RESULTSNOLA 2014

Mayor Mitchell J. Landrieu

Year-End Performance Report

January 1 – December 31, 2014

Issued 2/27/2015

A message from Mayor Mitch Landrieu:

In 2010, we made a commitment to set goals and track our performance so that residents could hold us accountable like never before. In recognition of our work, 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 in July 2014. The Certificate of Excellence is ICMA's highest level awarded, and this recognition is validation of the hard work of employees throughout City government over the past four years.

With this ResultsNOLA report, we look beyond individual departmental performance measures to broader outcome measures. These measures show us the bigger picture by looking at things like the number of people commuting by bike or public transit, rather than the number of miles of bike lanes or new bus routes opened. They help us answer the big question "Are our actions making real improvements in residents' lives?"

The results in this report show that, in 2014, we've made progress on a number of projects and departmental initiatives and, as a result, moved the needle on many meaningful outcomes: from homelessness, to confidence in our fire department, to overall customer satisfaction with City services.

The rate of homelessness in New Orleans has decreased substantially from its 2010 high, and in 2014 New Orleans became the first major city in the nation to end Veteran's homelessness.

Our city's financial and economic outlooks continued to improve. Municipal debt got strong ratings from Fitch, Moody's, and Standard and Poor's. Because of a growing population and growing tax base, S&P gave the City's debt a stable outlook.

The number of tourists visiting our city annually and sales tax revenue continued to climb, and New Orleans still leads ahead of the state and the country in percentage of jobs in the cultural economy. Our unemployment rate continued to drop, and the number of our citizens with a college degree continued to climb.

In other outcome measures, our city continues to struggle. For example, we have more residents living in low and middle-low income quintiles than our peer cities. That's why I announced a comprehensive Economic Opportunity Strategy to ensure that all of our residents are prospering from New Orleans' renaissance.

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 will continue to use performance data to manage and examine alternative, better ways of getting results.

We are working around the clock to rebuild New Orleans back better and stronger than before, and ResultsNOLA is helping us guide and prioritize those efforts. Our goal from the beginning has been to produce a City government that is efficient, effective and transparent, and one that has the confidence of residents. While challenges remain, I am proud that we are making significant progress toward that goal – progress well documented throughout this report.

Mitch

Mitchell J. Landrieu

Table of Contents

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 totaled over $838 million, and the vast majority of that funded the organizations reviewed in this document.

Performance information is presented both by organizations and by goals and objectives. The *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. The following *Performance by Organizations* section provides users with the comprehensive performance results for the accountable departments, agencies, boards, and commissions.

Performance Information Presented

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

Result Areas/ Objectives/ Strategies	The goals, objectives, and strategies in the City's strategic framework to which the performance measures are aligned.

Measures	Indicators of results, which may include output, efficiency, customer service, and outcome measures.
Q1/Q2/Q3/Q4/YTD/Year-End Actuals†	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.
Annual Targets*	Expressions of planned performance levels in 2014.
Status Indicators	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).
Performance Highlights	Discussions of performance, including notable accomplishments, internal and external factors

	affecting results, challenges affecting the organization, and any plans to address the challenges.
Analysis (below each measure, if applicable)	Explanations of significant variances relative to targets and any plans for improvement.
Resources	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 phrase "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 also 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 refines measures each year.

Performance Information Uses

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

Senior City Leaders	To effectively plan/strategize, and to hold managers accountable
City Managers	To make operational changes to improve performance (e.g. make changes to policies or programs, move staff or funds, provide training, or develop partnerships)
City Staff	To identify and implement ways to continuously improve programs and services
City Council	To help determine what funding levels are likely to lead to desired outcomes, and to provide oversight
Citizens	To track the results they are getting for their tax dollars, and to hold elected officials accountable

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 2015 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 blight. 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, allowing citizens to examine and analyze the data.

Methodology

The Landrieu administration developed a strategic framework to map out the City's overall direction. The framework links services, programs, strategies, and objectives 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.

This year-end ResultsNOLA report includes 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 selection of the outcome measures was substantially influenced by the Data Center's series of "New Orleans Index" (formerly "Katrina Index") reports. These reports, initially prepared in partnership with the Brookings Institution, included a wide range of indicators measuring the vitality and prosperity of New Orleans and the greater New Orleans region, and were foundational to community planning efforts in the period after the Hurricane Katrina disaster. While measures in this report were ultimately selected by policy-makers to reflect the strategic priorities of the City, it is no coincidence that many of the indicators in this report echo the measures reported in the "New Orleans Index" reports, which are substantiated by research, peer review, and perhaps most importantly, their application to policy-making and planning in New Orleans over the past nine years.

This report is distinct from the "New Orleans Index" series in that it links community-level outcome measures to the operational measures for which City departments are held accountable. This report analyzes outcomes in the context of City policies and programs that affect the results.

Caveats

It is important to note that most of the outcomes measured are influenced by a variety of factors outside of City government's control.

It is also important to note that the data do not tell why these results occurred. Outcome measurement does not tell anything about cause and effect. For example, if crime rates decrease, it could be the result of City actions, such as better police deployment, or external factors, such as an improved economy.

Survey Data

This year-end ResultsNOLA draws on three main sources of survey data for many of the outcome measures: 1) the Census Bureau's American Community (ACS) Survey 1-year estimates, 2) the University of New Orleans Quality of Life Survey, and 3) the New Orleans Crime Coalition Citizen Satisfaction Study. These surveys rely on gathering data from a small sample of a larger population to make estimates about the larger population. The sampling error is an indicator of the estimates reliability and represents the range within which the true value of the data actually falls.

The sampling error for the Census Bureau's American Community Survey (ACS) 1-year estimates varies for each measure and is included in the "About This Measure" section for each of the outcome measures.

The New Orleans Crime Coalition Citizen Satisfaction Study results represent the opinions of a random sample of adults living in New Orleans. In 2014, the Coalition interviewed 600 respondents from March 18-20, and the sampling error was +/- 4%.

University of New Orleans Quality of Life Survey results represent the opinions of a random sample of registered voters in Orleans and Jefferson

parishes. In 2013, the Center interviewed 301 respondents in Orleans Parish from October 19-30, and the sampling error was +/-5.7%.

Comparisons to Other Jurisdictions

To provide a clearer frame of reference for assessing the city's condition, OPA compared New Orleans' performance to selected benchmark jurisdictions when possible. Comparisons to such jurisdictions will provide a starting point for determining the causes of differences and making changes to improve outcomes. The City selected benchmark jurisdictions that were:

- located within the Southern states of Texas, Oklahoma, Arkansas, Louisiana, Mississippi, Alabama, Georgia, Florida Tennessee, North Carolina, South Carolina, Kentucky, or Virginia, and within 1,000 miles of New Orleans;
- had 2012 populations between 70% and 200% of New Orleans;
- had 2012 Metropolitan Statistical Area (MSA) median incomes between 100% and 160% of the New Orleans MSA; and
- ranked as the largest municipalities within their respective MSAs.

In addition to the jurisdictions that met these criteria, the jurisdictions of Baton Rouge and, in some instances, Jefferson Parish were included because of their geographic proximity to New Orleans, relative importance within the state of Louisiana, and data availability (such as inclusion in the UNO Quality of Life Survey, in the case of Jefferson Parish). Where city-level data is not available, this report uses county-level data.

Based on these criteria, the following jurisdictions were selected:

City	Corresponding County/Parish
Atlanta, Georgia	Fulton County
Baton Rouge, Louisiana	East Baton Rouge Parish
Louisville, Kentucky	Jefferson County

Memphis, Tennessee	Shelby County
Miami, Florida	Miami-Dade County
Nashville, Tennessee	Davidson County
Oklahoma City, Oklahoma	Oklahoma County
Raleigh, North Carolina	Wake County
Tampa, Florida	Hillsborough County

In cases where city-level data and/or county-level data is not available, or is not appropriate for use, metropolitan statistical area (MSA) data is used. The New Orleans-Metairie-Kenner MSA consists of Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, and St. Tammany parishes. In the case of point-in-time homelessness count, the unit of analysis is each community's Continuum of Care (CoC), which is a geographically defined area with coordinated housing and service provision programs for homeless populations that does not consistently align with city, county, or MSA jurisdictional boundaries. Finally, in cases where data was not available for any of the selected jurisdictional types (city, county, MSA) in each benchmark location, OPA used other data that was readily available. For example, when reporting on New Orleans EMS' ability to revive patients (as measured by the percentage of individuals suffering cardiac arrest with pulse at delivery to hospital), a national average is used to benchmark because that was the only data accessible.

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Executive Summary

The City's 2014 ResultsNOLA report is intended to show how department-level services contributed to citywide strategic goals and long-term aspirations for six major policy domains, or "Result Areas": Public Safety, Open and Effective Government, Children and Families, Economic Development, Sustainable Communities, and Innovation.

Public Safety

- The number of murders in 2014 continued to decline, despite a growing population. The 150 murders reported by the City represent the lowest number since 1971.

- Citizen confidence in the New Orleans Police Department dropped significantly after years of steady gains. Between 2014 and 2015, the percentage of citizens feeling confident in the NOPD dropped from 60% to 48%. The percentage of citizens who feel safe in their neighborhood also declined, from 81% to 77%.

- New Orleans EMS met its departmental targets, responding to 80% of Code 3 calls within 12 minutes, and training over 1,000 citizens in CPR.

Open and Effective Government

- Since 2011, sales tax revenue has grown at a rate of nearly 8 percent per year, more than three times the rate of inflation. This growth is a result of improved collections, major retail investments, and overall economic confidence from residents and tourists alike.

- Bond ratings for the City remained stable and mostly positive, with Fitch rating the City's bonds A-, Moody's A3, and the S&P giving the City a BBB+. S&P also upgraded the City's outlook to stable, citing strong economic and population growth.

- The percentage of citizens reporting overall governmental services as fair, good, or very good increased between 2013 and 2014 to 68%. This represents a 54% increase over 2008 levels.

Children and Families

- In 2014, the New Orleans Health Department received national accreditation. With over 70,000 people enrolled in low-cost health insurance through the ACA and the city's network of primary care centers, 62,000 visits to WIC clinics, 4,400 people served through Ryan White HIV/AIDS funding, and 850 mothers receiving Healthy Start services, the department met many of its performance goals.

- Despite robust public health services, health outcomes for New Orleanians are still relatively poor. The rate of low birth weight babies and percent of adults reporting poor health remained higher than in comparable cities. Also, the overall fitness score for the city, while slightly beating the average of comparable cities in 2014, still remained far below that of cities like Raleigh, Atlanta, and Miami.

Sustainable Communities

- The percentage of citizens reporting overall satisfaction with quality of life climbed in 2014 to 74%. This represents a 50% increase over the 2007 low of 49%. Several component neighborhood services were rated highly, from trash pickup (91% of citizens rated it favorable), to the quality of parks (the city

received a ParkScore of 61, 20 points above the average of comparable cities).

- Fully 95% of streetlights were functional at the end of 2014, the highest rate since Hurricane Katrina. This accomplishment was achieved through the installation of more than 23,000 high- LED lights, which are more energy efficient and reliable than normal lighting. Now, over 70% of streetlights in New Orleans are LEDs.

- Commuting behavior in New Orleans is still automobile-centric, though the number of people carpooling or commuting by other means increased in 2013, after years of decreasing. Almost 30% of New Orleanians commute to work by some means other than driving alone, a full ten percentage points above the average percentage in peer cities. New bike infrastructure and expanded bus routes offer alternatives to driving.

- The number of green buildings in New Orleans remains remarkably high when compared to other cities. The total number in New Orleans is 362, a full 272 more than the average of peer cities, and 86 more than the much larger Atlanta.

Economic Development

- Between 2012 and 2013, the population of New Orleans grew by 2.6%, more than twice the average of peer cities. This population growth leads to economic growth. 6,000 new jobs were added in the New Orleans MSA between 2012 and 2013, according to the Bureau of Labor Statistics. Furthermore, retail and tourism in New Orleans is strong. Sales tax revenue increased by more than $15 million between 2013 and 2014.

- The productivity of workers in New Orleans slightly declined between 2012 and 2013, though the GMP per job still remains $29,000 higher than the average of peer cities. Unemployment in New Orleans was comparable in 2014 to the average of peer cities, at 6.6% and 6.2% respectively.

- Despite strong productivity and low unemployment, the median household income for New Orleans is considerably lower than that of its peer cities. In 2013, the median household income was $37,000 in New Orleans. In Atlanta, it was $46,000, in Nashville it was $47,000. Moreover, household income in New Orleans is widely disparate when viewed by race. White households have a median income of $60,000 – one of the highest in the comparative city group – while black households have only $25,000 in income at the median, less than half the amount of their white counterparts.

Innovation

- In 2014, projects supported by the City's Service and Innovation Team earned $5.63 million in value. These projects included increasing revenue collected from EMS and more efficiently allocating staff in Juvenile Court. In 2013, Innovation team projects generated an addition $4.7 million in value. These projects included assisting the renegotiation of two major sanitation contracts, reducing the City's utility expenditures, and assisting the City in reforming its healthcare plan.

Performance by Goals and Objectives

January 1 – December 31, 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		

Public Safety

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

Budget: $365.4 Million

Result Area Chair: Lt. Col. Jerry Sneed

Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	Promote business growth and job creation	Maintain and improve public infrastructure	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

Outcome Measure: Percent of citizens reporting feeling safe in their neighborhoods

About This Measure

Neighborhood safety—both perceived and actual—is an important factor in retaining residents and improving overall quality of life. Individual experiences related to crime, including hearing gunfire in their neighborhoods, and perception of the police department's ability to prevent crime and respond to events quickly, shape citizens' perceptions of safety (Plyer, Ortiz, Horwitz, & Hobor, 2013). Researchers in the United Kingdom found that improved street lighting "provide[d] reassurance to some people who were fearful in their use of public space. (Atkins, S., Husain, S., & Storey, A., 1991)" Perceptions of crime can create a negative image that hampers economic development efforts (Booza, J.C., 2008). Citizens feeling safe in the city's neighborhoods is important not only to the city's economic health, but to the health of residents. Stress-related disorders are higher among people who experience repeated exposure to an unsafe community (County Health Rankings and Roadmaps, 2013).

Analysis

The percent of citizens reporting feeling safe in their neighborhoods decreased eight percentage points, or 9% since the measure's 2013 peak.

In 2010, the City launched a comprehensive 65-point plan to completely remake the New Orleans Police Department (NOPD), and in 2012, the City released a comprehensive murder reduction strategy, NOLA FOR LIFE. Among other initiatives, the 65-point plan instituted community-oriented policing, and NOLA FOR LIFE built on the extensive outreach of NOPD Community Coordinating Sergeants and Quality of Life officers, rapidly improving police visibility and providing avenues for communication and community partnerships. The NOPD attended 865 Neighborhood Watch (Community Coordinating) meetings in 2014, exceeding their target of 800. Also, as part of the City's efforts to improve citizens' sense of safety, the Department of Public Works (DPW) developed a long-term streetlight repair plan. DPW restored 3,687 streetlight outages in 2014. Additionally, the department began converting streetlights to brighter, energy-efficient LEDs. The department is converting 1,000 per week.

