptance of a high percent of charges leads to the effective administration of justice. It partly reflects the quality of New Orleans Police Department case work. The results for this measure are calculated by dividing the number of charges that were accepted by the District Attorney's office by the total number of charges that the District Attorney either accepted or rejected.
District Attorney	Percent of felony charges accepted for prosecution	Acceptance of a high percent of charges leads to the effective administration of justice. It partly reflects the quality of New Orleans Police Department case work. The results for this measure are calculated by dividing the number of felony charges that were accepted by the District Attorney's office by the total number of felony charges that the District Attorney either accepted or rejected.
District Attorney	Average number of days from police charging to DA acceptance/refusal decision	Quick turnaround on charges leads to effective and efficient administration of justice. The results for this measure are calculated by averaging the number of days between police charging and the District Attorney's decision to accept or refuse the charge.
District Attorney	Number of guilty pleas	A high number of guilty pleas indicates an efficient criminal justice system. This measure is a count of all guilty pleas that are achieved during the reporting period.
District Attorney	Rate of jury trial convictions	A high conviction rate indicates effectiveness in holding offenders accountable. The results for this measure are calculated by dividing the number of convictions by the total number of rulings made by juries.
District Attorney	Rate of overall convictions	A high conviction rate indicates effectiveness in holding offenders accountable. The results for this measure are calculated by dividing the number of convictions by the total number of rulings.
District Attorney	Number of felony charge dispositions	A high number of felony charge dispositions indicates a criminal justice system that effectively holds the most serious criminals accountable for their actions. This measure is a count of the number of final dispositions for felony charges.
District Attorney	Percent of defendants accepted into the diversion programs	A high rate of defendants in diversion programs preserves the resources of the criminal justice system and reduces recidivism. The results for this measure are calculated by dividing defendants who were accepted into diversion programs by the total number of defendants who have been charged in the reporting period.



Organization	Measure	About This Measure
District Attorney	Number of diversion program clients successfully completing requirements	The diversion program promotes public safety in two ways. It allows motivated individuals to receive meaningful rehabilitation without the negative collateral consequences of a criminal conviction, reducing recidivism and increasing the likelihood that participants become more productive members of the community. Further, the cases of the participants do not drain the limited resources of the criminal justice system. This measure is a count of the number of clients who completed the requirements of diversion programs in the reporting period.
District Attorney	Average number of days from case acceptance to disposition by court - homicide cases	This is an indicator of the timeliness and efficiency of the administration of justice. The results for this measure are calculated by averaging the number of days from receipt of homicide cases by the District Attorney to final disposition for all cases that reached final disposition during the reporting period.
District Attorney	Average number of days from case acceptance to disposition by court - rape cases	This is an indicator of the timeliness and efficiency of the administration of justice. The results for this measure are calculated by averaging the number of days from receipt of rape cases by the District Attorney to final disposition for all cases that reached final disposition during the reporting period.
District Attorney	Average number of days from case acceptance to disposition by court - other cases	This is an indicator of the timeliness and efficiency of the administration of justice. The results for this measure are calculated by averaging the number of days from receipt of all cases except rape and homicide cases by the District Attorney to final disposition for all such cases that reached final disposition during the reporting period.
Economic Development	Percent of adults seeking employment assistance who gained a job	This is an indicator of the effectiveness of employment assistance. The results for this measure are calculated by dividing the number of Workforce Investment Act (WIA)-enrolled adults who gained employment by the end of the quarter in which they exited the program by the total number of program completers (exits). Data is reported with a one year time lag.
Economic Development	Percent of dislocated workers seeking employment assistance who gained a job	This is an indicator of the effectiveness of employment assistance. This measure is calculated by dividing the number of dislocated Workforce Investment Act (WIA)-enrolled adults who gained employment by the end of the quarter in which they exited the program by the total number of program completers (exits). Data is reported with a one year time lag.
Economic Development	Percent of youth seeking employment or education assistance who gained a job or enrolled in post-secondary education	This is an indicator of the effectiveness of employment and education assistance. This measure is calculated by dividing the number of Workforce Investment Act (WIA)-enrolled youth who enrolled in post-secondary education or entered employment by the end of the quarter in which they exited the program by the total number of program completers (exits). Data is reported with a one year time lag.
Economic Development	Number of jobs created through City initiatives to promote economic development	This is an indicator of the effectiveness of economic development efforts. This measure is a count of new, direct, permanent jobs that result from City initiatives that promote economic development.
Economic Development	Amount of private resources leveraged through City initiatives to attract new business and retain existing businesses	The ability to leverage resources is an indicator of the success of City economic development initiatives. This measure is a count of private funding invested in the City that results from City-supported business recruitment and expansion efforts.
Economic Development	Number of business information sessions	Business information sessions inform residents and businesses of resources and services to assist them in starting and growing businesses. This measure is a count of the number of sessions held during the reporting period.

Organization	Measure	About This Measure
Economic Development	Percent of City contract value awarded to Disadvantaged Business Enterprises	Awarding contracts to Disadvantaged Business Enterprise (DBE) firms ensures an environment of equal opportunity for a diverse supplier pool. The results for this measure are calculated by dividing the dollar value awarded to DBE firms by the total contract value. The methodology was changed in 2013 to include proposals, in addition to bids, and in 2014 to include contract renewals, in addition to new contracts.
Economic Development	Number of Disadvantaged Business Enterprise certifications	The certification of Disadvantaged Business Enterprise (DBE) firms contributes to the growth of a diverse supplier pool. This measure is a count of the number of firms approved for DBE certification by an independent third party panel.
Economic Development	Number of participants in Capacity Building program	Participation in the Capacity Building program results in increased awareness among residents and businesses of the resources and services to assist them in starting and growing businesses. This measure is a count of small business owners or potential business owners that participate in a given course or technical assistance program over a one-year time period.
Economic Development	Number of youths employed through Summer Youth Employment Programs~	Summer youth employment opportunities provide young people with an entryway into the job market and an opportunity to build valuable career experience, while allowing them to develop connections and interests to guide them in their future careers. This measure is a count of the number of individuals who participate in the City's Summer JOB1 program.
Economic Development	Percent of summer youth applicants who were offered paid summer work or work readiness opportunities through NOLA Youth Works~	Summer youth employment opportunities provide young people with an entryway into the job market and an opportunity to build valuable career experience, while allowing them to develop connections and interests to guide them in their future careers. The results for this measure are calculated by dividing the number of youth who received employment and vocational training offers by the number of youth who applied.
Economic Development	Amount of outside leveraged resources as a percent of Summer Youth Employment Programs funding~	Summer youth employment opportunities provide young people with an entryway into the job market and an opportunity to build valuable career experience, while allowing them to develop connections and interests to guide them in their future careers. The results for this measure are calculated by dividing the dollar value of external funding sources supporting the Summer Youth Employment Programs by the total value of the Program budget.
Emergency Medical Services	Number of calls for service	This is a workload indicator used to assess the demand for emergency medical services in New Orleans. This measure is a count of the number of calls for service received by Emergency Medical Services.
Emergency Medical Services	Percent of Code 3 responses within 12 minutes	Speedy responses are critical in life-threatening emergencies. In cases of out-of-hospital cardiac arrests, a major concern of EMS, victim brain death begins to occur in just 4-6 minutes, and without cardiopulmonary resuscitation (CPR), biological death occurs within 10 minutes, according to the American Heart Association. This measure reflects compliance with the national standard on response time. This measure is calculated by dividing the number of Code 3 (critical/life threatening) calls for emergency service that meet the 12 minute goal from opening by an EMS operator to arrival on scene, by the total number of Code 3 emergency service dispatches.
Emergency Medical Services	Percent of patients suffering from cardiac arrest who achieve prehospital return of spontaneous circulation (ROSC)	This reflects the success of EMS personnel in saving the lives of patients that have gone into cardiac arrest. This measure is calculated by dividing the number of times EMS is able to revive a patient who has experienced cardiac arrest by the total number of patients who experience cardiac arrest.

Organization	Measure	About This Measure
Emergency Medical Services	Number of individuals trained in cardiopulmonary resuscitation (CPR)	Bystander-administered cardiopulmonary resuscitation (CPR) prior to the arrival of EMS can significantly increase the survival rates of cardiac arrest victims. According to the American Heart Association, bystander-administered CPR can “buy time” by maintaining blood flow to the heart and brain while awaiting the arrival of a defibrillator-equipped EMS crew. This measure is a count of the number of individuals trained by EMS in CPR.
Equipment Maintenance Division	Number of gallons of fuel dispensed	Lower fuel consumption indicates a more efficient fleet, and results in reduced costs to the public. This measure is a count of the number of gallons of fuel dispensed for City vehicles.
Equipment Maintenance Division	Percent of vehicles capable of using alternative fuel	Alternative fuel usage can result in improved fuel efficiency, while reducing costs. The results for this measure are calculated by dividing the number of vehicles in the City's fleet that are capable of running on alternative fuel by the number of vehicles in the City's entire fleet.
Equipment Maintenance Division	Percent of vehicles exceeding replacement criteria	A high percent of vehicles exceeding replacement criteria requires more maintenance resources, though extending the life of vehicles can result in capital expenditure savings. The results for this measure are calculated by dividing the number of vehicles that have exceeded replacement criteria by the total number of vehicles in the City's fleet.
Equipment Maintenance Division	Percent of internal customers satisfied with the overall quality of service received~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Finance	Audit opinion~	An unqualified audit opinion is sought from external auditors to certify that the City's financial statements give a true and fair view of its finances. The result for this measure will be "Unqualified" if the statements are free of material misstatements as established under accounting principles. The result will be "Qualified" if the accuracy of the statements has to be qualified with explanations for information contained or not contained in them.
Finance	Number of Basic Financial Statements findings~	Audit findings indicate areas for improvement in the financial reporting and internal controls of the City. This measure is a count of the number of accounting and reporting findings pertaining to the Department of Finance identified by the City's external auditors each year. The indicator excludes findings unrelated to the Department of Finance. The result is annually reported either in Q2 or Q3.
Finance	Number of Single Audit findings~	A low number of findings indicate that the Department of Finance adheres to grant accounting and reporting regulations. This measure is a count of the number of findings identified by external auditors related to compliance with federal grant expenditure requirements.
Finance	Number of field visits/contacts by Bureau of Revenue field agents	Field visits and contacts encourage businesses to comply with the City's laws and regulations. This measure is a count of the number of times the Bureau of Revenue reaches out to the public in order to check compliance related to occupational licenses and sales tax payments.
Finance	Number of sales tax audits completed	Sales tax audits encourage businesses to file on time and pay the proper amount of sales taxes owed to the City. This measure is a count of the number sales taxes audits for which field work was completed.