Results
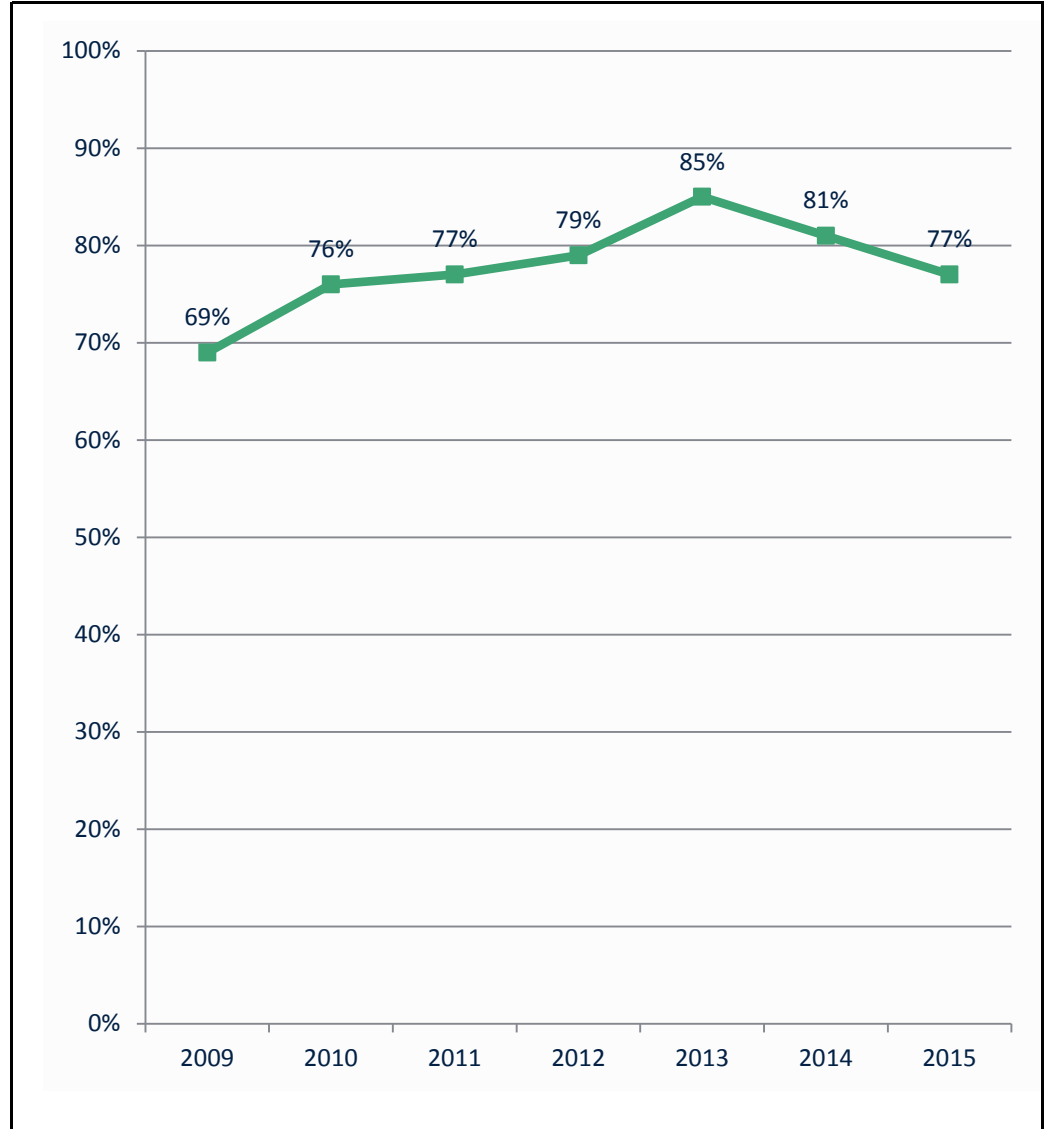
Data Source

New Orleans Crime Coalition Citizen Satisfaction Study

Outcome Measure: Percent of citizens reporting confidence in the Police Department

About This Measure

Citizen confidence in the police department is an important measure of police effectiveness. It reflects residents' perception of the NOPD's ability to address violent and property crime, prevalence of drugs on the street, enforcement of traffic laws, and NOPD cooperation with the public, honesty, integrity, professionalism, attitude toward citizens, and overall competence (Chervenak, E.E., & Mihoc, B., 2012). A study on citizen confidence in police in Chicago showed that the number one reason for improved citizen confidence in police improved was positive perceptions of police working with residents to solve problems (Skogan, W. 1994). The greater the confidence the citizens have in police, the more likely they are to report crimes and participate as witnesses, which in turn improves overall police effectiveness.

Analysis

The percent of citizens reporting confidence in the Police Department decreased dramatically to 48% in 2015, a 20% decline from 2014. Several high profile shootings in late 2014, along with a worsening manpower shortage at the NOPD, likely contributed to the decline in confidence in the department.

In 2010, the City launched a comprehensive 65-point plan to completely remake the New Orleans Police Department (NOPD), and in 2012, the City released a comprehensive murder reduction strategy, NOLA FOR LIFE. Among other initiatives, the 65-point plan instituted community-oriented policing, and NOLA FOR LIFE built on the extensive outreach of NOPD Community Coordinating Sergeants and Quality of Life officers, rapidly improving police visibility and providing avenues for communication and community partnerships. The NOPD attended 4,490 Neighborhood Watch (Community Coordinating) meetings between 2011 and 2014.

Results
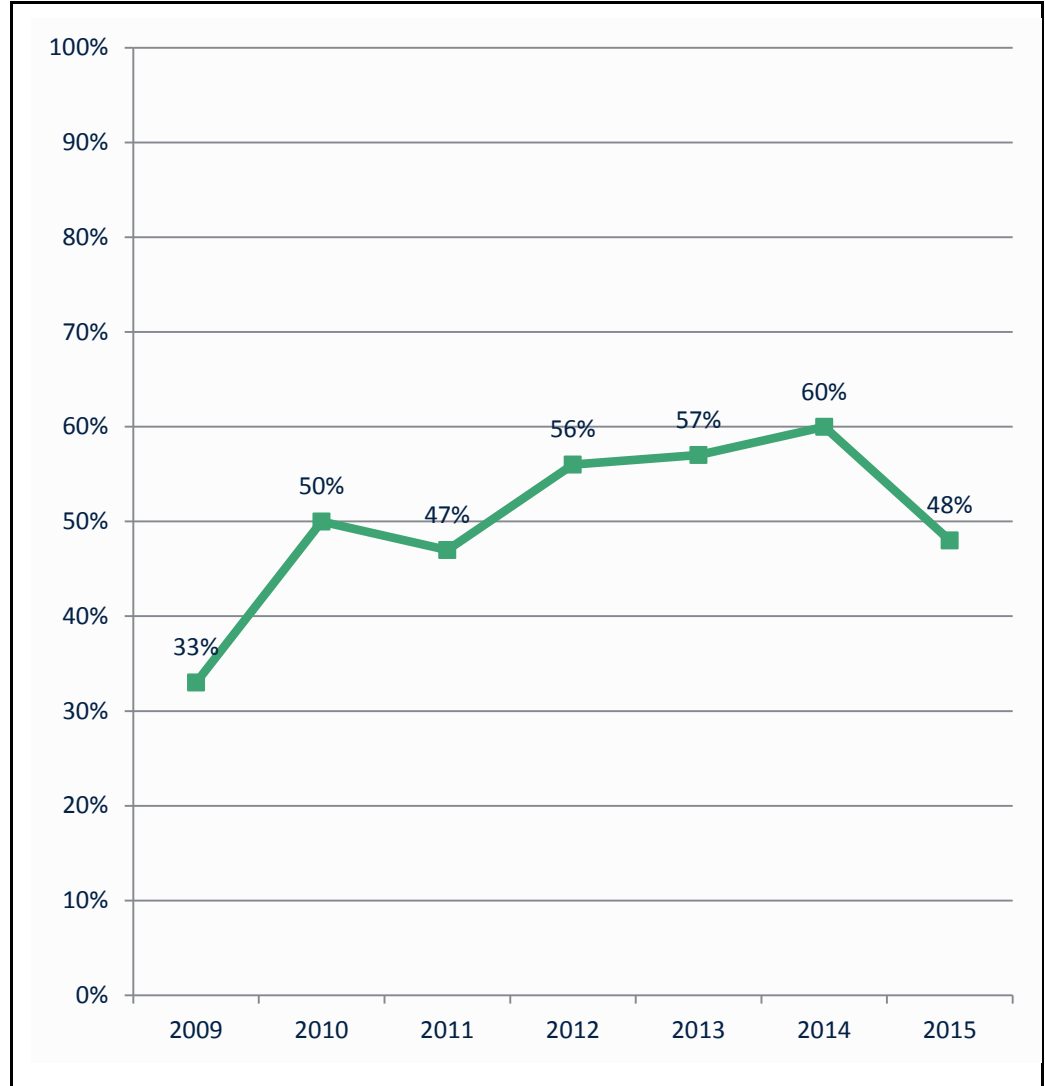
Data Source

New Orleans Crime Coalition Citizen Satisfaction Study

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Reform NOPD policies and operations					
Measure: Number of complaints about officers made to the NOPD Public Integrity Bureau that were sustained	Police	105	Establishing Baseline	-	193
Measure: Percent of police reports reviewed	Police	69.5%	Establishing Baseline	-	193
Measure: Number of secondary employment hours worked by police officers	Police Secondary Employment	156,162	Management Statistic	-	197
Measure: Net Promoter Score	Police Secondary Employment	73	Establishing Baseline	-	197
Strategy: Employ Proactive policing and positive community engagement					
Measure: Number of Neighborhood Watch (Community Coordinating) meetings	Police	865	≥800	🟢	193
Strategy: Support oversight entitites to promote transparency, accountability, and trust					
Measure: Number of integrity checks	Police	240	≥240	🟢	193

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Outcome Measure: Number of murders per 100,000 population

About This Measure

The homicide rate is a measure of the number of persons killed by another person (Weiss, H. Gutierrez, M.I., Harrison, J. Matzopolous, R., 2006). Violence against others is a major public health problem in New Orleans, and is a leading cause of death among young people.

Reducing violent crime is important for community safety, not only for the victims of crime but also for community members who experience stress and stress-related disorders due to repeated exposure to an unsafe community (County Health Rankings and Roadmaps, 2013). The top factors identified by police departments as contributing to violent crime are, in descending order: gangs, youth crime, the economy/poverty/unemployment, impulsive violence/disrespect issues, release of offenders from correctional institutions, drugs, poor parenting, increased availability of guns, reduced cooperation from witnesses/victims, and school dropout rates (Police Executive Research Forum, 2009).

Analysis

Between 2013 and 2014, the homicide rate decreased slightly, following a decrease of more than 19% between 2012 and 2013. . The number of homicides was the lowest since 1971. While this decrease was the largest among comparable cities, the rate is still significantly higher than peers. In 2012, the City released a comprehensive murder reduction strategy, NOLA FOR LIFE. Recognizing that law enforcement alone cannot solve the murder problem, the NOLA FOR LIFE plan takes a holistic approach to get to the root of the problem. The initiatives in the plan are broken down into 5 main categories: Stop the Shootings; Invest in Prevention; Promote Jobs and Opportunity; Improve the NOPD; and Get Involved and Rebuild Neighborhoods. One key initiative is 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. In 2014, the NOLA FOR LIFE initiatives produced results ranging from the 45 high risk individuals identified and engaged by CeaseFire outreach workers to the 1,582 participants in Midnight Basketball.

Results

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014 (P)*
New Orleans		37.6	94.7	63.6	51.7	50.9	57.6	53.2	41.4	39.8
Memphis	20.3	21.9	19.6	20.5	19.8	13.8	17.9	20.2	18.9	
Atlanta	20.9	22.6	25.9	19.7	14.5	22.1	20.7	19.0	18.6	
Miami	13.9	19.6	19.0	14.7	14.1	17.0	16.8	16.7	17.0	
Oklahoma City	10.2	10.3	10.7	10.3	11.7	9.3	9.9	14.3	10.25	
Baton Rouge	21.8	27.1	31.1	29.5	33.6	30.1	27.6	28.5	21.3	
Nashville	17.1	14.3	12.9	12.6	12.9	9.10	8.20	10.0	5.51	
Tampa	6.10	7.50	8.30	8.00	5.80	8.00	8.20	6.60	7.97	
Raleigh	6.00	5.50	6.30	8.70	3.40	3.50	4.20	4.00	2.80	
Average of Comparable Cities	14.5	16.1	16.7	15.5	14.5	14.1	14.2	14.9	12.8	

*2014 New Orleans data is preliminary, using 2013 population value as reported by FBI.

Data Source

Federal Bureau of Investigation, Uniform Crime Reports as prepared by the National Archive of Criminal Justice Data

Outcome Measure: Number of violent crimes per 100,000 population

About This Measure

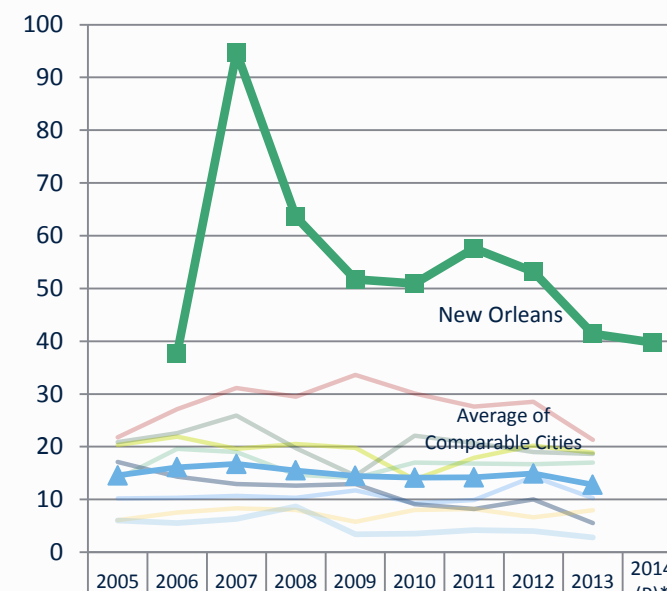Violent offenses include murder and non-negligent manslaughter, forcible rape, robbery and aggravated assault (United States Department of Justice, n.d.). Reducing violent crime is important for community safety, not only for the victims of crime but also for community members who experience stress and stress-related disorders due to repeated exposure to an unsafe community. The top factors identified by police departments as contributing to violent crime are, in descending order, gangs, youth crime, the economy/poverty/unemployment, impulsive violence/disrespect issues, release of offenders from correctional institutions, drugs, poor parenting, increased availability of guns, reduced cooperation from witnesses/victims, and school dropout rates (Police Executive Research Forum, 2009).

Analysis

The rate of violent crime increased significantly in 2014, according to preliminary data from the NOPD, more than 27% over the 2013 rate. Between 2008 and 2013, the rate was been well below the average of comparable cities. While the numbers of murders and assaults decreased, the numbers of robberies and reported rapes increased. The NOPD attributes a substantial increase in the number of rapes to underreporting in prior years.