Organization	Measure	About This Measure
Finance	Percent of requests for bids or proposals with 3 or more responses	A high percentage of responses indicates greater competition for City contracts, which leads to better pricing alternatives and potential savings. The results for this measure are calculated by dividing the number of requests for bids and proposals for which 3 or more responses were received divided by the total number of requests for bids and proposals during the period.
Finance	Average number of business days to process purchase requisitions	Prompt processing of requisitions helps ensure that City departments have the necessary tools to operate. The results for this measure are calculated by averaging the number of business days that elapsed between receipt of a requisition by the purchasing office and the date the requisition is converted to a purchase order, for all purchase requisitions processed in the reporting period.
Finance	Percent of General Fund payments processed within 7 business days of receipt by Accounts Payable	Timely payment of invoices helps to maintain positive relationships with vendors and sustains their interest in competing for the City's business on future bids. The results for this measure are calculated by dividing the number of General Fund payments processed within 7 business days by the total number of payments processed. In some months, including in 2012, the percentage was calculated based on a random sample of the City's invoices with the 95% percent confidence interval.
Finance	Percent of Capital/Grants Fund payments processed within 7 business days of receipt by Accounts Payable	Timely payment of invoices helps to maintain positive relationships with vendors and sustains their interest in competing for the City's business on future bids. The results for this measure are calculated by dividing the number of Capital/Grants Fund payments processed within 7 business days by the total number of payments processed. In some months, the percentage was calculated based on a random sample of the City's invoices.
Fire	Percent of emergency structure fire call response times under 6 minutes 20 seconds	Speedy response times are critical to containing and extinguishing fires, as well as saving lives and minimizing damage to property. The results for this measure are calculated by dividing the number of emergency structure fire-related response times taking less than 6 minutes and 20 seconds from the time a call is received at the dispatch center until arrival on scene by the total number of fire-related dispatches.
Fire	Percent of all fire call response times under 6 minutes 20 seconds	Speedy response times are critical to containing and extinguishing fires, as well as saving lives and minimizing damage to property. The results for this measure are calculated by dividing the number of fire-related response times taking less than 6 minutes and 20 seconds from the time a call is received at the dispatch center until arrival on scene by the total number of fire-related dispatches. The target is set in compliance with the National Fire Protection Association standard.
Fire	Number of days lost to fire suppression personnel injuries	The number of days lost to injuries is an indicator of the Department's efforts to protect the health and wellbeing of firefighters. This measure is a count of all days lost as a result of injuries from fire suppression work in the reporting period.
Fire	Number of commercial and industrial structures inspected	Conducting inspections allows NOFD to advise owners of actions that can be taken to improve their building's safety and reduce the risk of fire to the whole community. According to the National Fire Protection Association, all commercial and industrial buildings should be inspected annually. This measure is a count of the number of such buildings inspected.
Fire	Percent of fire hydrants inspected twice <sup>^</sup>	Regular inspections ensure that fire hydrants are fully operational, allowing the Department to extinguish a fire once they arrive on site. The results for this measure are calculated by dividing the number of all fire hydrants inspected twice over the year divided by the total number of fire hydrants times two.
Fire	Number of citizens reached through community education activities*	Community outreach activities improve public safety and reduce the risk of loss due to fire through education. This measure is a count of the number of citizens reached through events and activities led by the Department intended to raise awareness of fire prevention and mitigation in the community.

Organization	Measure	About This Measure
Fire	Number of smoke alarm installations	Smoke alarms can reduce the loss of life and property by alerting residents of fire, allowing them to escape and report the fire. This measure is a count of all smoke alarm installations and maintenance by the Department.
Health	Number of unduplicated clients receiving Health Care for the Homeless services	The City's Health Care for the Homeless program provides comprehensive primary care services to homeless persons. This measure is a count of the number of homeless individuals accessing primary care (dental, gynecology, medical) through the program.
Health	Number of patient visits to the Health Care for the Homeless program	The City's Health Care for the Homeless program provides comprehensive primary care services to homeless persons. This measure is a count of the number of visits by homeless individuals to the City's program.
Health	Number of unduplicated clients served through Ryan White Part A HIV/AIDS services*	The Ryan White Program fills gaps in care for those who do not have sufficient health care coverage or financial resources for coping with HIV disease. This measure is a count of the number of unduplicated HIV positive clients who accessed one service in the New Orleans area within the reporting period. The data source is the OHP and AIDS Funding electronic medical record database.
Health	Percent of patients who report satisfaction with HIV/AIDS care~	Patient satisfaction is important for retaining participants in treatment programs, and also serves as an indicator of the quality of such programs. The results for this measure are calculated by dividing the number of participants indicating that a specific service was "good" or "very good" in helping to manage their HIV, by the total number of participants responding. Satisfaction ratings are subjective.
Health	Number of behavioral health trainings convened	Improving access to quality behavioral health services for youth is a community health priority. Behavioral health trainings help to address gaps in behavioral health services for youth. This measure is a count of the number of trainings convened by the Department.
Health	Number of people enrolled in health insurance programs through Greater New Orleans Community Health Connection and Affordable Care Act marketplace	Health insurance covers medical care costs and protects people from high, unexpected expenses. People without health insurance are exposed to these costs, which can sometimes lead to deep debt or even bankruptcy. This measure is a count of Greater New Orleans Community Health Connection enrollment from the most recent monthly report and estimates of Affordable Care Act marketplace enrollment for New Orleans and Metairie. It includes new enrollments and enrollments carried over from prior periods.
Health	Number of Healthy Start Services recipients*	The Healthy Start program focuses on decreasing infant mortality through health and social service activities and the promotion of healthy families. This measure is a count of unique individuals receiving services through the program.
Health	Number of client visits to Women Infant and Children (WIC) clinics	Women, Infants, and Children (WIC) program services help to ensure healthy child development through nutritional support for low-income families. This measure is a count of total clinic visits (not unique clients) served through the program.

Organization	Measure	About This Measure
Health	Percent of WIC mothers who initiate breastfeeding	Breastfeeding is the healthiest form of nutrition an infant can be given and results in multiple health benefits for babies, yet breastfeeding rates are very low among the population served by the Women, Infants, and Children (WIC) clinics. This measure shows whether or not the Health Department's breastfeeding efforts are successful. The results for this measure are calculated by dividing the number of mothers in the WIC program who initiate breastfeeding during an infant's first year of life by the number of postpartum mothers in WIC. The methodology was changed in 2014 to include only postpartum mothers, rather than all mothers. The new methodology is more accurate and in alignment with State calculations.
Health	Number of community organizations or institutions that adopt Fit NOLA standards	Fit NOLA, Mayor Mitch Landrieu's comprehensive plan to achieve healthy weight and fitness in New Orleans, seeks to provide businesses with the tool kit assessment to identify areas of improvement in hopes to lower employer expenses and improve employee health. This measure is a count of community organizations that adopt Fit NOLA standards.
Health	Percent of women screened for domestic violence at Central City WIC clinic	The City is committed to improving community safety and well-being through identifying and preventing family violence by supporting many initiatives to improve response and prevent future violence, including an enhanced service of the Women, Infants, and Children (WIC) program to offer assistance to women who may be experiencing domestic violence. If a woman indicates as part of the screening process that she has experienced domestic violence, she is offered a referral. The results for this measure are calculated by dividing the number of women screened by the total WIC women seen at the Central City Clinic who are eligible for screening. In 2014, the methodology was changed to include only certification visits, rather than all visits, since women are only eligible for screening at certification visits.
Health	Number of unique visits to the Real Time Resources mobile website	The goal of the Real Time Resources mobile website is to coordinate social services and enhance access to essential services for the NOLA FOR LIFE target population by creating and maintaining a resource with up-to-date, detailed listings of all social and community-based services available to residents of New Orleans. NOLA FOR LIFE is Mayor Mitch Landrieu's comprehensive murder reduction strategy. This measure is a count of unique visits to the website.
Health	Number of individuals with medical needs registered for sheltering and evacuation^	The Special Needs Registry is a list of people who need extra help during emergencies like hurricanes, evacuations, sheltering-in-place, and chemical spills. Signing up in the Registry does not guarantee help from the City of New Orleans, but it does let first responders know who needs help. This measure is a count of registered individuals carried over from previous reporting periods and new registrations in the period.
Health	Number of City government entities implementing new or revised policies that address public health in partnership or consultation with the Health Department	Policy development and advocacy for conditions that foster and enable health are key public health functions. Improved health policy and health considerations for all policies will improve the health related quality of life for New Orleanians. This measure is a count of City government entities (departments, boards, commissions, coalitions, the Council and other bodies) that have implemented new or revised policies that address public health in consultation with the Health Department.
Historic District Landmarks Commission	Average number of days to review staff approvable applications	As the first step in the permitting process, delays in the review of applications negatively affect economic development. The results for this measure are calculated by averaging the number of days from the receipt of a staff approvable application to the date the permit was issued, for those permits issued within the reporting period.