In 2012, the City released a comprehensive murder reduction strategy, NOLA FOR LIFE. Recognizing that law enforcement alone cannot solve the murder problem, the NOLA FOR LIFE plan takes a holistic approach to get to the root of the problem. The initiatives in the plan are broken down into 5 main categories: Stop the Shootings; Invest in Prevention; Promote Jobs and Opportunity; Improve the NOPD; and Get Involved and Rebuild Neighborhoods. One key initiative is 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. In 2014, the NOLA FOR LIFE initiatives produced results ranging from the 45 high risk individuals identified and engaged by CeaseFire outreach workers to the 1,582 participants in Midnight Basketball.

Results

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014 (P)*
Memphis	1,861	1,991	1,952	1,925	1,809	1,608	1,584	1,750	1,656	
Nashville	1,611	1,527	1,509	1,389	1,141	1,124	1,181	1,216	1,040	
Atlanta	1,675	1,554	1,624	1,389	1,150	1,369	1,433	1,379	1,223	
Oklahoma City	854	802	851	978	930	915	871	919	826	
Miami	1,580	1,509	1,492	1,335	1,189	1,221	1,198	1,172	1,182	
New Orleans		523	1,564	1,019	777	754	792	815	786	1,000
Baton Rouge	1,202	1,403	1,145	1,185	1,265	1,104	1,066	1,083	924	
Tampa	1,431	1,158	1,060	883	752	646	655	616	597	
Raleigh	618	638	572	578	493	431	422	423	392	
Average of Comparable Cities	1,425	1,397	1,336	1,241	1,114	1,072	1,077	1,091	1,002	

*2014 New Orleans data is preliminary, using 2013 population value as reported by FBI.

Data Source

Federal Bureau of Investigation, Uniform Crime Reports as prepared by the National Archive of Criminal Justice Data

Outcome Measure: Number of property crimes per 100,000 population

About This Measure

Property crime includes burglary, larceny-theft, and motor vehicle theft. According to one researcher, the primary causes of property crimes are substance abuse and poverty (Anderson, T., n.d.). Property crimes, while considered less serious than person or violent crimes, nonetheless contribute to negative attitudes towards neighborhoods in which property crimes occur, and correlate with broader neighborhood decline (Gibbons, S. 2003).

Analysis

The number of property crimes increased nearly 13% between 2013 and 2014, after several years of stability, according to preliminary data from the New Orleans Police Department.

To address the increase, the New Orleans Police Department (NOPD) plans to improve visibility and officer presence. The Department graduated a class of 23 recruits in November 2013, a class of 26 in December 2014, and is on track to graduate three more classes by the end of 2015. The City launched an aggressive recruitment campaign in July 2013, and aims to hire an additional 150 officers in 2015 and has recieved over 4,000 applications since then.

Results

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014 (P)*
New Orleans		2,825	7,064	5,287	3,846	3,678	4,039	3,772	3,853	4,345
Oklahoma City	7,927	6,398	5,893	5,894	6,098	5,735	5,819	5,942	5,368	
Tampa	6,161	5,668	4,975	4,600	3,754	3,412	3,054	2,836	2,511	
Miami	6,006	5,163	5,163	5,190	4,957	5,312	5,661	5,375	5,002	
Memphis	8,369	8,368	8,070	8,016	7,080	6,520	6,489	6,313	6,052	
Nashville	6,426	5,817	5,577	5,360	4,775	4,998	4,774	4,196	3,848	
Raleigh	3,773	3,632	3,476	3,401	3,403	3,217	3,238	3,276	3,063	
Atlanta	7,290	6,635	7,286	7,313	6,213	7,333	7,084	6,534	6,103	
Baton Rouge	6,405	6,976	5,972	5,494	6,119	5,432	5,469	5,209	4,960	
Average of Comparable Cities	6,545	6,082	5,802	5,658	5,300	5,245	5,199	4,960	4,613	

*2014 New Orleans data is preliminary, using 2013 population value as reported by FBI.

Data Source

Federal Bureau of Investigation, Uniform Crime Reports as prepared by the National Archive of Criminal Justice Data

Outcome Measure: Number of fatal traffic accidents per 100,000 population
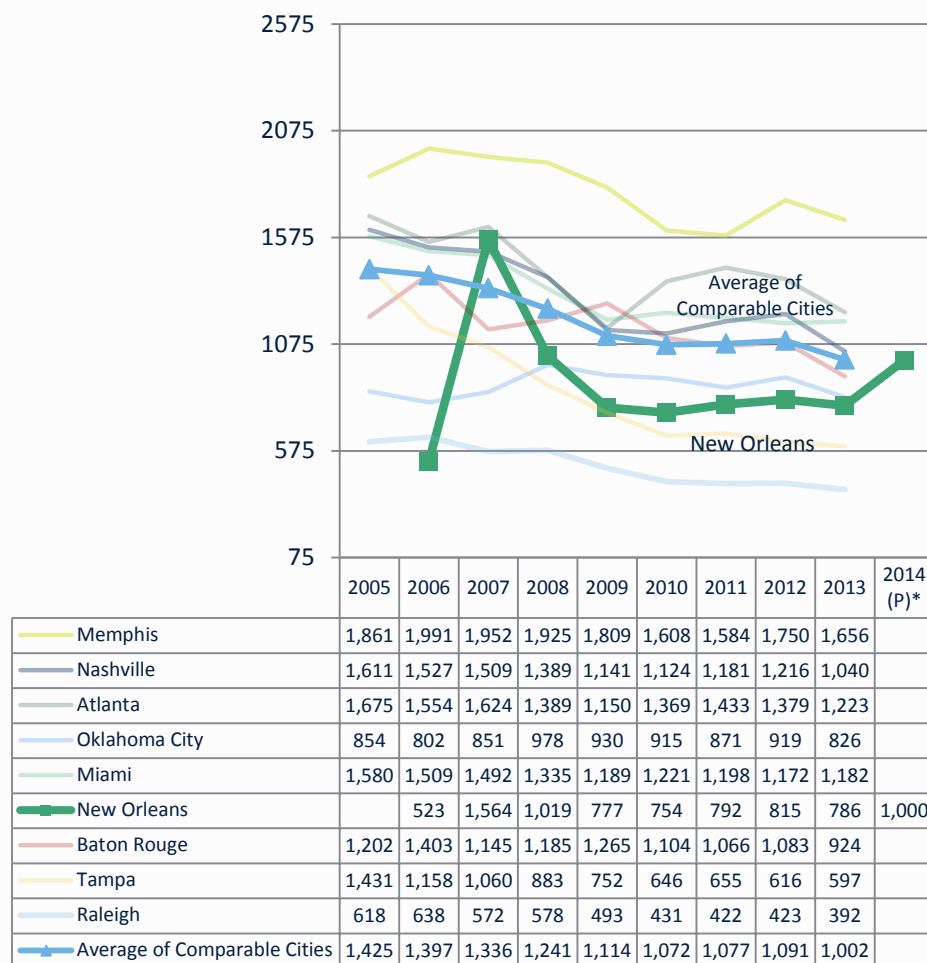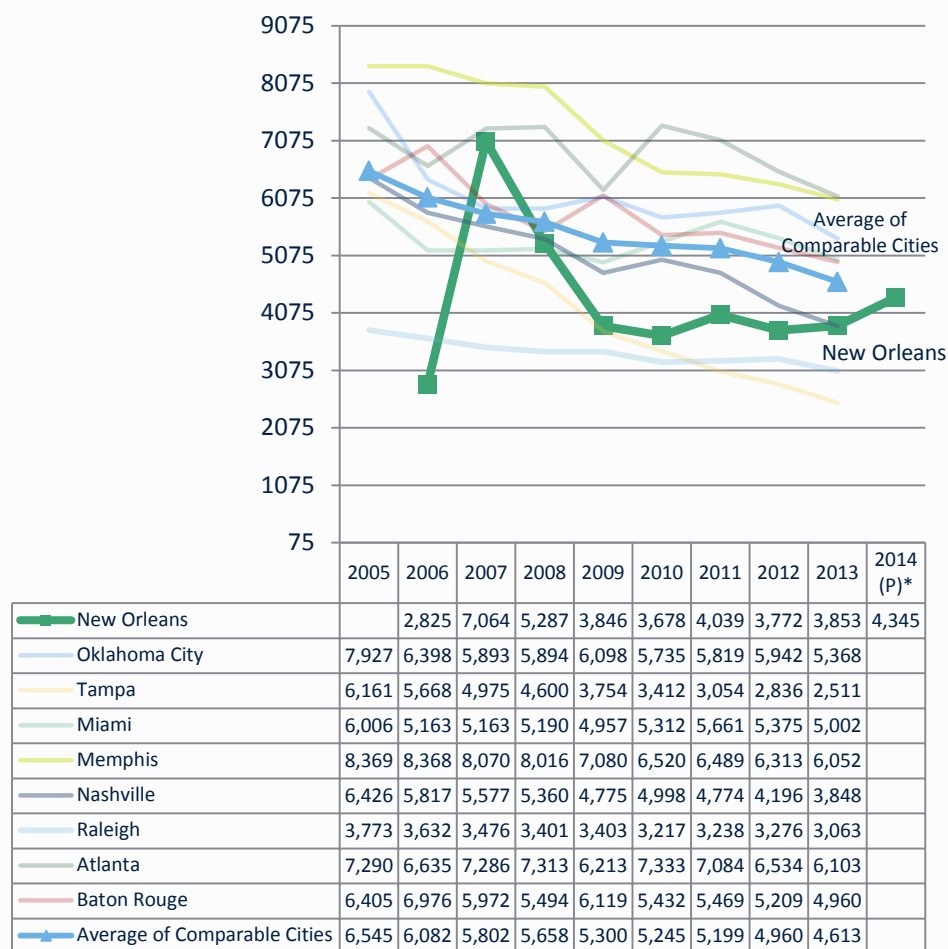
About This Measure

Traffic fatalities include vehicle occupants and non-occupants, such as pedestrians and bicyclists, killed in traffic crashes. Traffic fatalities are a leading cause of death, particularly for people between the ages of 4 and 34. The causes of traffic fatalities include alcohol-impaired, aggressive, and distracted driving (National Highway Traffic Safety Administration, n.d.). Actions to deter unsafe driver, pedestrian, and bicyclist behaviors and promote safe alternatives can lead to reductions in the number of traffic fatalities.

Analysis

The rate of fatal traffic accidents in New Orleans declined in 2012 and was substantially below the 2007 - 2009 peaks. New Orleans' rate is also well below the average rate for comparable cities.

To reduce fatal traffic accidents, the New Orleans Police Department has made thousands of Driving While Intoxicated (DWI) arrests in recent years, with 1,232 in 2012 alone. Further, the City works to change driver behavior through its Road Safety Camera Program, which includes school zone, red-light and speed cameras. The City issued 219,210 citations through the program in 2014. The City continued to add bikeways in 2014, increasing bicyclist safety. Before Hurricane Katrina, New Orleans had fewer than 5 miles of designated bikeways. The City now has more than 100 miles of bikeways. The City was recognized by the League of American Bicyclists in 2014 as a Silver Bicycle Friendly Community and continues to work with a broad coalition of partners to make New Orleans more bicycle friendly.

Additionally, in 2012 the Regional Planning Commission (RPC) unveiled a campaign featuring the 610 Stompers to promote pedestrian safety, with radio spots, a website, billboards, banners, and sidewalk graphics targeted towards both drivers and pedestrians. In 2013, the RPC launched a follow-up series of print, video, and online ads focusing on bicyclists' rights and safety.

Results

	2005	2006	2007	2008	2009	2010	2011	2012
Hillsborough County, FL (Tampa)	17.1	15.3	14.5	14.7	11.4	11.8	11.1	13.9
East Baton Rouge Parish	12.4	11.8	13.0	10.9	10.6	9.3	10.4	12.4
Oklahoma County, OK (Oklahoma City)	9.6	7.8	11.2	9.6	10.0	10.8	8.6	11.7
Jefferson County, KY (Louisville)	13.4	10.9	11.0	9.9	7.2	9.4	8.0	10.7
Davidson County, TN (Nashville)	13.7	14.6	10.6	11.0	10.4	11.5	11.6	10.3
Shelby County, TN (Memphis)	11.9	12.0	12.6	10.8	11.1	9.5	9.3	9.5
Miami-Dade County, FL (Miami)	13.1	13.5	11.8	10.4	9.7	9.1	8.5	8.8
Fulton County, GA (Atlanta)	11.5	11.4	9.9	10.0	9.0	7.3	6.0	7.9
Orleans Parish	6.4	9.6	13.5	10.4	11.8	7.2	8.6	7.6
Wake County, NC (Raleigh)	7.3	8.6	7.1	7.6	7.6	7.7	6.3	2.9
Average of Comparable Counties	12.2	11.8	11.3	10.5	9.7	9.6	8.9	9.8

Data Source

National Highway Traffic Safety Administration

Outcome Measure: Average number of days from police charging to case disposition for felonies

About This Measure

Average time to disposition is an indicator of the effectiveness and timeliness of the criminal justice system's administration of justice. The New Orleans Police Department, District Attorney, and courts all have an important role to play in ensuring timely dispositions for criminal offenses. The measure of the average number of days from case acceptance to disposition by the court includes state felony cases in Criminal District Court; state misdemeanor and municipal offenses are not included in this measure.

Analysis

The times from police charging to District Attorney acceptance/refusal decision and from case acceptance to disposition increased by 79 days, or 53%, bewteen 2013 and 2014,.

While the Office of Performance and Accountability only began working with the District Attorney's Office to report these results in 2013, the Metropolitan Crime Coalition (MCC) has reported on prior felony case processing timeliness in its *Orleans Parish Judicial Accountability Reports.* The MCC attributes relatively slow case processing times to more difficult cases, caused by a greater recent emphasis by police and prosecutors on arresting and prosecuting weapon and violent felony cases, which require more time to process.

Results

Average Days from Charge to Disposition for Felonies

■ Avg. Days from Police Charging to DA Acceptance/Refusal Decision
■ Avg. Days from Case Acceptance to Disposition

Year	Police Charging to DA Decision	Case Acceptance to Disposition	Total
2013	48	148	**197**
2014	46	227	**273**

Days

Note: If the District Attorney refuses a case, it is not considered in the time from case acceptance to disposition by court. Data reflects New Orleans only.

Data Source

Orleans Parish District Attorney's Office

Outcome Measure: Percent of citizens rating police protection fair, good, or very good

About This Measure

Police protection and the perception of police protection are important factors in preventing crime and keeping citizens and property safe. Police protection can come in many forms, including: patrolling a beat, offering youth education, coordinating community efforts like neighborhood watch associations, responding to complaints or calls for help, and investigating crimes. According to the Police Foundation, "The police are the crucial link in the nation's system of crime control and the local agency of government on duty 24 hours a day to protect lives, homes, and property." Without adequate police protection, citizen's physical health and the community's economic health may suffer (See "Percent of citizens reporting feeling safe in their neighborhoods" for additional information).

http://www.policefoundation.org/content/about

Analysis

The percentage of citizens in New Orleans who consider police protection to the fair, good, or very good remained steady at 66% in 2013. Citizen satisfaction on this issue has not changed markedly since the significant gains of 2007 and 2008.