Organization	Measure	About This Measure
Historic District Landmarks Commission	Percent of closed enforcement cases closed due to voluntary compliance	Work that does not meet the Historic District Landmarks Commission guidelines negatively affects the historic character of the district, which in turn can affect the property values of nearby buildings. Voluntary compliance is preferable to forced compliance. The results for this measure are calculated by dividing the number of enforcement cases closed without going to adjudication (because the property was voluntarily brought into compliance after receipt of a warning letter) by the total number of enforcement cases closed.
Homeland Security and Emergency Preparedness	Number of citizens trained to assist in the City Assisted Evacuation Plan*	Volunteers play a key role is assisting other citizens with evacuation in the event of a major emergency (e.g. a hurricane). This measure is a count of citizens trained to assist in the City Assisted Evacuation Plan (CAEP) before the start of hurricane season.
Homeland Security and Emergency Preparedness	Number of community outreach events attended by NOHSEP staff	Attendance at community outreach events spreads awareness of public safety and emergency preparedness issues. This measure is a count of the outreach opportunities attended by Office staff.
Homeland Security and Emergency Preparedness	Percent of plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant	Compliant plans are important to area-wide coordination and high quality incident management. The results for this measure are calculated by dividing the number of emergency preparedness plans overseen by the Deputy Mayor of Public Safety that are compliant with National Incident Management System (NIMS) and Incident Command System (ICS) standards by the total number of emergency preparedness plans.
Human Resources	Percent of internal customers satisfied with the overall quality of service received~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Information Technology and Innovation	Percent of critical ITI projects delivered on schedule	The delivery of projects on schedule is important to meeting the expectations of customers of the projects. This measure is calculated by dividing the total number of critical Information Technology and Innovation projects scheduled for delivery and delivered in the reporting period by the total number of projects that were scheduled for delivery in the reporting period.
Information Technology and Innovation	Percent of internal customers satisfied with the overall quality of services received~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Information Technology and Innovation	Percent of Service Level Agreements (SLAs) met by the Service Desk	Prompt response to computer system or equipment problems experienced by City employees is important to facilitate City government operations. A Service Level Agreement (SLA) defines responsibilities, metrics, and expectations for customer service provided by the City's Service Desk, or help desk. The results for this measure are calculated by dividing the total number of SLAs met by the Service Desk by the total number of SLAs established.
Information Technology and Innovation	Rate of Service Desk call abandonment	High abandonment rates are an indicator of poor customer service and may reflect understaffing. The results for this measure are calculated by dividing the number of Service Desk, or help desk, calls where the caller hangs up before the call is answered by the total number of Service Desk calls during the period.

Organization	Measure	About This Measure
Information Technology and Innovation	Rate of Service Desk customer satisfaction	Service Desk, or help desk, customer satisfaction ratings are used to assess the quality of services to City employees. Results for this measure are from a survey that Information Technology and Innovation randomly sends to individuals who have contacted the Service Desk for support. Satisfaction ratings are subjective.
Information Technology and Innovation	Telephone and e-mail service availability	This is an indicator of the reliability of City government's telephone and e-mail services, which are essential for inter-departmental and public communications. The results for this measure are calculated by dividing the times that the services are up by total hours in the reporting period.
Information Technology and Innovation	Rate of 311 call abandonment	High abandonment rates are an indicator of poor customer service and may reflect understaffing. The results for this measure are calculated by dividing the number of 311 calls where the caller hangs up before the call is answered by the total number of 311 calls during the period.
Information Technology and Innovation	Rate of 311 customer satisfaction	311 customer satisfaction ratings are used to assess the quality of services to citizens. Results for this measure are from random follow-up calls that Information Technology and Innovation makes to citizens who called 311. Satisfaction ratings are subjective.
Information Technology and Innovation	Rate of 311 first call resolution	A high first call resolution rate indicates that customer service representatives are appropriately handling questions asked, demonstrating quality customer service. The results for this measure are calculated by dividing the number of 311 calls that are resolved on the first call directly by the 311 call center by the total number of calls received. Disconnected, wrong number, and dead air calls are not included.
Juvenile Court	Average number of minutes per proceeding	This is an indicator of the timeliness of proceedings. This measure is calculated by averaging the number of minutes for each individual court proceeding that is completed during the reporting period.
Juvenile Court	Average number of court proceedings per case	This is closely associated with the timeliness of case dispositions. The results for this measure are calculated by dividing the number of court proceedings that occurred during the period by the number of cases disposed during the period.
Juvenile Court	Continuance rate	This is closely associated with the timeliness of case dispositions. The results for this measure are calculated by dividing the number of continuances by the total number of cases disposed.
Juvenile Court	Average number of days from petition to answer in delinquency cases - detained	This is an indicator of the timeliness of delinquency case answers. In delinquency cases, the main function of the court is to decide, based on the evidence presented, whether or not a juvenile accused of a crime has broken the law. The results for this measure are calculated by averaging the number of days from petition to answer for delinquency cases in which a juvenile was detained, for all such cases with answer dates in the reporting period.
Juvenile Court	Average number of days from adjudication to disposition for delinquency cases	This is an indicator of the timeliness of delinquency case dispositions. In delinquency cases, the main function of the court is to decide, based on the evidence presented, whether or not a juvenile accused of a crime has broken the law. The results for this measure are calculated by averaging the number of days from adjudication to disposition for delinquency cases, for all delinquency cases disposed in the reporting period.



Organization	Measure	About This Measure
Juvenile Court	Average number of days from petition to answer in delinquency cases - not detained	This is an indicator of the timeliness of delinquency case answers. In delinquency cases, the main function of the court is to decide, based on the evidence presented, whether or not a juvenile accused of a crime has broken the law. The results for this measure are calculated by averaging the number of days from petition to answer for delinquency cases in which a juvenile was not detained, for all such cases with answer dates during the reporting period.
Juvenile Court	Average number of days from adjudication to disposition for dependency cases	This is an indicator of the timeliness of dependency case dispositions. The results for this measure are calculated by averaging the number of days from adjudication to disposition for all dependency cases disposed during the period. The law allows for 30 days.
Juvenile Court	Percent of adoptions granted within statutory time limits (30-60 days)	This is an indicator of the timeliness of the adoption process. The results for this measure are calculated by dividing the number of adoptions granted within statutory time limits (30-60 days) by the total number of adoptions granted in the reporting period.
Juvenile Court	Percent of terminations of parental rights decided within statutory time limits (60 days)	This is an indicator of the timeliness of the parental right termination process. The results for this measure are calculated by dividing the number of terminations of parental rights decided within the statutory time limit (60 days) by the total number of cases decided in the reporting period.
Juvenile Court	Percent of Family in Need of Services answer hearings held within 45 days	This is an indicator of the timeliness of Family in Need of Services answer hearings. The results for this measure are calculated by dividing the number of hearings held within 45 days by the total number of hearings held in the reporting period.
Juvenile Court	Average number of days from answer to adjudication in delinquency cases - not detained	This is an indicator of the timeliness of delinquency case adjudication. In delinquency cases, the main function of the court is to decide, based on the evidence presented, whether or not a juvenile accused of a crime has broken the law. This measure is calculated by averaging the number of days from answer to adjudication for non-detention delinquency cases adjudicated during the period.
Juvenile Court	Average number of days from petition to answer in dependency cases	This is an indicator of the timeliness of dependency case answers. The results for this measure are calculated by averaging the number of days from petition to answer for all dependency cases with answer dates during the reporting period. The law allows for 15 days.
Juvenile Court	Ratio of traffic charges disposed to traffic charges filed	This is an indicator of whether or not the court is able to keep up with the volume of traffic cases assigned to the court. The results for this measure are calculated by dividing the number of traffic cases disposed in the reporting period by the total number of traffic charges filed in the reporting period.
Juvenile Court	Number of Title IV-E foster care eligibility assessments	The Federal Foster Care Program helps to provide safe and stable out-of-home care for children until the children are safely returned home, placed permanently with adoptive families or placed in other planned arrangements for permanency. The program is authorized by title IV-E of the Social Security Act, as amended. This measure is a count of the total number of Title IV-E foster care eligibility assessments conducted by the court.
Law	Amount of funds generated through tax litigation	This is an indicator of the City's ability to recover tax revenue that it is owed. The measure is a count of the settlement/judgment dollar amounts rendered in tax cases.
Law	Amount of savings achieved by legal team in civil/police litigation	This is an indicator of the Law Department's success in representing the City in civil/police litigation. The results for this measure are calculated by subtracting the actual value of the settlement/judgment rendered in each case to the potential risk exposure of each case

Organization	Measure	About This Measure
Law	Amount of revenue from Municipal and Traffic Court claims, settlements, and judgments	This is an indicator of the Law Department's success in prosecuting violations of the City Code. This measure is a count of the dollar amounts paid to the City in new claims, settlements and judgments through successful prosecution of violations in Traffic and Municipal Courts.
Law	Average number of Municipal and Traffic Court cases per attorney per month	This is an indicator of the workloads of attorneys in Traffic and Municipal Court. The results for this measure are calculated by dividing the number of cases filed in the reporting period by the number of months and by the total number of budgeted Traffic and Municipal Court attorneys. An assistant City attorney assigned to handle traffic camera tickets and the Chief Deputy assigned to the team are excluded from the calculation.
Law	Number of public records requests completed	Public records requests require City employees inside and outside of the Law Department to assemble information and prepare it for public dissemination. This measure is a count of the number of public records requests submitted to the Law Department that were completed.
Law	Number of tax and public nuisance cases filed before the ABO Board	Compliance with Alcoholic Beverage Outlet (ABO) regulations is important to citizens' quality of life. This measure is a count of the number of prosecutions of tax delinquent and public nuisance ABOs in the reporting period.
Law	Percent of ABO tax cases resolved within 60 days	The prompt resolution of Alcoholic Beverage Outlet (ABO) tax cases is important to citizens' quality of life. The results for this measure are calculated by dividing the number of ABO tax cases resolved within 60 days of referral to the Law Department by the total number of tax cases closed during the period.
Law	Percent of contracts drafted, reviewed, and signed within 30 days	Prompt review and approval of contracts helps ensure that City departments have the necessary tools to operate. The results for this measure are calculated by dividing the number of contracts reviewed within 30 days by the total number of contracts that were reviewed by the Law Department during the period.
Law	Percent of internal customers satisfied with the overall quality of services received~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Library	Number of items circulated (checked out)*	This is an indicator of the adequacy of the Library's collection as judged by residents. This measure is a count of the records circulated in the Library's system-wide database. Items include books, audio/visual items, and digital materials, which includes e-books, music, and movies. The methodology was revised in 2013 to include digital materials.
Library	Number of visits to library facilities	This is an indicator of the Library's effectiveness in reaching the population. This measure is an estimated count of all visits to libraries during the reporting period.
Library	Percent of population who are active library cardholders	This is an indicator of the Library's effectiveness in reaching the population. The results for this measure are calculated by dividing the number of users who have used their library cards within the prior 6 months, as of the end of the reporting period, by the total population.
Library	Number of children completing the Summer Reading Program	Successful Summer Reading Programs allow children to continue or further their literacy learning during the summer break. This measure is a count of all participants under the age of 13 in the Summer Reading Program who complete the program.