In 2010, the City launched a comprehensive 65-point plan to completely remake the New Orleans Police Department (NOPD), and in 2012, the City released a comprehensive murder reduction strategy, NOLA FOR LIFE. Among other initiatives, the 65-point plan instituted community-oriented policing, and NOLA FOR LIFE built on the extensive outreach of NOPD Community Coordinating Sergeants and Quality of Life officers, rapidly improving police visibility and providing avenues for communication and community partnerships. The NOPD attended 4,490 Neighborhood Watch (Community Coordinating) meetings between 2011 and 2014.

Results

Data Source

University of New Orleans Quality of Life Survey[1]

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Measure: Number of recruit classes	Police	2	≥5	🔴	193
Strategy: Prevent illegal activity by addressing root causes					
Measure: Number of participants in NOLA FOR LIFE Midnight Basketball	Criminal Justice Coordination	1,582	≥3,000	🔴	129
Measure: Average monthly number of crimes against persons	Police	314	Management Statistic	-	193
Measure: Average monthly number of crimes against property	Police	1,365	Management Statistic	-	193
Measure: Number of clients served through the OPD Client Services Division	Public Defender	N/A	Management Statistic	-	201
Strategy: Intervene when conflicts occur to resolve them non-violently					
Measure: Number of high-risk individuals identified and engaged by CeaseFire outreach workers	Criminal Justice Coordination	46	≥45	🟢	129
Strategy: Enforce the law with integrity					
Measure: Clearance rate for crimes against persons	Police	39.8%	≥41%	🔺	193
Measure: Clearance rate for crimes against property	Police	14.2%	≥16%	🔴	193
Measure: Number of Driving While Intoxicated (DWI) arrests	Police	1,473	≥1,355	🟢	193
Measure: Percent of officers completing 40 hours of in-service training	Police	90.4%	100%	🔺	193
Measure: Number of parking citations issued	Public Works	257,274	Management Statistic	-	203
Measure: Number of vehicles booted	Public Works	7,632	Management Statistic	-	203
Measure: Number of vehicles towed	Public Works	17,578	Management Statistic	-	203

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Effectively and fairly administer justice					
Measure: Number of deaths	Coroner	3,648	Management Statistic	-	123
Measure: Number of scene investigations	Coroner	1,178	Management Statistic	-	123
Measure: Number of autopsies performed	Coroner	1,519	Management Statistic	-	123
Measure: Number of psychiatric interviews conducted	Coroner	1,756	Management Statistic	-	123
Measure: Number of new cases accepted for prosecution	Criminal District Court	4,690	Management Statistic	-	125
Measure: Number of new charges accepted for prosecution	Criminal District Court	9,260	Management Statistic	-	125
Measure: Number of defendants with new charges accepted for prosecution	Criminal District Court	5,396	Management Statistic	-	125
Measure: Average number of probation and parole supervisees	Criminal District Court	6,571	Management Statistic	-	125
Measure: Number of cases disposed of by jury trial	Criminal District Court	84	Management Statistic	-	125
Measure: Percent of citizens summoned for jury duty who served	Criminal District Court	29.9%	Management Statistic	-	125
Measure: Ratio of assessed monetary penalties to monetary penalties collected	Criminal District Court	66.7%	Management Statistic	-	125
Measure: Percent of specialty court participants successfully completing or making program gains	Criminal District Court	30.1%	Management Statistic	-	125
Measure: Rate of appearance at arraignment for persons diverted from custody through pre-trial services	Criminal Justice Coordination	94.6%	≥90%	🟢	129

🟢 On Target	⚠ ≤10% Off Target	🔷 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Measure: Number of charges accepted for prosecution	District Attorney	18,988	Management Statistic	-	133
Measure: Percent of charges accepted for prosecution	District Attorney	92.0%	≥85%	🟢	133
Measure: Percent of felony charges accepted for prosecution	District Attorney	90.3%	Management Statistic	-	133
Measure: Average number of days from police charging to DA acceptance/refusal decision	District Attorney	45.6	≤47	🟢	133
Measure: Number of guilty pleas	District Attorney	4,786	Management Statistic	-	133
Measure: Rate of jury trial convictions	District Attorney	80.2%	≥75%	🟢	133
Measure: Rate of overall convictions	District Attorney	89.0%	≥96%	🔺	133
Measure: Number of felony charge dispositions	District Attorney	3,572	Management Statistic	-	133
Measure: Average number of days from case acceptance to disposition by court - homicide cases	District Attorney	824	Management Statistic	-	133
Measure: Average number of days from case acceptance to disposition by court - rape cases	District Attorney	382	Management Statistic	-	133
Measure: Average number of days from case acceptance to disposition by court - other cases	District Attorney	224	Management Statistic	-	133
Measure: Average number of minutes per proceeding	Juvenile Court	17.5	Establishing Baseline	-	165
Measure: Average number of court proceedings per case	Juvenile Court	2.32	Management Statistic	-	165
Measure: Continuance rate	Juvenile Court	15.6%	≤8%	🔴	165

🟢	On Target	🔺	≤10% Off Target	🔴	Off Target	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Measure: Average number of days from petition to answer in delinquency cases - detained	Juvenile Court	12.4	Establishing Baseline	-	165
Measure: Average number of days from adjudication to disposition for delinquency cases	Juvenile Court	26	≤30	🟢	165
Measure: Average number of days from petition to answer in delinquency cases - not detained	Juvenile Court	37.2	Establishing Baseline	-	165
Measure: Average number of days from adjudication to disposition for dependency cases	Juvenile Court	16.6	Not Set	-	165
Measure: Percent of adoptions granted within statutory time limits (30-60 days)	Juvenile Court	95.8%	100%	🔺	165
Measure: Percent of terminations of parental rights decided within statutory time limits (60 days)	Juvenile Court	100.0%	100%	🟢	165
Measure: Percent of Family in Need of Services answer hearings held within 45 days	Juvenile Court	83.3%	100%	🔶	165
Measure: Average number of days from answer to adjudication in delinquency cases - not detained	Juvenile Court	76.9	Establishing Baseline	-	165
Measure: Average number of days from petition to answer in dependency cases	Juvenile Court	6.32	Not Set	-	165
Measure: Ratio of traffic charges disposed to traffic charges filed	Juvenile Court	0.91	Establishing Baseline	-	165
Measure: Number of Title IV-E foster care eligibility assessments	Juvenile Court	405	Management Statistic	-	165
Measure: Amount of revenue from Municipal and Traffic Court claims, settlements, and judgments	Law	$10,643,123	≥$12,000,000	🔶	169
Measure: Average number of Municipal and Traffic Court cases per attorney per month	Law	640	Management Statistic	-	169
Measure: Number of tax and public nuisance cases filed before the ABO Board	Law	224	≥250	🔶	169
Measure: Percent of ABO tax cases resolved within 60 days	Law	92.0%	≥93%	🔺	169

🟢	On Target	🔺	≤10% Off Target	🔶	Off Target	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Measure	Organization	Year-End Actual	Year-End Target	Status	Page No.
Measure: Number of City misdemeanor cases filed	Municipal Court	20,144	Management Statistic	-	179
Measure: Number of State misdemeanor cases filed	Municipal Court	5,686	Management Statistic	-	179
Measure: Ratio of new City misdemeanor cases disposed to cases filed	Municipal Court	92.1%	Not Set	-	179
Measure: Ratio of new State misdemeanor cases disposed to cases filed	Municipal Court	88.7%	Not Set	-	179
Measure: Average number of days from filing date to first trial setting	Municipal Court	70.0	Management Statistic	-	179
Measure: Average number of days to disposition in all cases	Municipal Court	184	Management Statistic	-	179
Measure: Average number of days to disposition in cases for which no warrants are issued	Municipal Court	58.2	Management Statistic	-	179
Measure: Average number of days to disposition in City misdemeanor cases	Municipal Court	195	Management Statistic	-	179
Measure: Average number of days to disposition in State misdemeanor cases	Municipal Court	147	Management Statistic	-	179
Measure: Percent of sentences issued with community service	Municipal Court	9.48%	Not Set	-	179
Measure: Number of new cases	Public Defender	18,258	Management Statistic	-	201
Measure: Cumulative case workload	Public Defender	21,338	Management Statistic	-	201
Measure: Cumulative misdemeanor case workload per staff attorney	Public Defender	2,041	≤450	◆	201
Measure: Cumulative felony case workload per staff attorney	Public Defender	284	≤200	◆	201
Measure: Value of incoming infractions	Traffic Court	$25,688,350	Management Statistic	-	221
Measure: Amount of collections	Traffic Court	$9,062,647	Management Statistic	-	221
Measure: Litigant satisfaction rating~	Traffic Court	N/A	Establishing Baseline	-	221
Measure: Number of incoming infractions	Traffic Court	111,669	Management Statistic	-	221
Measure: Number of incoming traffic tickets	Traffic Court	51,491	Management Statistic	-	221

● On Target	≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Rehabilitate the incarcerated so that they do not recidivate					
Measure: Percent of New Orleans Adult Learning Center participants successfully completing and/or making program gains	Criminal District Court	35.4%	Management Statistic	-	125
Measure: Number of adjudicated individuals employed through re-entry services^	Criminal Justice Coordination	12	≥100	🔴	129
Measure: Average daily number of detainees in the Orleans Parish Prison	Criminal Justice Coordination	2,062	Management Statistic	-	129
Measure: Number of pre-trial detainees in Orleans Parish Prison	Criminal Justice Coordination	1,147	Management Statistic	-	129
Measure: Average length of stay for pre-trial detainees	Criminal Justice Coordination	202	Management Statistic	-	129
Measure: Percent of defendants accepted into the diversion programs	District Attorney	7.97%	Management Statistic	-	133
Measure: Number of diversion program clients successfully completing requirements	District Attorney	222	Management Statistic	-	133
Measure: Average daily number of inmates	Sheriff	2,206	Management Statistic	-	217
Measure: Average daily number of inmates in the Electronic Monitoring Program	Sheriff	66.5	Management Statistic	-	217
Measure: Average number of days of detainee stay	Sheriff	66.5	Management Statistic	-	217
Measure: Number of assaults on inmates (via inmates)	Sheriff	227	Not Set	-	217
Measure: Number of assaults on staff (via inmates)	Sheriff	24	Not Set	-	217
Measure: Number of major incidents involving physical assault*	Youth Study Center	54	≤48	🔴	225
Measure: Percent of confinements exceeding 8 hours	Youth Study Center	0.00%	≤8%	🟢	225
Measure: Percent of days exceeding capacity	Youth Study Center	0.00%	≤5%	🟢	225
Strategy: Coordinate the criminal justice system					
Measure: Average percent of agencies represented at Criminal Justice Council meetings	Criminal Justice Coordination	68%	≥75%	🔺	129
Measure: Percent of grants, initiatives, and programs in compliance with associated conditions	Police	92%	100%	🔺	193

🟢 On Target	≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Outcome Measures: Number of structure fires and fatalities per 100,000 population

About This Measure

Fires can result in injuries, death, and property damage. The leading cause of both residential and non-residential building fires in the U.S. in 2007-2011 was, by far, cooking. Other causes were heating, electrical malfunctions, carelessness/other unintentional, intentional, and open flame (United States Fire Administration, 2013).

Analysis

The rate of fires in New Orleans decreased between 2011 and 2014, but only negligbly between 2013 and 2014. Throughout the year, the New Orleans Fire Department (NOFD) hosts events and activities to educate the community on fire prevention and mitigation, and reached 117,191 citizens in 2014 alone. To prevent commercial and industrial fires, the NOFD aims to inspect all commercial and industrial buildings annually, and inspected 4,872 such structures in 2014. For 2014, the NOFD set a new goal to install 1,000 smoke alarms and exceeded this goal, installing more than 2,500.

The rate of fatalities due to fire has continually declined between 2010 and 2013, and spiked in 2014 due largely to a tragic house fire in Broadmoor that claimed five lives. To reduce the number of fatalities due to fire, the NOFD aims to respond to 75% of fire calls in under 6 minutes 20 seconds. The NOFD responded to 74.4% of such calls with the target timeframe in 2014. The NOFD also set a target to respond to 86% of emergency structure fire calls within 6 minutes 20 seconds in 2014, and met this goal.

Results

Structure Fires per 100,000 Population

	2009	2010	2011	2012	2013	2014
New Orleans	208	198	226	183	164	159
Oklahoma City		178	172	157	173	
Miami-Dade County, FL (Miami)		59	49	45	49	

Fire Fatalities per 100,000 Population

	2009	2010	2011	2012	2013	2014
New Orleans	0.6	2.87	0.83	0.54	0.27	1.85
Oklahoma City	0.0	2.40	0.68		1.64	
Miami-Dade County (Miami)	0.0			0.27		
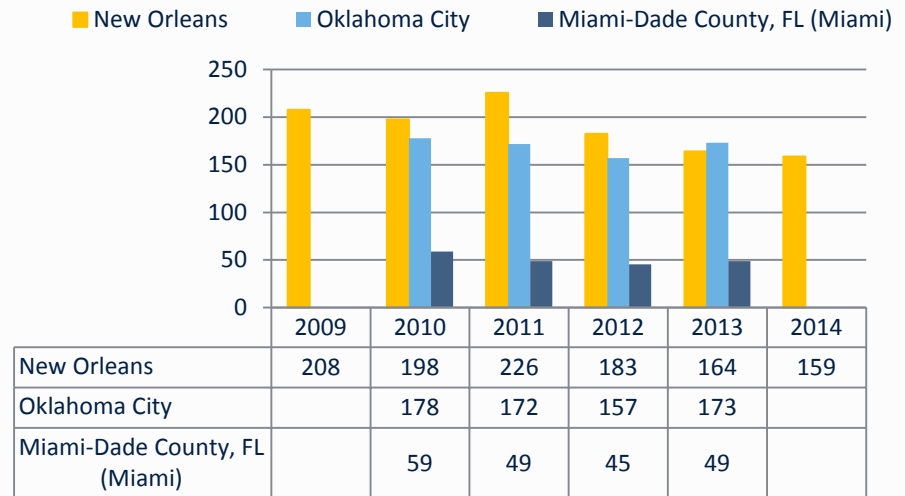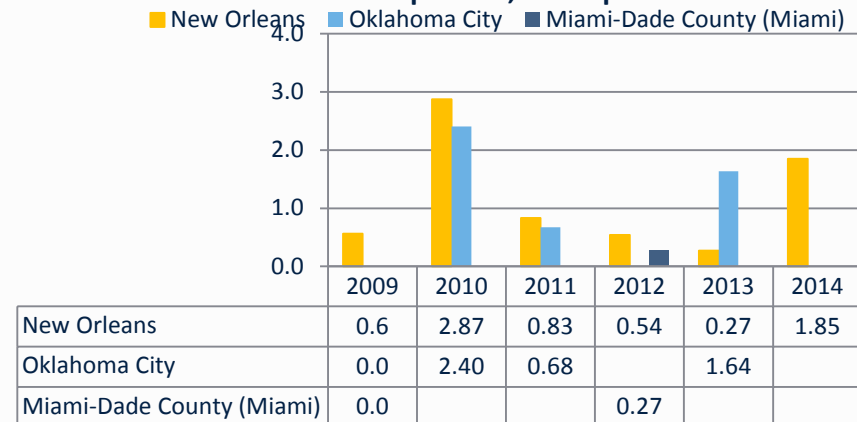
Data Source

New Orleans Fire Department; International City/County Management Association

Outcome Measures: Percent of citizens rating fire protection fair, good, or very good

About This Measure

Fire protection prevents injuries, saves lives, and protects property. Fire protection is primarily provided by the New Orleans Fire Department which responds to emergency situations, including but not exclusively fires. The Fire Department also strives to prevent fires by regularly inspecting buildings to assure adherence to fire codes, installing fire detectors, and offering safety presentations to the public.