Organization	Measure	About This Measure
Library	Number of teenagers completing Teen Summer Reading Program	Successful Summer Reading Programs allow teens to continue or further their literacy learning during the summer break. This measure is a count of all teen participants in the Summer Reading Program who complete the program.
Library	Number of volunteer hours	A high number of hours worked by volunteers indicates that the library is leveraging its resources by engaging the community. This measure is a count of all hours worked by volunteers in the reporting period.
Mayor's Office	Number of community and public meetings addressing citizen priorities	Public meetings are a key point of input for citizens to guide the City's priorities or for representatives of the City to share information that will assist citizens. This measure is a count of the total number of public meetings focused on addressing or gathering information on citizen concerns or sharing information on resources available to citizens.
Mayor's Office	Number of state legislative priorities accomplished during legislative session~	The accomplishment of legislative priorities demonstrates the City's success in representing the interests of its citizens at the state level. This measure is a count of successfully passed pieces of state legislation that the City has prioritized because they advance the City's interests.
Mayor's Office	Number of visits by foreign dignitaries*	This is an indicator of the level of interest in New Orleans at the international level and the City's opportunities for collaboration with foreign countries. This measure is a count of the number of visits to the city by foreign dignitaries.
Mosquito, Termite, and Rodent Control Board	Average number of business days to respond to rodent service requests	Shorter response times reduce and ultimately eliminate the risk rodents pose to residents. The results for this measure are calculated by averaging the number of business days to complete rodent service requests in the reporting period.
Mosquito, Termite, and Rodent Control Board	Number of rodent bites or disease transmission	Rodents present a danger to the public, as they are capable of transmitting numerous diseases and food borne illnesses. This measure is a count of the number of bites or disease transmission as reported by physicians to the LA Department of Health and Hospitals.
Mosquito, Termite, and Rodent Control Board	Average number of business days to respond to mosquito service requests	Shorter response times reduce the chance that changes in weather could affect the mosquito population, and also reduce and ultimately eliminate the risk mosquitoes pose to residents. This measure is calculated by averaging the number of business days to complete mosquito service requests in the reporting period.
Mosquito, Termite, and Rodent Control Board	Number of cases of human West Nile Virus and other arbovirus illness	Mosquito districts implement control strategies to prevent human cases of West Nile Virus (WNV) and other arboviral diseases. When human cases are reported, aggressive control measures must be taken to prevent additional cases. WNV can range from asymptomatic to causing paralysis or even death. This measure is a count of verified cases of WNV and other arbovirus illnesses (febril, neuroinvasive, or death) as reported by physicians to the LA Department of Health and Hospitals.

Organization	Measure	About This Measure
Municipal Court	Number of City misdemeanor cases filed	This is a workload indicator. This measure is a count of the number of City misdemeanor filings in the reporting period.
Municipal Court	Number of State misdemeanor cases filed	This is a workload indicator. This measure is a count of State misdemeanor filings in the reporting period.
Municipal Court	Ratio of new City misdemeanor cases disposed to cases filed	This is an indicator of the extent to which the Municipal Court is able to efficiently manage its caseload. The results for this measure are calculated by dividing the number of City misdemeanor cases disposed in the reporting period by the number of misdemeanors filed in the period.
Municipal Court	Ratio of new State misdemeanor cases disposed to cases filed	This is an indicator of the extent to which the Municipal Court is able to efficiently manage its caseload. The results for this measure are calculated by dividing the number of State misdemeanor cases disposed in the reporting period by the number of misdemeanors filed in the period.
Municipal Court	Average number of days from filing date to first trial setting	This is an indicator of the effectiveness of the court system in moving cases for which no warrants are issued through the justice system in a timely manner. The results for this measure are calculated by averaging the number of days from case filing to first trial setting for all cases set for trial in the reporting period. Results exclude attachment, capias, and diversion cases.
Municipal Court	Average number of days to disposition in all cases	This is an indicator of the effectiveness of the court system in moving cases through the justice system in a timely manner. The results for this measure are calculated by averaging the number of days from case filing to disposition for all cases disposed in the period. Results for this measure include attachment, capias, and diversion cases.
Municipal Court	Average number of days to disposition in cases for which no warrants are issued	This is an indicator of the effectiveness of the court system in moving cases for which no warrants are issued through the justice system in a timely manner. The results for this measure are calculated by averaging the number of days from case filing to disposition, in cases for which no warrants are issued and which were disposed in the period. Results for this measure exclude attachment, capias, and diversion cases.
Municipal Court	Average number of days to disposition in City misdemeanor cases	This is an indicator of the timeliness with which the court processes its cases. The results for this measure are calculated by averaging the number of days from filing to disposition for City misdemeanor cases.
Municipal Court	Average number of days to disposition in State misdemeanor cases	This is an indicator of the timeliness with which the court processes its cases. The results for this measure are calculated by averaging the total number of days from filing to disposition for State misdemeanor cases.
Municipal Court	Percent of sentences issued with community service	Sentences with community service are an alternative to jail time or fines, and provide a service to the community. The results for this measure are calculated by dividing the number of sentences issued with community service by the total number of sentences issued in the reporting period.
New Orleans Museum of Art	General attendance*	General attendance is an indicator of management's ability to program and exhibit shows that appeal to the public. This measure is a count of all visits to the New Orleans Museum of Art in the reporting period.

Organization	Measure	About This Measure
New Orleans Museum of Art	School children attendance*	High student attendance indicates that the New Orleans Museum of Art (NOMA) is building a strong art knowledge base among children. This measure is a count of all visits to NOMA in the reporting period by school children.
New Orleans Museum of Art	Number of traveling exhibitions	Traveling exhibitions help raise the museum's profile and increase attendance. This measure is a count of all traveling exhibitions that came to the New Orleans Museum of Art in the reporting period.
New Orleans Museum of Art	Number of out-of-state institutions viewing NOMA exhibitions	NOMA partners with out-of-state institutions to promote New Orleans as a cultural attraction. This measure is a count of all out-of-state institutions that show New Orleans Museum of Art exhibitions in the reporting period.
New Orleans Museum of Art	Number of in-state institutions viewing NOMA exhibitions	NOMA partners with in-state institutions to promote New Orleans as a cultural attraction. This measure is a count of all in-state institutions that show New Orleans Museum of Art exhibitions in the reporting period from within Louisiana.
New Orleans Recreation Development Commission	Percent of recreation center operating hours that include programming	This is an indicator of NORDC's success in creating a balance of structured and unstructured play and programming, including summer camps. The results for this measure are calculated by dividing the number of programming hours for each facility by the total number of operational hours.
New Orleans Recreation Development Commission	Number of recreation center program participants*	This is an indicator of NORDC's success in attracting participants with its recreation center programming. This measure is a count of the total number of participants in structured programming conducted by NORDC.
New Orleans Recreation Development Commission	Number of active teen program participants	This is a measure of NORDC's success in attracting teens with its mentoring programs. Teen programming is currently comprised of the Teen Council, which aims to empower young people, ages 12-17, by developing a social growth environment through structured programs. This measure is a count of unique accepted applicants who participate in at least one teen programmatic activity.
New Orleans Recreation Development Commission	Average daily number of teen camp participants*	This is an indicator of NORDC's success in attracting teens to its camps to engage in positive, structured athletic and educational opportunities. The results for this measure are calculated by averaging the daily number of participants in NORDC teen camps.
New Orleans Recreation Development Commission	Average daily number of youth camp participants*	This is an indicator of NORDC's success in attracting youths to its camps to engage in positive, structured athletic and educational opportunities. The results for this measure are calculated by averaging the daily number of participants in NORDC teen camps.
New Orleans Recreation Development Commission	Number of youth athletic program registrants	This is an indicator of NORDC's success in attracting youths with its measure shows the number of youths with its structured athletic and team-oriented activities. This measure is a count of the total number of unique registrants in separate youth athletic programs run by NORDC.

Organization	Measure	About This Measure
New Orleans Recreation Development Commission	Average number of pool users per hour*	This is an indicator of NORDC's success in attracting community members to pools to engage in healthy activity and build camaraderie. The results for this measure are calculated by averaging the number of users, including aquatics program participants, at NORDC pools per hour of operation.
New Orleans Recreation Development Commission	Number of structured aquatics program participants*	This is an indicator of NORDC's success in attracting participants with its structured aquatics programs. This measure is a count of the total number of structured aquatics program participants at NORDC pools in the reporting period.
New Orleans Recreation Development Commission	Number of cultural events offered*	This is an indicator of the extent of cultural offerings the City provides for community members of all ages to gather and build camaraderie. This measure is a count of the number of cultural events, such as Movies in the Park and music recitals, during the reporting period.
New Orleans Recreation Development Commission	Number of cultural program participants	This is an indicator of NORDC's success in attracting participants with its cultural programming. This measure is a count of the number of participants at cultural events, such as Movies in the Park and music recitals, during the reporting period.
New Orleans Redevelopment Authority	Number of properties returned to commerce through disposition programs	Returning properties to commerce reduces blight, improves quality of life, and augments the tax base. This measure is a count of all properties that NORA returned to commerce during the reporting period.
New Orleans Redevelopment Authority	Percent of sales where agreements were successfully completed by the end user	This is an indicator of the City's success in ensuring that properties disposed are brought into compliance by purchasers, reducing blight. The results for this measure are calculated by dividing the number of properties with completed sales agreements by the number of properties whose sales agreements have expired as of the end of the reporting period.
New Orleans Redevelopment Authority	Percent of total development costs that is leveraged investment	Leveraged investment, much of which comes from the private sector, contributes to the stabilization of targeted neighborhoods throughout New Orleans and increased affordable housing opportunities. The results for this measure are calculated by dividing the total dollars invested by NORA in real estate development leveraged from other sources by the total development costs. Results for this measure include both hard and soft costs.
New Orleans Redevelopment Authority	Amount of NORA direct investment in real estate projects	NORA's direct financial contributions to real estate projects contribute to the stabilization of targeted neighborhoods throughout New Orleans and increased affordable housing opportunities. The results for this measure are calculated by summing the total dollar value of NORA expenditures in real estate development in the reporting period.
New Orleans Redevelopment Authority	Amount of leveraged investment committed to real estate projects	Matching investment contributes to the stabilization of targeted neighborhoods throughout New Orleans and increased affordable housing opportunities. The results for this measure are calculated by summing the total dollar value of investment through NORA's development partners that has been leveraged by NORA investment within the reporting period.
Parks and Parkways	Number of acres mowed*	Frequent mowing results in attractive green spaces. This measure is a count of the number of park, playground, and neutral ground acres mowed each time they are mowed. Results for this measure include mowing funded by the New Orleans Recreation Development Commission.

Organization	Measure	About This Measure
Parks and Parkways	Percent of major corridor acres mowed on a 1-3 week cycle during peak growing season*	Frequent mowing results in attractive green spaces. The results for this measure are calculated by dividing the number of acres along major corridors mowed during a 1-3 week cycle during peak growing season (April-September) by the total number of major corridor acres.
Parks and Parkways	Number of emergency tree service requests completed	Tree trimming and removal prevents damage to public and private property. The number of emergency tree service requests completed affects the time to complete non-emergency tree service requests. This measure is a count of the number of emergency tree issues resolved. Emergency tree service requests are completed in 7 days or less.
Parks and Parkways	Percent of non-emergency tree service requests completed within 260 days	Prompt tree trimming and removal prevents damage to public and private property. The results for this measure are calculated by dividing the number of non-emergency tree service requests that were completed within 260 days by the total number of non-emergency tree service requests completed during the reporting period.
Parks and Parkways	Number of 18-hole rounds of golf played*	This is an indicator of the level of utilization of the City's Joseph M. Bartholomew Municipal Golf Course in Pontchartrain Park. This measure is a count of the number of rounds played at the golf course.
Parks and Parkways	Amount of revenue earned through golf courses*	Revenues generated by golf course greens fees help to offset the budgeted funds the Joseph M. Bartholomew Municipal Golf Course in Pontchartrain Park requires to operate. The results for this measure are calculated by summing the dollar value of golf revenue earned at the course..
Performance and Accountability	Percent of internal customers surveyed who agreed that benefits of performance management outweighed the costs~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Performance and Accountability	Quality of performance management program as assessed by the International City/County Management Association~	This is an indicator of the quality of the City's performance management program based on criteria related to data collection, verification, coordination, training/support, public reporting, accountability/process improvement, discussion/feedback, networking, planning, leadership, and surveying. Results for this measure are determined by the International City/County Management Association Center for Performance Analytics. The levels of recognition, from lowest to highest, are achievement, distinction, and excellence.
Performance and Accountability	Average number of days to release ResultsNOLA reports	Government organizations should report performance information on a timely basis so users can use such information as a key part of the decision-making and accountability processes. The results from this measure are calculated by averaging the number of days from the end of the reporting periods to the issuance of the ResultsNOLA reports. Reporting periods are January-June and July-December.
Police	Average monthly number of crimes against persons	This is an indicator of public safety. Crime rates are partially indicative of police performance, but also are influenced by a host of community factors, including demographic characteristics, economic factors, population, urban status, and the region in which the city is located. The results for this measure are calculated by dividing the number of reported crimes against persons (murder, rape, assault, armed robbery, and simple robbery) each quarter by 3 months. Rape statistics do not include male victim or oral sexual battery cases. Victimization studies indicate that many crimes go unreported and, therefore, are excluded.



Organization	Measure	About This Measure
Police	Average monthly number of crimes against property	This is an indicator of the safeguarding of individuals' property. Crime rates are partially indicative of police performance, but also are influenced by a host of community factors, including demographic characteristics, economic factors, population, urban status, and the region in which the city is located. The results for this measure are calculated by dividing the number of reported victims of crimes against property (burglary, theft, and auto theft) each quarter by 3 months. Victimization studies indicate that many crimes go unreported and, therefore, are excluded.
Police	Clearance rate for crimes against persons	This is an indicator of the effectiveness of police work. Cases are considered "cleared" when primary suspects have been arrested and turned over to the court, or when the victim refuses to cooperate, extradition is denied, the offender is deceased, or other extraordinary circumstances preclude the placing of charges. The results for this measure are calculated by dividing the number of closed persons crime cases by the total number of persons crimes.
Police	Clearance rate for crimes against property	Cases are considered "cleared" when primary suspects have been arrested and turned over to the court, or when the victim refuses to cooperate, extradition is denied, the offender is deceased, or other extraordinary circumstances preclude the placing of charges. The results for this measure are calculated by dividing the number of closed property crime cases by the total number of property crimes.
Police	Number of Driving While Intoxicated (DWI) arrests	This is an indicator of the NOPD's success in enforcing Driving While Intoxicated (DWI) laws to prevent collisions, injuries, and fatalities. This measure is a count of the number of arrests for DWI.
Police	Number of complaints about officers made to the NOPD Public Integrity Bureau that were sustained	This is an indicator of the integrity and conduct of officers. This measure is a count of sustained complaints made against NOPD officers.
Police	Number of integrity checks	Integrity checks, similar to secret shopping in the private sector, are intended to determine whether police follow protocol in different situations. This reflects actions being taken to monitor and improve the integrity and conduct of officers. This measure is a count of checks led by the NNOPD to determine the appropriateness of officers' behavior.
Police	Percent of police reports reviewed	Police report reviews help ensure that officers are submitting high quality police reports. The results for this measure are calculated by dividing the number of police reports that were reviewed by the total number of police reports written by officers during the reporting period.
Police	Number of Neighborhood Watch (Community Coordinating) meetings	This is an indicator of citizen engagement. Engaging citizens and neighborhood groups with police efforts to solve problems opens important channels of communication and keeps the police in touch with community issues. This measure is a count of the number of neighborhood watch group meetings attended by the NOPD in the period.
Police	Percent of officers completing 40 hours of in-service training	This is an indicator of the NOPD's success in improving its capacity to serve the public. The results for this measure are calculated by dividing the number of police officers who have completed 40 hours of in-service training during the period by the total number of working police officers, police sergeants, and police lieutenants. Officers who could not attend training due to illness or injury, or those who left the Department during the year are not included in the calculation.
Police	Number of recruit classes	This is an indicator of the success of the City's police recruiting efforts. This measure is a count of the number of police recruit classes in which aspiring officers are trained in the police academy.



Organization	Measure	About This Measure
Police	Percent of grants, initiatives, and programs in compliance with associated conditions	Criminal justice resources are limited, and it is vital that all organizations receiving funding are compliant with associated conditions. This measure is calculated by dividing the number of grants, initiatives, and programs that are compliant with the conditions and standards set by the organization regulating the particular funds, by the total number of grants, initiatives, and programs.
Police Secondary Employment	Number of secondary employment hours worked by police officers	This is an indicator of the amount of secondary employment work available to officers. This measure is a count of all secondary employment hours worked by police officers during the reporting period.
Police Secondary Employment	Net Promoter Score	The Net Promoter Score is a customer service indicator that shows how customers perceive the service received. Customers respond to one question – How likely is it that you would recommend the service to a friend or colleague – on a 0-10 point rating scale and are categorized as promoters (score 9-10), passives (score 7-8), and detractors (score 0-6). The score is calculated by taking the percentage of customers are promoters and subtracting the percentage who are detractors. The Office of Police Secondary Employment surveys all customers.
Property Management	Amount of revenue collected from the rent of City owned properties	High revenue from rent indicates that the City is effectively managing the rental properties it owns. This measure is a count of the dollar value of rent collected from tenants of City-owned buildings.
Property Management	Percent of internal customers satisfied with the overall quality of service received~	Internal customers, or other City employees, are an important source of information about service quality. Results for this measure are from an Internet customer satisfaction survey administered by the Office of Performance and Accountability (OPA). OPA sought the opinions of all City employees via e-mail. Satisfaction ratings are subjective.
Property Management	Number of work orders completed	This is an indicator of volume of work completed by Property Management. . This measure is a count of the number of work orders completed in order to maintain City facilities. The methodology was changed in 2014 to include over-the-counter requests and cemetery work orders.
Property Management	Percent of work orders/service requests completed within 30 days	The timely completion of work orders is important to facilitating the work of City employees. The results for this measure are calculated by dividing the number of requests for services completed within 30 days by the total number of requests completed in each period. The methodology was changed in 2014 to include over-the-counter requests and cemetery work orders.
Property Management	Percent of work orders completed using in-house staff	Completing work orders using in-house staff results in savings to the City, though some jobs are beyond in-house capabilities and require the use of Job Order Contracting. The results for this measure are calculated by dividing the percent of work orders completed using in-house staff rather than contractors by the total number of work orders completed. The methodology was changed in 2014 to include over-the-counter requests and cemetery work orders.
Public Defender	Number of new cases	This is a workload indicator that allows for better management of case assignment and staffing. This measure is a count of the number of new cases received in the reporting period. Juvenile cases are excluded.
Public Defender	Cumulative case workload	This is a workload indicator that allows for better management of case assignment and staffing. The Q1 workload is calculated by adding the number of cases open at the end of the prior reporting period to the number of new cases received during the reporting period. The YTD or annual workload is calculated by adding the Q1 workload to the new cases in subsequent quarters.