Analysis

91% of citizens in New Orleans viewed fire protection favorably in 2013, an increase of three percentage points over 2012. New Orleans is approaching neighboring Jefferson Parish in this rating.

In 2014, the New Orleans Fire Department installed 2,503 smoke alarms and inspected 4,872 businesses. 87% of all emergency calls were responded to in less than 6 minutes and 20 seconds.

Results
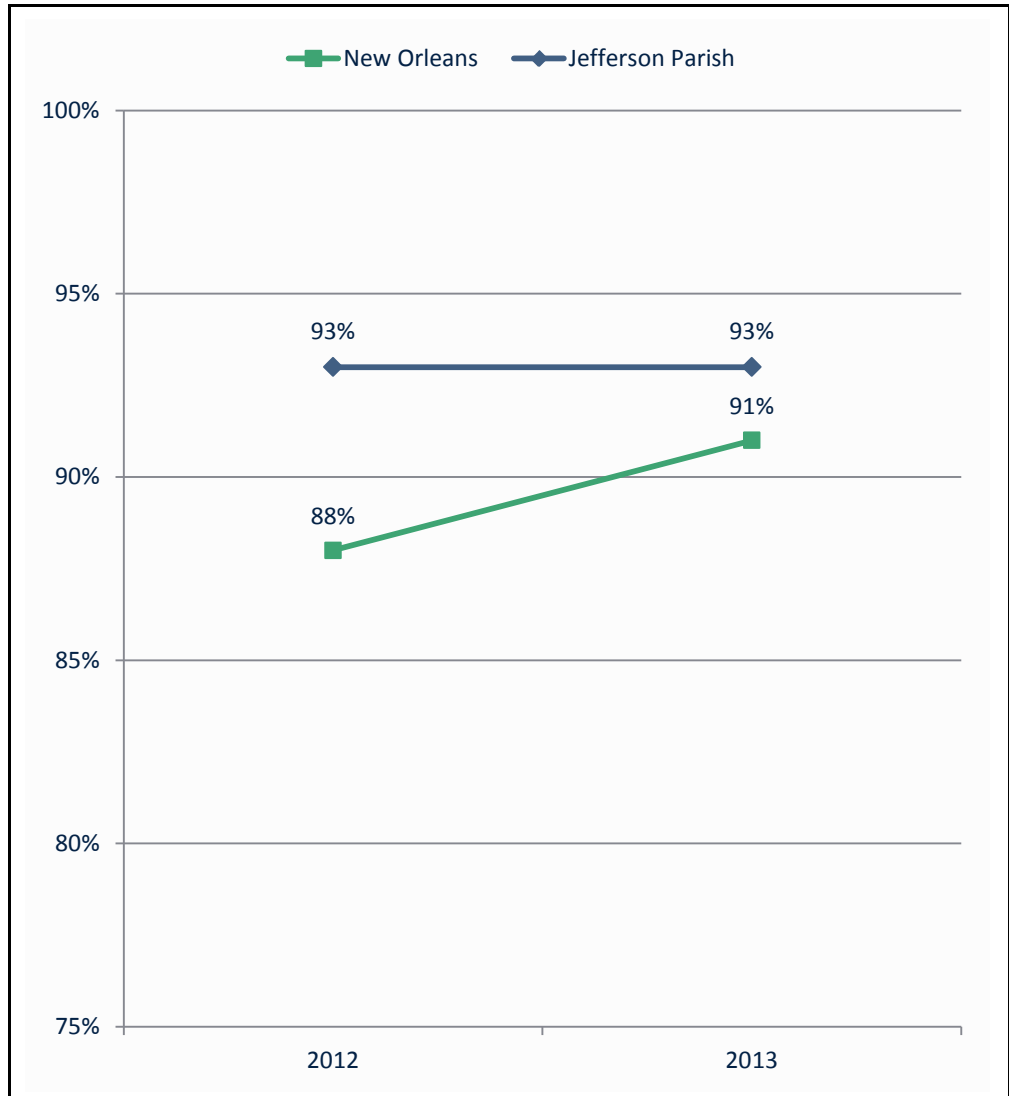
Data Source

University of New Orleans Quality of Life Survey[1]

Outcome Measure: Percent of individuals suffering cardiac arrest with pulse at delivery to hospital

About This Measure

Patients who arrive at the hospital with a pulse after cardiac arrest have a higher survival rate than those who do not. Shockable cardiac rhythm and spontaneous circulation, which indicate a pulse, are determinants used by Emergency Medical Services (EMS) to warrant rapid transportation to further care. Bystander Cardiopulmonary Resuscitation (CPR) and defibrillation will have a greater effect on surviving cardiac arrest (Sasson, C., Rogers, M.A.M., Dahl, J., & Kellermann, A. L., 2010).

Analysis

New Orleans Emergency Medical Services (NOEMS) seeks to revive patients that have gone into cardiac arrest, and has set a goal of 35% of such individuals achieving prehospital return of spontaneous circulation. NOEMS achieved the target in 2012, and, came within 5 points of meeting the target in 2013. The 2014 data show that the percentage dropped to 10 points below NOEMS's target. However, these data are preliminary. Complete data will be available in April 2015.

NOEMS trains the public in cardiopulmonary resuscitation (CPR) to allow them to take the appropriate actions to help save lives in emergencies. In 2014, NOEMS trained 1,017 individuals in CPR, a substantial increase over the 746 trained in 2013, and the 79 trained in 2012 . In 2014, NOEMS held CPR trainings with New Orleans Homeland Security and Emergency Preparedness, the Parenting Center at Children's Hospital, Orleans Parish District Attorney's Office, FBI field office, St. Charles Avenue Baptist Church, Hermes Organization, and the Louisiana Bankers Association.

Results

Legend:
- New Orleans
- Cardiac Arrest Registry to Enhance Survival (CARES) National Average
- New Orleans Emergency Medical Services Target (35%)

Year	New Orleans	CARES National Average
2011	25%	
2012	35%	31%
2013	31%	
2014	24%	
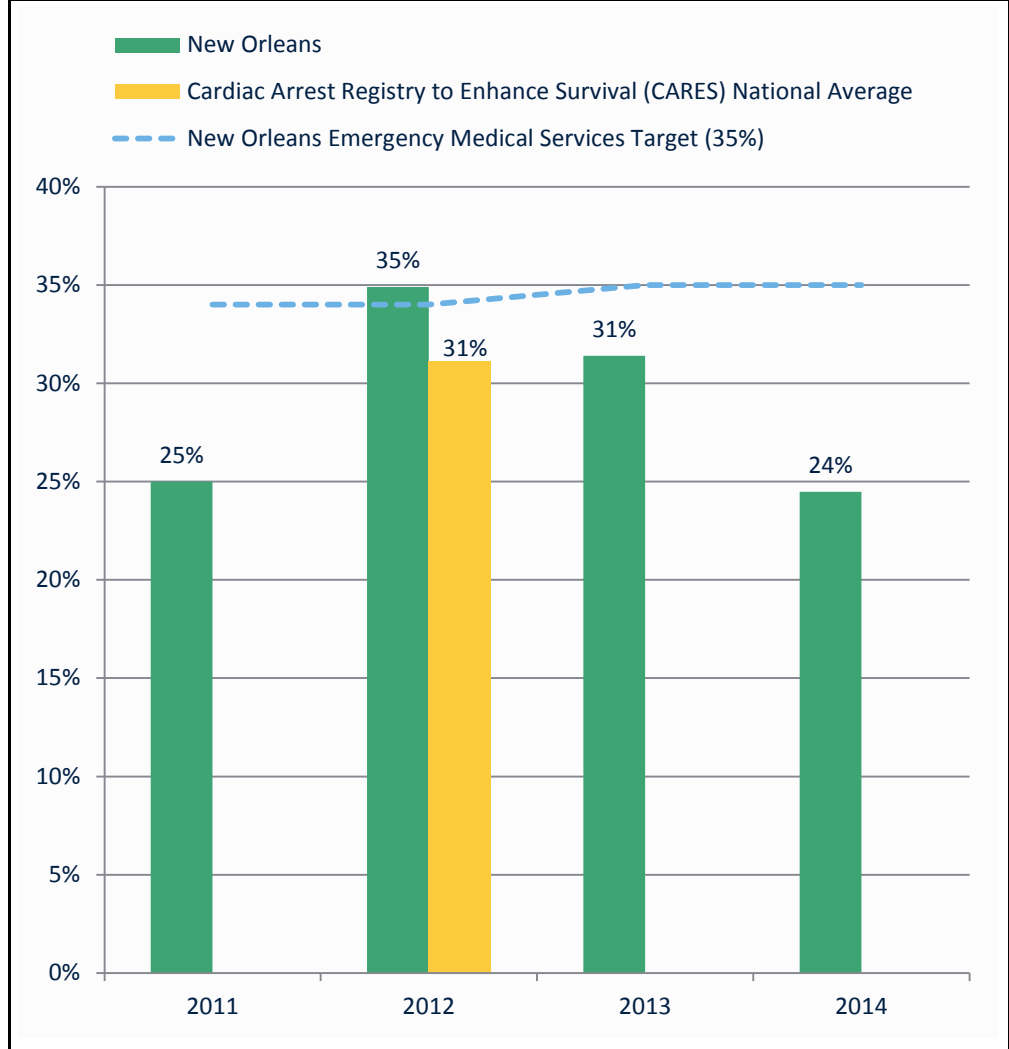
Data Source

Cardiac Arrest Registry to Enhance Survival. Data for 2014 is preliminary.

Outcome Measure: Percent of City plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant

About This Measure

The Federal Emergency Management Administration's National Incident Management System (NIMS) provides a systematic, proactive approach to guide governments, nongovernmental organizations, and the private sector to prevent, protect against, respond to, recover from, and mitigate the effects of disasters. Compliance with the NIMS indicates a high level of emergency preparedness, which facilitates coordination during times of crisis and efficient and effective emergency management and incident response activities (Federal Emergency Management Agency, 2013).

Analysis

In 2012, 2013, and 2014, 100% of the emergency preparedness plans overseen by the City's Deputy Mayor of Public Safety were compliant with NIMS standards, up from 90% in 2011. In 2013, with the support of all City departments, New Orleans Homeland Security and Emergency Preparedness completed a comprehensive update of the Citywide Emergency Operations Plan. The plan provides a basic framework for all hazards emergency response citywide. The Office also revised other citywide emergency plans, including the City Freeze Plan and the City Assisted Shelter Plan. At the end of 2014, 19 out of 19 emergency preparedness plans were NIMS compliant.

Results

Legend:
- New Orleans (green)
- New Orleans Office of Homeland Security and Emergency Preparedness Target (blue)

Year	New Orleans	Target
2011	92%	100%
2012	100%	100%
2013	100%	100%
2014	100%	100%

Data Source

New Orleans Office of Homeland Security and Emergency Preparedness

Organizational Measures

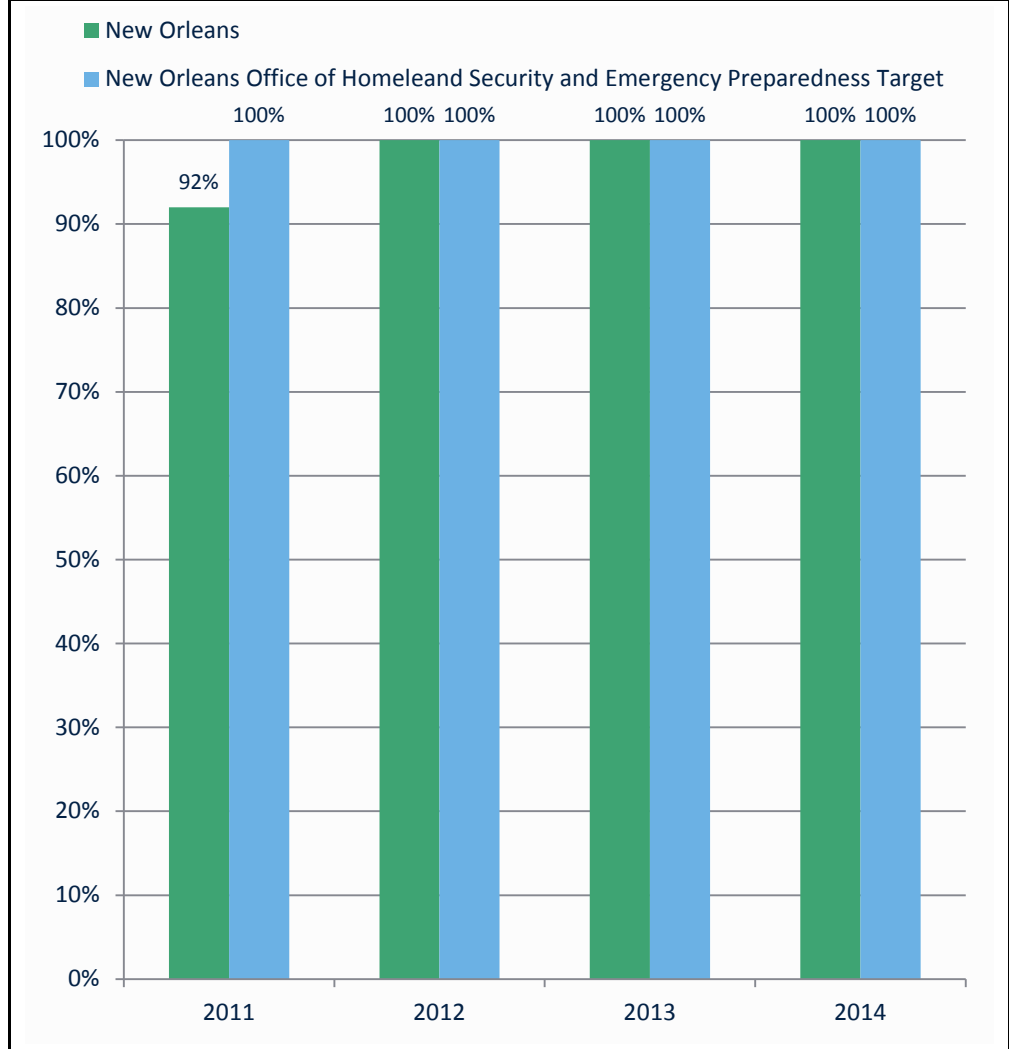|	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Respond to emergencies, including fire and medical, effectively					
Measure: Number of calls for service	Emergency Medical Services	57,184	Management Statistic	-	141
Measure: Percent of Code 3 responses within 12 minutes	Emergency Medical Services	79.7%	≥80%	🔺	141
Measure: Percent of patients suffering from cardiac arrest who achieve prehospital return of spontaneous circulation (ROSC)	Emergency Medical Services	-	-	-	141
Measure: Number of individuals trained in cardiopulmonary resuscitation (CPR)	Emergency Medical Services	1,017	≥800	🟢	141
Measure: Percent of emergency structure fire call response times under 6 minutes 20 seconds	Fire	86.9%	≥86%	🟢	149
Measure: Percent of all fire call response times under 6 minutes 20 seconds	Fire	74.4%	≥75%	🔺	149
Measure: Number of days lost to fire suppression personnel injuries	Fire	2324	≤1000	🔶	149
Strategy: Plan and prepare for disasters					
Measure: Number of commercial and industrial structures inspected	Fire	4,872	≥4,000	🟢	149
Measure: Percent of fire hydrants inspected twice^	Fire	100%	100%	🟢	149
Measure: Number of citizens reached through community education activities*	Fire	117,191	≥80,000	🟢	149
Measure: Number of smoke alarm installations	Fire	2,503	≥1,000	🟢	149
Measure: Number of individuals with medical needs registered for sheltering and evacuation^	Health	3,296	≥3,000	🟢	151
Measure: Number of citizens trained to assist in the City Assisted Evacuation Plan*	Homeland Security and Emergency Preparedness	680	≥400	🟢	157
Measure: Number of community outreach events attended by NOHSEP staff	Homeland Security and Emergency Preparedness	49	≥35	🟢	157
Measure: Percent of plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant	Homeland Security and Emergency Preparedness	100%	100%	🟢	157

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Open and Effective Government

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

Budget: $98.4 Million

Result Area Chair: Norman Foster

Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	**Exercise effective management and accountability for the City's physical resources**	Improve health outcomes for City residents	Promote business growth and job creation	Maintain and improve public infrastructure	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	**Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service**	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	**Facilitate the legal, administrative, and policy work of governmental bodies serving City residents**	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

Outcome Measure: Bond rating of the Board of Liquidation, City Debt

About This Measure

The bond rating of the Board of Liquidation, City Debt is a reflection of the financial status of the City. Bond ratings are based on the ability of the bond issuer to repay the debt and interest on the bond, as well as the issuer's credit history (Clayton, 2005, p. 321). High ratings indicate a high level of creditworthiness and thus, result in the ability to borrow money at relatively cheaper rates (Moody's, n.d.).