Organization	Measure	About This Measure
Public Defender	Cumulative misdemeanor case workload per staff attorney	This is a workload indicator that allows for better management of case assignment and staffing. The Q1 workload is calculated by adding the number of cases open at the end of the prior reporting period to the number of new cases received during the reporting period. The YTD or annual workload is calculated by adding the Q1 workload to the new cases in subsequent quarters. The workload per staff attorney is calculated by dividing the workload by the number of full-time OPD staff attorneys at the end of the reporting period who are competent to handle misdemeanor cases. The calculations do not include the OPD leadership. Includes Traffic, Parish/Municipal Ordinances, Extradition, and Unclassified Cases. The State annual case workload standard is 400-450.
Public Defender	Cumulative felony case workload per staff attorney	This is a workload indicator that allows for better management of case assignment and staffing. The Q1 workload is calculated by adding the number of cases open at the end of the prior reporting period to the number of new cases received during the reporting period. The YTD or annual workload is calculated by adding the Q1 workload to the new cases in subsequent quarters. The workload per staff attorney is calculated by dividing the workload by the number of full-time OPD staff attorneys at the end of the reporting period who are competent to handle felony cases. The calculations do not include the OPD leadership. The State annual case workload standard is 150-200.
Public Defender	Cumulative capital case workload per staff attorney	This is a workload indicator that allows for better management of case assignment and staffing. The Q1 workload is calculated by adding the number of cases open at the end of the prior reporting period to the number of new cases received during the reporting period. The YTD or annual workload is calculated by adding the Q1 workload to the new cases in subsequent quarters. The workload per staff attorney is calculated by dividing the workload by the number of full-time OPD staff attorneys at the end of the reporting period who are competent to handle capital cases. The calculations do not include the OPD leadership. Capital cases may include cases initially opened by the district office and transferred to a program office at some later stage in the proceedings. The State annual case workload standard is 3-5.
Public Defender	Number of clients served through the OPD Client Services Division	This is a workload indicator that allows for better management of case assignment, staffing, and client services. It is used to help identify service gaps. This measure is a count of all clients (new and existing) for whom the Client Services Division provided advocacy and service referral. Because some clients return, the number includes some duplicates.
Public Defender	Number of clients served before being indicted through the Group Violence Reduction Strategy	This is an indicator of OPD's workload related to the Group Violence Reduction Strategy, an approach that applies concentrated enforcement within areas of high crime on the groups of individuals that commit violent acts. It is one of the initiatives in the City's comprehensive NOLA FOR LIFE murder reduction strategy. This measure is a count of clients served by OPD who were indicted through the Group Violence Reduction Strategy.
Public Works	Percent of streetlights functioning	Street lighting affects accidents and crime, the likelihood that offenders will be apprehended, and the sense of security among residents. The results for this measure are calculated by dividing the number of streetlights that were functioning at the end of the period by the total number of streetlights in the city.
Public Works	Number of streetlight outages restored	Street lighting affects accidents and crime, the likelihood that offenders will be apprehended, and the sense of security among residents. This measure is a count of routine and major streetlight repairs completed.
Public Works	Percent of 311 streetlight service requests completed within 90 days	The timely restoration of streetlight outages affects accidents and crime, the likelihood that offenders will be apprehended, and the sense of security among residents. The results for this measure are calculated by dividing the number of 311 streetlight service requests closed within 90 days by the total number of streetlight requests closed in the reporting period.

Organization	Measure	About This Measure
Public Works	Number of potholes repairs completed	Potholes affect driver safety, as well as wear-and-tear on vehicles. This measure is a count of the number of potholes filled using pothole killers and patch crews.
Public Works	Number of catch basins cleaned	Clear catch basins allow for better drainage, and help to mitigate the risk of property damage due to flooding. This measure is a count of the number of catch basins cleaned.
Public Works	Percent of 311 abandoned vehicle service requests completed within 30 days	The presence of abandoned vehicles leads to the perception of neglect, which can signal opportunities for illegal dumping or other crimes. Abandoned vehicles also interrupt parking circulation and can become harborages for rats and mosquitos. The results for this measure are calculated by dividing the number of 311 abandoned vehicle service requests closed in 30 days by the total number of abandoned vehicle requests closed in the reporting period.
Public Works	Number of parking citations issued	DPW issues citations in response to parking violations, which prevent proper parking circulation and can block sidewalks, driveways, and intersections. This measure is a count of the number of parking citations issued.
Public Works	Number of vehicles booted	DPW boots vehicles in response to parking violations, which prevent proper parking circulation and can block sidewalks, driveways, and intersections. This measure is a count of the number of confirmed boots.
Public Works	Number of vehicles towed	DPW tows vehicles in response to parking violations, which prevent proper parking circulation and can block sidewalks, driveways, and intersections. This measure is a count of the number of confirmed tows.
Public Works	Number of permanent traffic signs installed	Traffic signs are used to regulate the operation of motor vehicles on the City's streets, preventing accidents that can result in injuries and fatalities. This measure is a count of the number of permanent traffic signs installed by DPW sign shop crews.
Public Works	Number of permanent street name signs installed	Street name signs aid in navigation, while promoting quality of life. This measure is a count of the total number of permanent street name signs installed by DPW sign shop crews.
Public Works	Percent of DPW construction projects delivered on or ahead of schedule	This is a measure of the effective supervision of construction projects, minimizing the impact of construction on residents and businesses in the area of construction. The results for this measure are calculated by dividing the actual number of projects that began construction in the period by the total number of projects scheduled to begin construction, according to the baseline schedule.
Public Works	Percent of DPW construction project contract value awarded to Disadvantaged Business Enterprises	Awarding contracts to DBE firms ensures an environment of equal opportunity for a diverse supplier pool. The results for this measure are calculated by dividing the dollar value of DPW contracts awarded to DBE firms by the total contract value of all DPW contracts that underwent formal competition.
Registrar of Voters	Percent of city population 18 or older who are registered to vote	This is an indicator of the level of civic engagement. The results for this measure are calculated by dividing the number of citizens who are registered to vote as of the end of the reporting period by the total population 18 or older, as reported by the US Census Bureau in its American Community Survey 2012 5-year estimate.
Registrar of Voters	Percent of citizens 65 or older registered for the 65+ Seniors Absentee Vote Program	Registering seniors for the Absentee Vote Program ensures that they can participate in the voting process despite potential mobility issues. This measure is calculated by dividing the number of citizens who are 65 or older who are registered in the Absentee Vote Program at the end of the reporting period by the total population 65 or older, as reported by the US Census Bureau in its American Community Survey 2012 5-year estimate.
Registrar of Voters	Percent of early voters reporting satisfaction with the process	Satisfaction with the early voter program promotes future voter participation. The results for this measure are calculated by dividing the number of early voters who rated the voting process 3-5 on a scale of 1-5 by the total number of people who expressed an opinion on the process. Satisfaction ratings are subjective.

Organization	Measure	About This Measure
Risk Management	Number of general liability claims	The number of claims against the City allows management to identify risks and estimate financial and legal exposure. This measure is a count of all general liability claims during the reporting period.
Risk Management	Number of worker's compensation claims	This is an indicator of the degree to which employees are properly following safety protocols. This measure is a count of all worker's compensation claims during the reporting period.
Risk Management	Number of worker days lost per injury	The number of days lost indicates the degree of productivity lost due to injuries. The results for this measure are calculated by dividing the number of all worker days lost in the reporting period by the total number of worker's compensation claims that led to those days lost.
Risk Management	Number of traffic accidents in law enforcement vehicles	Traffic accidents can result in injuries and fatalities and result in financial and legal exposure for the City. This measure is a count of all traffic accidents in law enforcement vehicles during the reporting period.
Safety and Permits	Amount of revenue generated from permits	This is an indicator of the level of construction activity in New Orleans, which is a measure of economic development. This measure is a count of the total revenue invoiced from fees related to permits and permit applications.
Safety and Permits	Average number of days from commercial permit application to issuance	This measure informs the public's expectations about the time it takes to issue commercial permits. The results for this measure are calculated by averaging the number of days from application submittal to permit issuance for all commercial building permits issued in the period. Building permit types included in this calculation are accessory structure, first time billboards, new construction, structural and non-structural renovation, repairs, and swimming pools. This measure includes City review time as well as time spent by applicants completing architectural revisions and supplying additional required documentation.
Safety and Permits	Average number of days from residential permit application to issuance	This measure informs the public's expectations about the time it takes to issue residential permits. The results for this measure are calculated by averaging the number of days from application submittal to permit issuance for all residential building permits issued in the period. Building permit types included in this calculation are accessory structure, first time billboards, new construction, structural and non-structural renovation, repairs, and swimming pools. This measure includes City review time as well as time spent by applicants in completing architectural revisions and supplying additional required documentation.
Safety and Permits	Percent of building permits issued within one day of receipt	This measure informs the public's expectations about the time takes to issue a building permit. The results for this measure are calculated by dividing the number of building permits issued within one day of application submittal by the total number of building permits issued in the period.
Safety and Permits	Average number of days to complete initial commercial building permit plan reviews	This is an indicator of the Department's responsiveness to the needs of developers and builders for prompt action on permits, which affects the city's development climate. Slow reviews can mean expensive delays in the construction process. The results for this measure are calculated by averaging the number of days to review commercial building plans and solicit revisions from designers in order to ensure they comply with building code requirements. The calculation may include additional time beyond the initial review.
Safety and Permits	Average number of days to complete initial residential building permit plan reviews	This is an indicator of the Department's responsiveness to the needs of developers and builders for prompt action on permits, which affects the city's development climate. Slow reviews can mean expensive delays in the construction process. The results for this measure are calculated by averaging the number of days to review residential building permit plans and solicit revisions from designers in order to ensure that plans comply with building code requirements. The calculation may include additional time beyond the initial review.