Analysis

The Board of Liquidation, City Debt's bond ratings have all improved since 2007. The Board's ratings are highlighted in the tables at right.

Since 2010, the City has made gains in restoring structural budgetary balance, and the city's long term economic prospects are positive. Further, the City has manageable debt, and federal recovery money to assist with infrastructure projects. In 2013 and 2014, Standard & Poor's assigned a rating of BBB+ to the City's $40 million General Obligation (GO) bond issue. The other rating agencies maintained ratings during 2014, with Fitch maintaining a rating of A- on GO debt. Fitch gave the City a negative outlook on its bond debt due to public safety pension obligations and the ongoing dispute over the operating size of the Orleans Parish Prison. S&P gave the City a stable outlook, due to growth in the economy and tax base.

Results

Fitch Ratings

2007	2008	2009	2010	2011	2012	2013	2014
A	A	A	A	A	A	A	A
A-	A-	A-	A-	A-	A-	A-	A-
BBB+	BBB+	BBB+	BBB+	BBB+	BBB+	BBB+	BBB+
BBB	BBB	BBB	BBB	BBB	BBB	BBB	BBB
BBB-	BBB-	BBB-	BBB-	BBB-	BBB-	BBB-	BBB-
BB+	BB+	BB+	BB+	BB+	BB+	BB+	BB+
BB	BB	BB	BB	BB	BB	BB	BB

Moody's Ratings

2007	2008	2009	2010	2011	2012	2013	2014
Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1
A3	A3	A3	A3	A3	A3	A3	A3
A2	A2	A2	A2	A2	A2	A2	A2
A1	A1	A1	A1	A1	A1	A1	A1
Baa3	Baa3	Baa3	Baa3	Baa3	Baa3	Baa3	Baa3
Baa2	Baa2	Baa2	Baa2	Baa2	Baa2	Baa2	Baa2
Baa1	Baa1	Baa1	Baa1	Baa1	Baa1	Baa1	Baa1

S&P Ratings

2007	2008	2009	2010	2011	2012	2013	2014
A-	A-	A-	A-	A-	A-	A-	A-
BBB+	BBB+	BBB+	BBB+	BBB+	BBB+	BBB+	BBB+
BBB	BBB	BBB	BBB	BBB	BBB	BBB	BBB
BBB-	BBB-	BBB-	BBB-	BBB-	BBB-	BBB-	BBB-
BB+	BB+	BB+	BB+	BB+	BB+	BB+	BB+
BB	BB	BB	BB	BB	BB	BB	BB
BB-	BB-	BB-	BB-	BB-	BB-	BB-	BB-
B+	B+	B+	B+	B+	B+	B+	B+

Data Source

Fitch/Moody's/Standard & Poor's

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Effectively steward the City's financial resources					
Measure: Quality of budget document as judged by the Government Finance Officers Association~	Budget	Distinguished	Distinguished	🟢	105
Measure: Number of audit findings related to the City's budget in the financial audit~	Budget	0	0	🟢	105
Measure: Percent of internal customers satisfied with the overall quality of service received~	Budget	74.0%	Establishing Baseline	-	105
Measure: Audit opinion~	Finance	Unqualified	Unqualified	🟢	145
Measure: Number of Basic Financial Statements findings~	Finance	0	≤5	🟢	145
Measure: Number of Single Audit findings~	Finance	3	≤8	🟢	145
Measure: Number of field visits/contacts by Bureau of Revenue field agents	Finance	17,156	≥10,000	🟢	145
Measure: Number of sales tax audits completed	Finance	65	≥105	🔶	145
Measure: Amount of revenue collected from the rent of City owned properties	Property Management	$962,055	≥$900,000	🟢	199
Measure: Number of general liability claims	Risk Management	57	Establishing Baseline	-	209
Measure: Number of worker's compensation claims	Risk Management	687	Establishing Baseline	-	209
Measure: Average number of days to submit injury forms	Risk Management	11	Establishing Baseline	-	209
Measure: Number of traffic accidents in law enforcement vehicles	Risk Management	104	Establishing Baseline	-	209

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Manage the City's information and analyze the City's data					
Measure: Percent of critical ITI projects delivered on schedule	Information Technology and Innovation	61.2%	≥80%	◆	161
Measure: Percent of internal customers satisfied with the overall quality of services received~	Information Technology and Innovation	73.8%	Establishing Baseline	-	161
Measure: Percent of Service Level Agreements (SLAs) met by the Service Desk	Information Technology and Innovation	N/A	≥95%	N/A	161
Measure: Rate of Service Desk call abandonment	Information Technology and Innovation	13.2%	≤10%	◆	161
Measure: Rate of Service Desk customer satisfaction	Information Technology and Innovation	79.0%	≥70%	●	161
Measure: Telephone and e-mail service availability	Information Technology and Innovation	100.00%	≥99.99%	●	161
Measure: Rate of 311 call abandonment	Information Technology and Innovation	4.50%	≤10%	●	161
Measure: Average 311 customer satisfaction rating	Information Technology and Innovation	87.9%	≥70%	●	161
Measure: Rate of 311 first call resolution	Information Technology and Innovation	64.7%	≥70%	△	161
Measure: Percent of internal customers surveyed who agreed that benefits of performance management outweighed the costs~	Performance and Accountability	55.1%	Establishing Baseline	-	191
Measure: Quality of performance management program as assessed by the International City/County Management Association~	Performance and Accountability	Certificate of Excellence	Certificate of Excellence	●	191
Measure: Average number of days to release ResultsNOLA reports	Performance and Accountability	59	≥60	●	191

● On Target	△ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Manage vendor relationships and provide oversight of City contracts					
Measure: Average number of days to approve requisitions for the purchase of goods or services	Budget	0.95	≤2	🟢	105
Measure: Percent of invoices paid within 30 days for bonds, 45 days for revolver funds, and 60 days for DCDBG funds	Capital Projects	85.1%	≥80%	🟢	107
Measure: Percent of requests for bids or proposals with 3 or more responses	Finance	56.1%	≥70%	🔴	145
Measure: Average number of business days to process requisitions - Bureau of Purchasing	Finance	4.38	≤4	🔺	145
Measure: Percent of General Fund payments processed within 7 business days of receipt by Accounts Payable	Finance	75.3%	≥70%	🟢	145
Measure: Percent of Capital/Grants Fund payments processed within 7 business days of receipt by Accounts Payable	Finance	93.9%	≥90%	🟢	145
Measure: Percent of contracts drafted, reviewed, and signed within 30 days	Law	95.4%	≥80%	🟢	169
Strategy: Responsibly support the City's capital assets					
Measure: Percent of internal customers satisfied with the overall quality of service received~	Equipment Maintenance Division	79.4%	Establishing Baseline	-	143
Measure: Number of gallons of fuel dispensed	Equipment Maintenance Division	1,600,663	≤1,800,000	🟢	143
Measure: Percent of vehicles capable of using alternative fuel	Equipment Maintenance Division	33.4%	Management Statistic	-	143
Measure: Percent of vehicles exceeding replacement criteria	Equipment Maintenance Division	73.5%	Management Statistic	-	143
Measure: Percent of internal customers satisfied with the overall quality of service received~	Property Management	73.4%	Establishing Baseline	-	199
Measure: Number of repair work orders completed	Property Management	3,774	Management Statistic	-	199
Measure: Percent of repair work orders completed within 30 days	Property Management	92.4%	≥75%	🟢	199
Measure: Percent of repair work orders completed using in-house staff	Property Management	84.7%	≥75%	🟢	199

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Result Area: Open and Effective Government

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

Outcome Measure: Employee turnover rate

About This Measure

The City's employee turnover rate reflects the percentage of City employees who retired, resigned, or were terminated in the year. Employee turnover results in significant costs to employers. It costs organizations an estimated 20% of a typical employee's annual salary to replace that employee due to productivity losses, the costs of hiring and training a new employee, and the slower productivity until the new employee gets up to speed in his or her new job; however, because some jobs have very high costs of turnover and others are less significant, the estimates vary widely across all types of employment (Boushey, H. & Glynn, S.J., 2012).

The economy, overall performance of the organization, organizational culture, characteristics of a job, expectations, demographics and individual characteristics can contribute to turnover rates (Society for Human Resources Management, 2012).

Analysis

The employee turnover rate in 2013 was consistent with the 2012 level. Both levels were comparable to the national average for state and local governments.

Results

Legend: ■ New Orleans ■ National Average for State and Local Governments

2012: New Orleans 12.0%, National Average 13.1%
2013: New Orleans 9.5%, National Average 12.9%
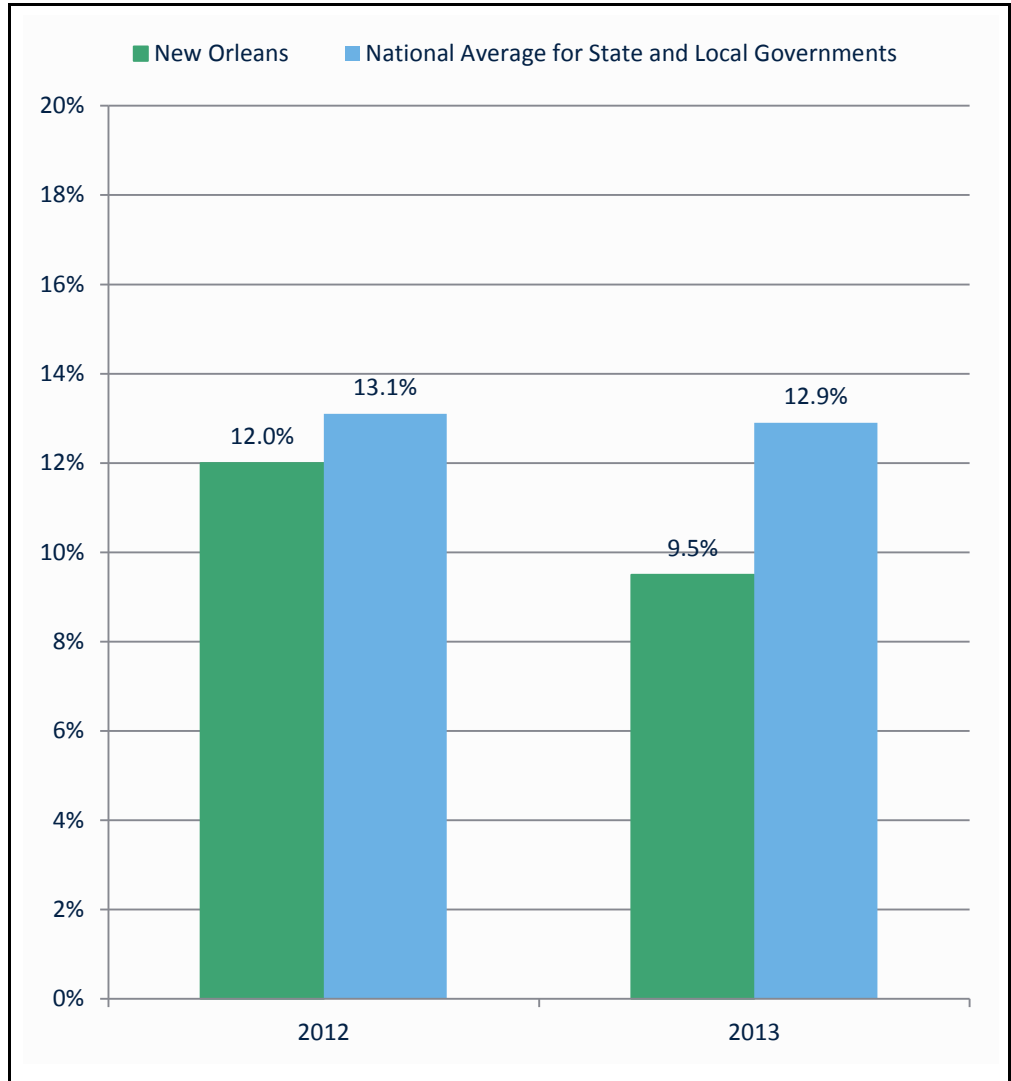
Data Source

City of New Orleans Civil Service Commission; U.S. Bureau of Labor Statistics

Result Area: Open and Effective Government

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

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Cultivate a high-quality City workforce					
Measure: Percent of internal customers who agree that training received was useful to their position~	Civil Service Commission	93.4%	Establishing Baseline	-	111
Measure: Percent of eligible lists established within 60 days of the job announcement closing	Civil Service Commission	85.5%	Establishing Baseline	-	111
Measure: Percent of employee performance reviews completed on schedule	Civil Service Commission	91.9%	≥90%	🟢	111
Measure: Percent of employees selected from Civil Service eligible lists who satisfactorily complete their initial probation period	Civil Service Commission	74.8%	≥90%	🔴	111
Measure: Percent of internal customers satisfied with the overall quality of service received~	Civil Service Commission	72.1%	Establishing Baseline	-	111
Strategy: Provide fair and reasonable benefits to City employees and retirees					
Measure: Percent of internal customers satisfied with the overall quality of service received~	Human Resources	78.7%	Establishing Baseline	-	159

🟢 On Target	⚠️ ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Outcome Measure: Percent of citizens reporting overall government services fair, good, or very good

About This Measure

Citizen satisfaction with government services is a reflection of aligned interests between the citizens and government in the use of tax dollars. Communication between government and citizens on priorities and outcomes is key to achieving a high citizen satisfaction rating. Performance reporting is intended to build trust and support for City government by providing performance information to the citizens of New Orleans.

Analysis

The percent of citizens reporting satisfaction with overall government services increased by nearly 77% from 2008-2013, and the gap between attitudes in New Orleans and Jefferson Parish has narrowed. In 2013, 68% of citizens viewed government services as fair, good, or very good in New Orleans.

In 2013, the City consolidated a variety of licensing and permiting procedures under the roof of the One Stop Shop. The One Stop Shop simplifies what used to be a complex and long process of working across multilpe City departments to get building, commercial, filming, and other permits and licenses.

Results

Note: This question was not asked between 2009 and 2011

Data Source

University of New Orleans Quality of Life Survey[1]

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Govern the City with integrity and accountability					
Measure: Number of public records requests completed	Law	891	≥500	🟢	169
Strategy: Defend the City's legal interests					
Measure: Amount of funds generated through tax litigation	Law	$155,770	≥$375,000	🔴	169
Measure: Amount of savings achieved by legal team in civil/police litigation	Law	$1,955,050	≥$1,000,000	🟢	169
Measure: Percent of internal customers satisfied with the overall quality of services received~	Law	82.3%	Establishing Baseline	-	169
Strategy: Promote civic engagement					
Measure: Number of community and public meetings addressing citizen priorities	Mayor's Office	209	≥210	🔺	175
Measure: Percent of city population 18 or older who are registered to vote	Registrar of Voters	91.7%	Management Statistic	-	207
Measure: Percent of citizens 65 or older registered for the 65+ Seniors Absentee Vote Program	Registrar of Voters	8.93%	≥10%	🔴	207
Measure: Percent of early voters reporting satisfaction with the process	Registrar of Voters	98.9%	≥90%	🟢	207
Strategy: Facilitate, link, and leverage resources with external organizations					
Measure: Number of state legislative priorities accomplished during legislative session~	Mayor's Office	22	≥15	🟢	175
Measure: Number of visits by foreign dignitaries*	Mayor's Office	117	≥83	🟢	175

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

Children and Families

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.

Budget: $56.2 Million

Result Area Chair: Charlotte Parent

Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	Promote business growth and job creation	Maintain and improve public infrastructure	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

Outcome Measure: Overall fitness score

About This Measure

The American Fitness Index (AFI) creates an overall fitness score for the health of a metropolitan area. The prevalence of healthy behaviors (physical activity, fruit and vegetable consumption, smoking), chronic health problems (obesity, asthma, heart disease, diabetes), health insurance, and quality of the environment (access to parks and recreational facilities) all influence a metropolitan area's AFI rating (American College of Sports Medicine, 2011).
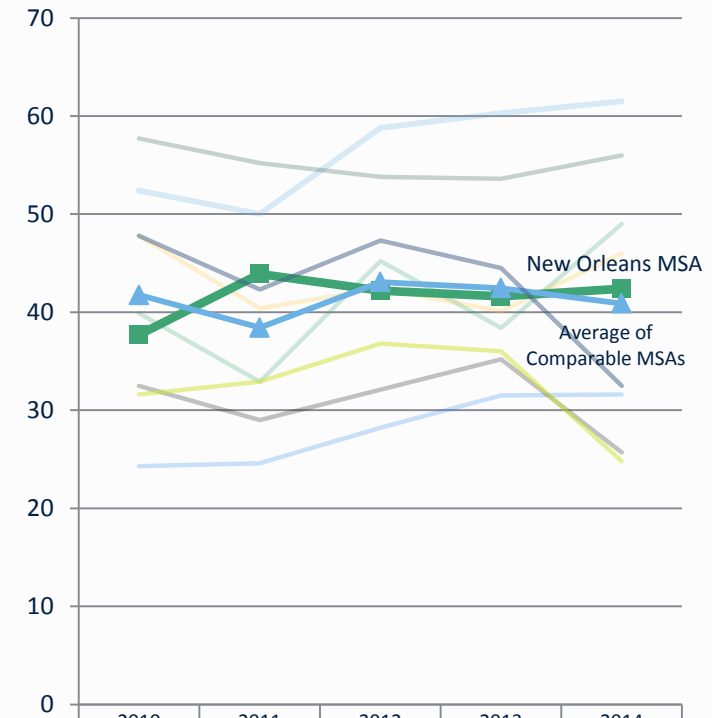
Analysis

In 2014, New Orleans' fitness score increased slightly, while the average fitness score of peer cities declined. New Orleans had a higher than average fitness score in 2014.

In 2011, the City of New Orleans was designated as a Let's Move! city as part of First Lady Michelle Obama's childhood obesity reduction initiative. In 2012, the City unveiled Fit NOLA, a comprehensive plan to achieve healthy weight and fitness for all those who live, learn, work and play in New Orleans. Fit NOLA maintains over 180 organizational partners and six active sector groups: Active Community Design, Business, Community, Early Childhood, Health Care, and School and Out-of-School. 16 businesses completed the Fit NOLA Business Assessment and received designation as a Fit NOLA Business. As of the end of 2014, over 27,000 employees in the New Orleans area work for a Fit NOLA Business.

In 2014, the New Orleans Health Department recieved national accreditation. It is one of 44 in the nation to receive this recognition.

Results

	2010	2011	2012	2013	2014
Raleigh MSA	52.4	50.0	58.8	60.3	61.5
Atlanta MSA	57.7	55.2	53.8	53.6	56.0
Miami MSA	39.9	32.9	45.2	38.4	49.0
Tampa MSA	47.8	40.4	42.4	40.1	46.0
New Orleans MSA	37.7	43.9	42.2	41.6	42.4
Average of Comparable MSAs	41.8	38.4	43.1	42.5	40.9
Nashville MSA	47.8	42.3	47.3	44.5	32.5
Oklahoma City MSA	24.3	24.6	28.2	31.5	31.6
Louisville MSA	32.5	29.0	32.1	35.2	25.7
Memphis MSA	31.6	32.9	36.8	36.0	24.8

Data Source

American College of Sports Medicine's American Fitness Index Report

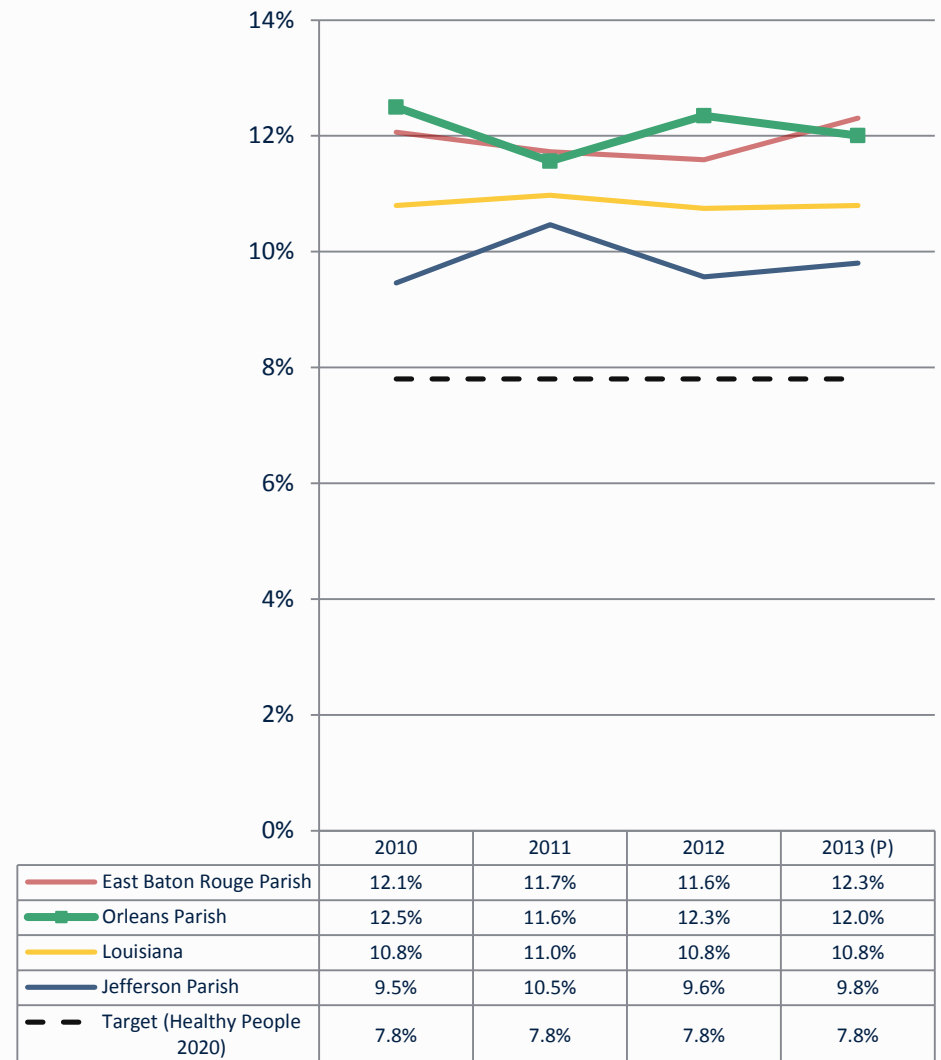# Outcome Measure: Rate of low birth weight babies

About This Measure

Low birth weight babies are those who weigh under 2,500g (5lbs, 8oz) at birth. Low birth weight is a predictor of premature mortality for the infant and represents increased exposure to health risks for both the mother and infant. Low birth weight is more common in mothers who smoke, drink, use drugs or gain a significant amount of weight during pregnancy. Access to prenatal care and education are important factors influencing healthy birth weight (County Health Rankings & Roadmaps, n.d.).

Analysis

Orleans Parish continues to have one of the highest rates of low birthweight babies among comparable jurisdictions. Hovering around 12% since 2010, Orleans Parish's rate is roughly equivalent to East Baton Rouge Parish's, but significantly higher than the state rate, and the rate of neighborhing Jefferson Parish. Moreover, is is nearly four percentage points higher than the target rate of 8% established by Healthy People 2020, and evidence-based health intitiative of the US Department of Health and Human Services.

The New Orleans Health Department manages the Healthy Start program, which focuses on decreasing infant mortality through health and social services for pregnant women, including WIC and Medicaid assistance, free baby items, and nutritional guidance. The program served 1,856 individuals in 2011, 946 in 2012, 1,119 in 2013, and 852 in 2014.

Results

	2010	2011	2012	2013 (P)
East Baton Rouge Parish	12.1%	11.7%	11.6%	12.3%
Orleans Parish	12.5%	11.6%	12.3%	12.0%
Louisiana	10.8%	11.0%	10.8%	10.8%
Jefferson Parish	9.5%	10.5%	9.6%	9.8%
Target (Healthy People 2020)	7.8%	7.8%	7.8%	7.8%

Data points represent the average of each quarter; 2013 data only available through Q2.

Data Source

DHH Center for Records & Statistics, via the Louisiana Kids' Dashboard

Outcome Measure: Percent of adults reporting fair or poor health

About This Measure

Self-reported health is one of the most frequently used health measures in health research, and is important because people care not only about the length of their lives, but also the quality of those years (County Health Rankings & Roadmaps, n.d.). The percentage of adults reporting poor or fair health is one of the measures from the Centers for Disease Control and Prevention's Behavioral Risk Factor Surveillance System, the world's largest on-going telephone health survey system (Centers for Disease Control, 2013).
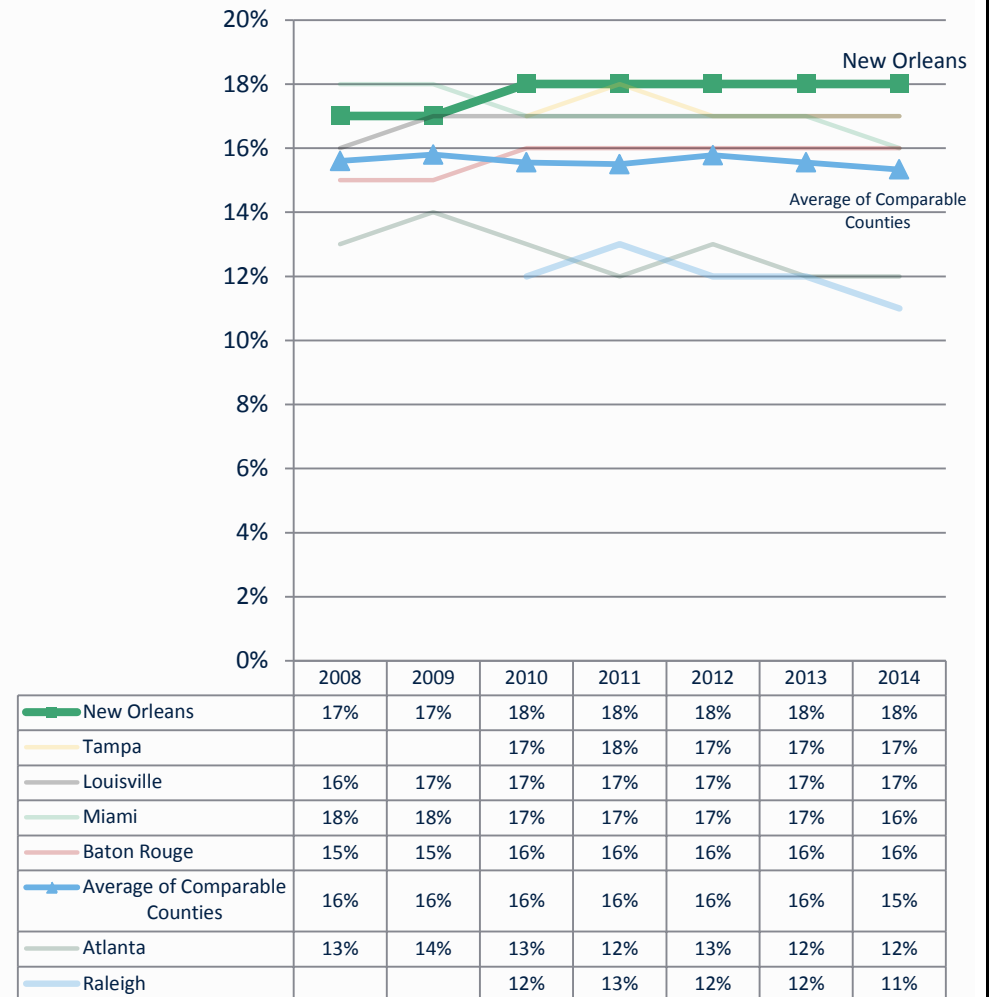
Analysis

The percent of adults in New Orleans reporting fair or poor health was substantially higher than the average of comparable cities, and stayed relatively stable during the 2008-2014 period.

To improve health, the New Orleans Health Department provides a variety of services. Through the Greater New Orleans Community Health Connection program, a Medicaid waiver that allows low-income individuals to receive high-quality primary care at a network of community health centers, more than 64,000 individuals in the 4-parish region received primary care through 2014.