Organization	Measure	About This Measure
Safety and Permits	Average number of days to respond to building complaints	Responding to complaints in a timely manner helps ensure compliance with permitting guidelines. The results for this measure are calculated by averaging the number of days to complete an inspection based upon a complaint received by the Department for building and permit violations. The results do not include complaints regarding permitted projects, as such complaints are captured as inspections under the building permit.
Safety and Permits	Average number of days to respond to zoning complaints	Responding to complaints in a timely manner helps ensure compliance with permitting and licensing guidelines. This measure is calculated by averaging the number of days to make an inspection based upon a zoning complaint.
Safety and Permits	Average number of days to respond to building inspection requests	This is an indicator of the Department's responsiveness to the needs of developers and builders for prompt action on inspections, which affects the city's development climate. The results for this measure are calculated by averaging the number of days to schedule and complete inspections, based upon permit applications received, to ensure compliance with respective codes. Each type of permit requires a separate inspection request (i.e. an electrical inspection is separate from a building inspection).
Safety and Permits	Average number of days to respond to license inspection requests	This is an indicator of the Department's responsiveness to the needs of businesses for prompt action on inspections, which affects the city's development climate. This measure is calculated by averaging the number of days to schedule and make inspections, based upon license applications received, to ensure compliance with respective codes.
Safety and Permits	Percent of adjudication cases that result in compliance	This is an indicator of Safety and Permits' success in enforcing permitting and licensing regulations. The results for this measure are calculated by dividing the number of cases that resulted in compliance by the total number of closed cases in the reporting period.
Safety and Permits	Average wait time (in minutes) to apply for any license or permit	Short wait times lead to customer satisfaction. The results for this measure are calculated by averaging the time from customer check-in to being assisted by an employee at the City's One Stop Shop, for all license and permit application visitors in the reporting period. Appointments are excluded.
Safety and Permits	Average wait time (in minutes) to apply for a new building permit	Short wait times lead to customer satisfaction. The results for this measure are calculated by averaging the time from customer check-in to being assisted by an employee at the City's One Stop Shop, for all new building permit visitors in the reporting period. Appointments are excluded.
Safety and Permits	Average wait time (in minutes) to apply for a new occupational license	Short wait times lead to customer satisfaction. The results for this measure are calculated by averaging the time from customer check-in to being assisted by an employee at the City's One Stop Shop, for all new occupational license visitors in the reporting period. Appointments are excluded.
Safety and Permits	Percent of permit and license applications received online	Online applications can generally be processed faster and result in shorter wait times at the One Stop Shop. The results for this measure are calculated by dividing the number of applications received online by the total number of applications received in the reporting period that are eligible for online application.
Safety and Permits	Average wait time (in minutes) to make a payment	Short wait times lead to customer satisfaction. The results for this measure are calculated by averaging the time from customer check-in to being assisted by an employee at the City's One Stop Shop, for all payment visitors in the reporting period.
Sanitation	Number of miles of streets mechanically swept	Sweeping streets helps to clear debris that could impact traffic safety and affect quality of life. This measure is a count of the miles of streets mechanically swept in the reporting period.
Sanitation	Number of illegal dumping sites cleared*	Illegal dumping sites are a risk to public health and the environment contribute to a sense of neighborhood neglect. This measure is a count of illegal dumping sites cleared. The count does not consider the size of the sites, many of which consist of multiple properties.

Organization	Measure	About This Measure
Sanitation	Percent of 311 illegal dumping service requests completed within 30 days	Illegal dumping sites are a risk to public health and the environment and contribute to a sense of neighborhood neglect. The results for this measure are calculated by dividing the number of illegal dumping service requests closed in 30 days or less by the total number of illegal dumping service requests closed during the reporting period.
Sanitation	Percent of households registered for recycling	Diverting recyclable materials from landfills benefits the environment, extends the life of local landfills, and reduces disposal costs. The results for this measure are calculated by dividing the number of households registered for recycling by the total number of households in the city as of the end of the reporting period.
Sanitation	Amount of landfill cost savings resulting from recycling	Diverting recyclable materials from landfills benefits the environment, extends the life of local landfills, and reduces disposal costs. The results for this measure are calculated by multiplying the current landfill tipping fee by the volume recycled
Sanitation	Amount of landfill disposal costs*	This is an indicator of Sanitation's success in landfill disposal cost containment. The results for this measure are calculated by summing the dollar value of landfill disposal fees, determined by either the cost per ton or cost per cubic yard depending on the landfill, for citywide collection.
Sanitation	Amount of special event costs*	This is an indicator of Sanitation's success in special event collection cost containment. The results for this measure are calculated by summing the dollar value of waste collection and disposal costs during special events, such as Mardi Gras, St. Patrick's Day, and New Year's Eve.
Sanitation	Number of tons of recyclable material collected	Diverting recyclable materials from landfills benefits the environment, extends the life of local landfills, and reduces disposal costs. This measure is a count of the total tonnage of waste that is recycled through the curbside collection program and drop-off center.
Sheriff	Average daily number of inmates	This is a workload indicator. The results for this measure are calculated by averaging the daily numbers of inmates in Sheriff's Office facilities.
Sheriff	Average daily number of inmates in the Electronic Monitoring Program	This is a workload indicator. The results for this measure are calculated by averaging the daily number of inmates in the Electronic Monitoring Program, in which, at the discretion of the courts, eligible individuals are fitted with an electronic monitoring ankle bracelet and monitored within set boundaries. The devices are used only when the Sheriff's Office is served with a court order.
Sheriff	Average number of days of detainee stay	Length of stay is an indicator of the efficiency of the criminal justice system. The results for this measure are calculated by averaging the lengths of stays of detainees awaiting sentencing.
Sheriff	Number of assaults on inmates (via inmates)	This is an indicator of inmate safety. This measure is a count of assaults/violence on inmates via other inmates.
Sheriff	Number of assaults on staff (via inmates)	This is an indicator of staff safety. This measure is a count of assaults/violence on Sheriff's Office staff via inmates.
Taxi and For Hire Vehicle Bureau	Number of new Certificates of Public Necessity and Convenience (CPNCs) issued	This is a workload indicator. This measure is a count of new Certificates of Public Necessity and Convenience (CPNCs), which allow an individual to operate one for-hire vehicle, issued in the reporting period.
Taxi and For Hire Vehicle Bureau	Number of semi-annual vehicle inspections conducted	Conducting inspections of for-hire vehicles ensures the safety, cleanliness and aesthetic conditions meet the standards of vehicle roadworthiness and appearance. This measure is a count of semi-annual, initial inspections conducted on for-hire vehicles. Re-inspections are excluded.



Organization	Measure	About This Measure
Taxi and For Hire Vehicle Bureau	Amount of revenue generated from brake tag sales and late fees	Brake tags ensure that for-hire vehicles are conforming to the necessary standards. This measure is a count of all collections from brake tag sales and late inspection fees in the reporting period.
Taxi and For Hire Vehicle Bureau	Number of citations issued	Citation issuance ensures that for-hire vehicle drivers are in compliance with necessary standards to ensure safe and high-quality transportation for residents and visitors. This measure is a count of citations issued to holders of Certificates of Public Necessity and Convenience (CPNCs) and drivers, as well as tour guides and tour planners. Citations are followed by administrative hearings.
Taxi and For Hire Vehicle Bureau	Number of Certificates of Public Necessity and Convenience (CPNCs) revoked	The possibility of revocation of CPNCs promotes compliance with City regulations. This measure is a count of Certificates of Public Necessity and Convenience (CPNCs) revoked.
Taxi and For Hire Vehicle Bureau	Number of driver permits revoked	The possibility of driver permit revocation promotes compliance with City regulations. This measure is a count of the number of driver permits revoked.
Traffic Court	Value of incoming infractions	This is one of the indicators of the court's workload. This measure is calculated by summing the dollar value of all infractions received from the New Orleans Police Department and other agencies during the period. The result includes statutory costs.
Traffic Court	Amount of collections	Integrity and public trust in the dispute resolution process depend in part on how well court orders are observed and enforced in cases of noncompliance. This measure is calculated by summing the dollar value of fines, fees, and other payments collected in the period, on tickets from all years. The result includes contempt fees, reinstatement fees, and bond forfeitures.
Traffic Court	Litigant satisfaction rating~	Litigants are an important source of information about service quality. The results for this measure are calculated by averaging ratings from litigants. Positive perceptions of court experience are shaped by court users' perceptions of how they are treated in court, and whether the court's process of making decisions seems fair. Satisfaction ratings are subjective.
Traffic Court	Number of incoming infractions	This is one of the indicators of the court's workload. This measure is a count of the number of infractions received from the New Orleans Police Department and other agencies in the period.
Traffic Court	Number of incoming traffic tickets	This is one of the indicators of the court's workload. This measure is a count of traffic tickets received by Traffic Court in the period. Tickets may include multiple charges, or violations.
Vieux Carré Commission	Average number of days to review staff approvable applications	As the first step in the permitting process, delays in the review of applications negatively affect economic development. The results for this measure are calculated by averaging the number of days from the receipt of a staff approvable application to the date the permit was issued, for those permits issued within the reporting period.
Vieux Carré Commission	Percent of closed enforcement cases closed due to voluntary compliance	Work that does not meet the Vieux Carré Commission guidelines negatively affects the historic character of the district, which in turn can affect the property values of nearby buildings. Voluntary compliance is preferable to forced compliance. The results for this measure are calculated by dividing the number of enforcement cases closed without going to adjudication (because the property was voluntarily brought into compliance after receipt of a warning letter) by the total number of enforcement cases closed.
Youth Study Center	Number of major incidents involving physical assault*	While the causes of physical assaults are difficult to determine, this indicator enables evaluation of safety, programming, staffing, and intervention strategies. This measure is a count of major incidents involving physical assault.
Youth Study Center	Percent of confinements exceeding 8 hours	The overuse of confinement has proven to be detrimental and counter-productive. The results for this measure are calculated by dividing the number of confinements exceeding 8 hours by the total number of confinements.

Organization	Measure	About This Measure
Youth Study Center	Percent of days exceeding capacity	Overcrowding has a negative impact on youth and can create issues related to staffing, programming, and security. The results for this measure are calculated by dividing the number of nights over capacity by the number of nights in the reporting period.



## Performance Measure Changes

The Office of Performance and Accountability (OPA) promotes reasonable consistency in performance reporting to allow readers to compare the City's performance over time and examine whether actions are having the desired impacts. However, as the City continuously improves its performance measurement process, new measures are added and old measures are dropped or modified. Performance measures and targets in this report are mostly based on those in the 2014 Adopted Operating Budget. Significant changes since the adoption of the budget, and reasons for those changes, are as follows:

### Organizational Measure Changes

<b>Coastal and Environmental Affairs:</b> <i>Number of participants in coastal sustainability events</i>	Measure changed to <i>Number of participants in coastal sustainability and other resilience focused events.</i>
<b>Coastal and Environmental Affairs:</b> <i>Number of neighborhoods assisted in developing strategies in accordance with the Best Practices Manual for Development in Coastal Louisiana and the Louisiana Coastal Land Use Toolkit</i>	Measure changed to <i>Number of neighborhoods assisted in developing increased awareness of the multiple lines of defense approach for managing hurricane flood risk</i>
<b>Criminal District Court:</b> <i>Average number of days from case acceptance to</i>	Measure dropped because the court lacks an automated reporting system.

<b>disposition by court</b>	
<b>Criminal Justice Coordination:</b> <i>Number of Group Violence Reduction Strategy participants whose risk level is reduced by at least one level through service provision</i>	Measure dropped because it is not yet measurable because the service provider has not adopted a risk-based assessment tool.
<b>Finance:</b> <i>Average number of business days to process requisitions</i>	Measure changed to <i>Average number of business days to process purchase orders</i> because the requisition stage of the process is predictably low, while purchase order processing can vary more widely.
<b>Health:</b> <i>Percent of WIC mothers who initiate breastfeeding</i>	Target increased from 14% to 25% because the calculation methodology was changed to include only postpartum mothers, rather than all mothers.
<b>Juvenile Court:</b> <i>Average number of court proceedings per case</i>	Measure changed from performance measure to management statistic, and target (2) dropped because the court has limited control, and some cases require at least 4 proceedings.
<b>Law:</b> <i>Average number of Municipal and Traffic Court cases per attorney per month</i>	Measure changed from performance measure to management statistic, and target (850) dropped, for consistency with prior years and because the result is dependent on the number of citations issued by the New Orleans Police Department.
<b>Law:</b> <i>Amount of funds generated through tax litigation</i>	Target changed from \$1,000,000 to \$375,000 because the original target was set based on a miscalculation, and because the data was not

	available for Q1.
<b>Library: <i>Percent of adult literacy program participants progressing by at least one grade level</i></b>	Measure dropped because the program is not administered or funded by the Library. Measurement was contingent on supplemental funding that was not approved.
<b>New Orleans Recreation Development Commission: <i>Number of recreation center program participants</i></b>	Target increased from 6,000 to 20,250 because tennis center program participation was not considered in setting the original target.
<b>New Orleans Police Department: <i>Number of recruit classes</i></b>	Target increased from 3 to 5 because funding was provided for 5 classes.
<b>Safety and Permits: <i>Average wait time (in minutes) to apply for any license or permit</i></b>	Target changed from 12 to 18 because the original target was determined to be too ambitious and, therefore, unachievable.
<b>Safety and Permits: <i>Average wait time (in minutes) to apply for a new building permit</i></b>	Target changed from 12 to 18 because the original target was determined to be too ambitious and, therefore, unachievable.
<b>Safety and Permits: <i>Average wait time (in minutes) to apply for a new occupational license</i></b>	Target changed from 12 to 18 because the original target was determined to be too ambitious and, therefore, unachievable.
<b>Safety and Permits: <i>Average wait time (in minutes) to make a payment</i></b>	Target changed from 3 to 5 because the original target was determined to be too ambitious and, therefore, unachievable.
<b>Traffic Court: <i>Conviction rate</i></b>	Measure dropped because the results could not be accurately calculated with the existing case management system. A new system is expected to be complete by the end of the 2014.

<b>Traffic Court: <i>Number of traffic citations received</i></b>	Measure changed to <i>Number of incoming traffic tickets</i> .
<b>Traffic Court: <i>Number of citations</i></b>	Measure change to <i>Number of incoming infractions</i> .
<b>Traffic Court: <i>Amount of assessed fines and fees</i></b>	Measure changed to <i>Value of infractions</i> .
<b>Traffic Court: <i>Ratio of assessed fines and fees to fines and fees collected</i></b>	Measure changed to <i>Amount of collections</i> .
<b>Youth Study Center: <i>Number of major incidents involving physical assault</i></b>	Target changed from 12 to 48 because the original target was set based on the expected number per quarter, rather than the year.

## Contact Information

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## Useful Links

City of New Orleans website: [www.nola.gov](http://www.nola.gov)  
OPA website: [www.nola.gov/opa](http://www.nola.gov/opa)  
City open data portal: [data.nola.gov](http://data.nola.gov)  
[Capital and Recovery Projects](#)  
[Comprehensive Annual Financial Reports](#)  
[NOPD Crime Maps](#)  
[Adopted 2014 Operating Budget](#)

## Glossary of Acronyms

<b>ABO</b>	Alcohol Beverage Outlet
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>BFO</b>	Budgeting for Outcomes
<b>CAO</b>	Chief Administrative Officer
<b>CPA</b>	Capital Projects Administration
<b>CPNC</b>	Certificate of Public Necessity and Convenience
<b>CPC</b>	City Planning Commission
<b>CPR</b>	Cardiopulmonary Resuscitation
<b>CSD</b>	Client Services Division
<b>DA</b>	District Attorney
<b>DBE</b>	Disadvantaged Business Enterprise
<b>D-CDBG</b>	Disaster Community Development Block Grant
<b>DPW</b>	Department of Public Works
<b>DWI</b>	Driving While Intoxicated
<b>EMD</b>	Equipment Maintenance Division
<b>EMS</b>	Emergency Medical Services
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>FEMA</b>	Federal Emergency Management Agency

<b>GFOA</b>	Government Finance Officers Association
<b>GNOCDC</b>	Greater New Orleans Community Data Center
<b>GNOCHC</b>	Greater New Orleans Community Health Connection
<b>GVRS</b>	Group Violence Reduction Strategy
<b>HDLC</b>	Historic Districts Landmark Commission
<b>HIV</b>	Human Immunodeficiency Virus
<b>HOPWA</b>	Housing Opportunities for Persons with AIDS
<b>HR</b>	Human Resources
<b>ICMA</b>	International City/County Management Association
<b>ITI</b>	Information Technology and Innovation
<b>LEAP</b>	Louisiana Educational Assessment Program
<b>LED</b>	Light Emitting Diode
<b>LSU</b>	Louisiana State University
<b>NBA</b>	National Basketball Association
<b>NIMS</b>	National Incident Management System
<b>NOEMS</b>	New Orleans Emergency Medical Services
<b>NOFD</b>	New Orleans Fire Department

<b>NOHD</b>	New Orleans Health Department
<b>NOHSEP</b>	New Orleans Office of Homeland Security and Emergency Preparedness
<b>NOMTCB</b>	New Orleans Mosquito, Termite, and Rodent Control Board
<b>NOMA</b>	New Orleans Museum of Art
<b>NOPD</b>	New Orleans Police Department
<b>NOPIJF</b>	New Orleans Police and Justice Foundation
<b>NORA</b>	New Orleans Redevelopment Authority
<b>NORDC</b>	New Orleans Recreation Development Commission
<b>OCD</b>	Office of Community Development
<b>OHP</b>	Office of Health Policy
<b>OPA</b>	Office of Performance and Accountability
<b>OPD</b>	Orleans Public Defenders Office
<b>OPSE</b>	Office of Police Secondary Employment
<b>PSH</b>	Permanent Supportive Housing
<b>ROSC</b>	Return of Spontaneous Circulation
<b>SLA</b>	Service Level Agreement
<b>SSI</b>	Safe Sex Interventions

<b>VCC</b>	Vieux Carré Commission
<b>WIC</b>	Women, Infants, and Children Program
<b>WNV</b>	West Nile Virus
<b>YSC</b>	Youth Study Center
<b>YTD</b>	Year-To-Date

## Acknowledgements

While this report was prepared by the staff of the Office of Performance and Accountability, ultimately, it is a product of a citywide effort, which would be impossible without the collaboration and support of all of the City leaders, managers, and staff.