An additional 65,000 uninsured adults in the New Orleans metro area below 138% of the federal poverty line would be eligible for Medicaid under the Affordable Care Act Medicaid expansion, but Louisiana opted not to adopt this part of the law. A small portion of those individuals between 100% and 138% of the federal poverty line are eligible to buy private insurance at subsidized rates under the Affordable Care Act. In 2014, 14,000 New Orleanians enrolled in health insurance plans through the ACA Marketplace. This reduced the uninsured rate in New Orleans by 8%.

Results

	2008	2009	2010	2011	2012	2013	2014
New Orleans	17%	17%	18%	18%	18%	18%	18%
Tampa			17%	18%	17%	17%	17%
Louisville	16%	17%	17%	17%	17%	17%	17%
Miami	18%	18%	17%	17%	17%	17%	16%
Baton Rouge	15%	15%	16%	16%	16%	16%	16%
Average of Comparable Counties	16%	16%	16%	16%	16%	16%	15%
Atlanta	13%	14%	13%	12%	13%	12%	12%
Raleigh			12%	13%	12%	12%	11%

Data based on 3-year composite, as reported by the County Health Rankings.

Data Source

County Health Rankings, University of Wisconsin

Outcome Measure: Percent of citizens rating health services fair, good, or very good

About This Measure

Health services are vital to preventing and treating illness and disease, as well as promoting citizen health. According to the Center for Disease Control and Prevention, healthy citizens mean a more productive workforce. Citizens can access health services through a variety of providers including hospitals, doctors' offices, clinics, and less traditional providers like mobile health units. The New Orleans Health Department oversees four federally-funded programs that provide health services: Healthy Start New Orleans, Women, Infants and Children (WIC), Health Care for the Homeless, and the Ryan White HIV/AIDS Program.

http://www.cdc.gov/workplacehealthpromotion/businesscase/benefits/productivity.html

Analysis

The percentage of citizens rating health services in New Orleans as fair, good, or very good remained steady at 64% from 2012 to 2013. This is a significant increase from 2007, when only 36%, or less than half of the current proportion, rated health services favorably.

Since Hurricane Katrina, the City has supported a network of community primary care health centers. The Greater New Orleans Health Connection includes over 40 health care centers, and enrolled 8,000 income-eligible people in 2013, bringing the program's total enrollment to over 64,000. Additionally, in 2014 the City opened the New Orleans East Hospital in July and enrolled over 14,000 citizens in health insurance plans through the Affordable Care Act Marketplace, beating the City's goal by 7,000.

The New Orleans Health Department is the first deparment in Louisiana to recieve national accreditation from the Public Health Accreditation Board.

Results
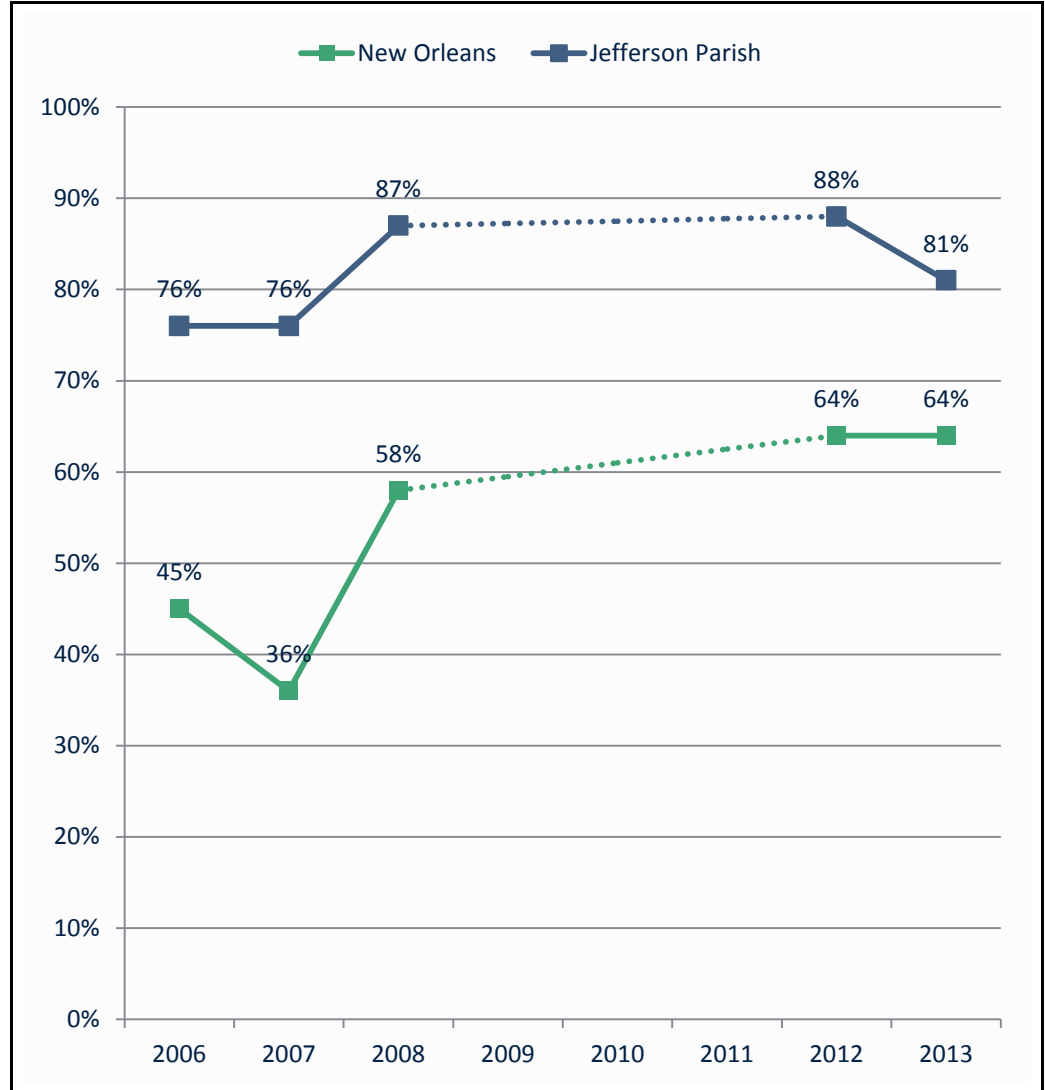
Data Source

University of New Orleans Quality of Life Survey

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Measure: Number of behavioral health trainings convened	Health	4	≥4	🟢	151
Strategy: Improve access to healthcare for city residents (including access to mental health services)					
Measure: Number of unduplicated clients receiving Health Care for the Homeless services	Health	3,230	≥2,500	🟢	151
Measure: Number of patient visits to the Health Care for the Homeless program	Health	17,799	≥6,500	🟢	151
Measure: Number of unduplicated clients served through Ryan White Part A HIV/AIDS services*	Health	4,470	≥4,100	🟢	151
Measure: Percent of respondents who report satisfaction with HIV/AIDS care~	Health	90.4%	≥90%	🟢	151
Measure: Number of people enrolled in health insurance programs through Greater New Orleans Community Health Connection and Affordable Care Act marketplace	Health	70,546	≥58,000	🟢	151
Measure: Number of Healthy Start Services recipients*	Health	852	≥1,000	🔶	151
Measure: Number of client visits to Women Infant and Children (WIC) clinics	Health	62,333	≥66,000	🔺	151
Measure: Percent of WIC mothers who initiate breastfeeding	Health	28.7%	≥25%	🟢	151

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Provide public health services to City residents, including community health education and preventing the spread of communicable diseases					
Measure: Number of community organizations or institutions that adopt Fit NOLA standards	Health	16	≥10	🟢	151
Measure: Percent of women screened for domestic violence at Central City WIC clinic	Health	91.2%	≥50%	🟢	151
Measure: Number of City government entities implementing new or revised policies that address public health in partnership or consultation with the Health Department	Health	15	≥9	🟢	151
Measure: Average number of business days to respond to rodent service requests	Mosquito, Termite, and Rodent Control Board	1.41	≤3	🟢	177
Measure: Number of rodent bites or disease transmission	Mosquito, Termite, and Rodent Control Board	0	Management Statistic	-	177
Measure: Average number of business days to respond to mosquito service requests	Mosquito, Termite, and Rodent Control Board	3.0	≤3	🟢	177
Measure: Number of cases of human West Nile Virus and other arbovirus illness	Mosquito, Termite, and Rodent Control Board	1	Management Statistic	-	177

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Outcome Measure: Percent of students passing LEAP/ILEAP tests
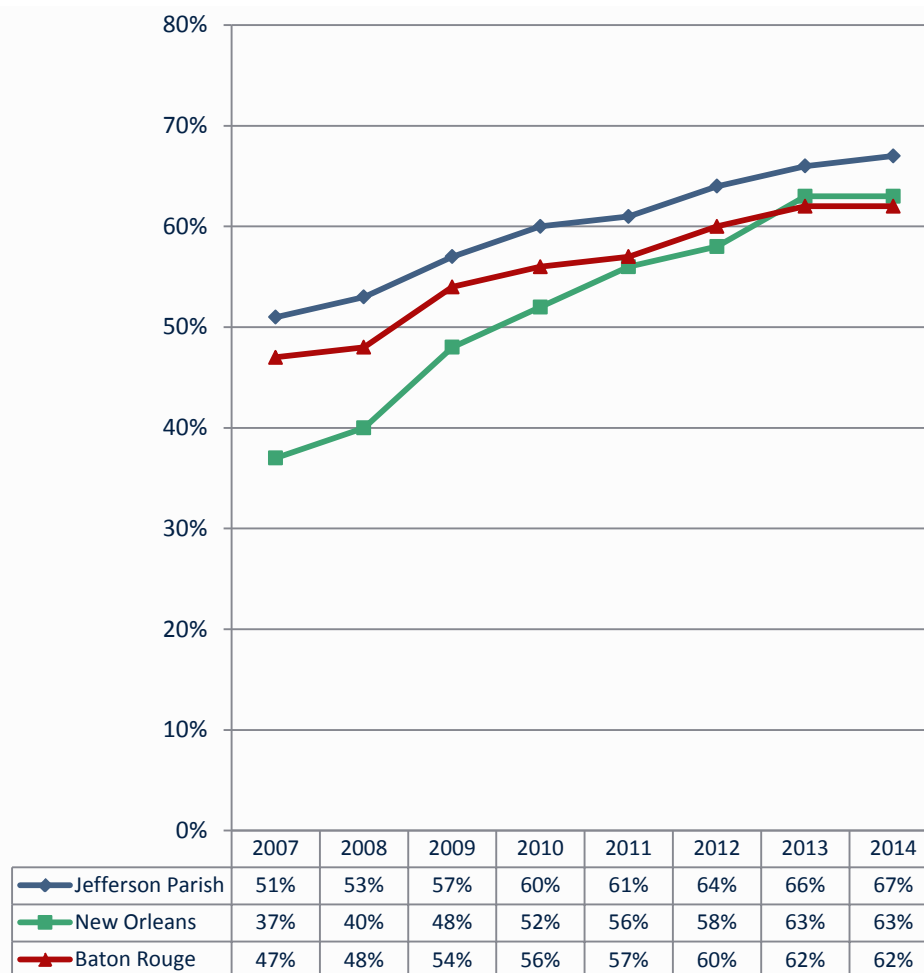
About This Measure

The Louisiana Educational Assessment Program (LEAP) test measures 4th and 8th grade students' knowledge and skills in English Language Arts, Math, Science and Social Studies to determine if students may advance to the next grade (Louisiana Department of Education, n.d.). Further, the Integrated Louisiana Educational Assessment Program (ILEAP) test measures 3rd, 5th, 6th, and 7th students in the same subjects as the LEAP. The LEAP and ILEAP tests prepares students for the Graduation Exit Exam and ensures that they have met basic levels of achievement before continuing on to more difficult subject matter in the following year. LEAP and ILEAP scores also serve as an evaluation of school performance. LEAP and ILEAP test passage rates are influenced by school quality as well as socio-economic factors that contribute to a student's motivation and preparation outside of school.

Analysis

The percentage of New Orleans students passing LEAP/ILEAP tests has continually increased since 2007, and in 2013, New Orleans surpassed Baton Rouge. In 2014, New Orleans remained slightly above Baton Rouge, but below Jefferson Parish in LEAP/ILEAP passage rates.

The New Orleans public school system was transformed following Hurricane Katrina. The current model is defined by school autonomy, parental choice, and accountability. Academic performance trends suggest the reforms are working. In its 2014 report *The State of Public Education in New Orleans* , the Scott S. Cowen Institute for Public Education Initiatives at Tulane University identified a number of successes in the 2013-2014 school year: improved academic performance, particularly from Recovery School District (RSD) schools, a new agreement between the Orleans Parish School Board and RSD which will better coordinate their services, improved accountability measures, and increased participation in the unified application system, OneApp. The report also lists some challenges facing the New Orleans public school system, including the perennial challenge of a decentralized governance model, school quality, equity issues, and political challenges to Common Core.

Results

	2007	2008	2009	2010	2011	2012	2013	2014
Jefferson Parish	51%	53%	57%	60%	61%	64%	66%	67%
New Orleans	37%	40%	48%	52%	56%	58%	63%	63%
Baton Rouge	47%	48%	54%	56%	57%	60%	62%	62%

Includes students in grades 3-8. Students in grades 3, 5, 6, and 7 take the ILEAP test, while students in grades 4 and 8 take the LEAP test.

Data Source

Louisiana Department of Education; The Scott S. Cowen Institute for Public Education Initiatives at Tulane University

Outcome Measure: High school graduation rate (4-year cohort)

About This Measure

The cohort graduation rate measures the number of students who graduate high school within 4 years. Graduation rate reflects the quality of the education system as well as the quality of the region's labor force, which in turn predicts job growth and overall economic health. High school graduates make higher wages and add fewer costs to the economy. In contrast, a high school dropout costs the economy approximately $240,000 over his or her lifetime in terms of lower tax contributions, higher reliance on Medicaid and Medicare, higher rates of criminal activity and higher reliance on welfare (United States Department of Education, 2011). Among girls, pregnancy and offspring are significant contributors to high school dropout rates (Centers for Disease Control, 2012). Other characteristics associated with a higher probability of dropping out are poor performance in school, weak school engagement, out-of-school work, socioeconomic status, school characteristics, and high-stakes exit exams (Tyler, J.H., Lofstrom, M., 2009).

Analysis

The percentage of New Orleans students graduating from high school in 4 years continually increased from 2008 to 2012, and leaped up to nearly 90% in 2013. This is a full 15 points above the average graduation rate of peer cities for that year.

The New Orleans public school system was transformed following Hurricane Katrina. The current model is defined by school autonomy, parental choice, and accountability. Academic performance trends suggest the reforms are working. In its 2014 report The State of Public Education in New Orleans, the Scott S. Cowen Institute for Public Education Initiatives at Tulane University identified a number of successes in the 2013-2014 school year: improved academic performance, particualrly from RSD schools, a new agreement between OPSB and RSD which will better coordinate their services, improved accountability measures, and increased participation in the unified application system, OneApp. The report also lists some challenges facing New Orleans public school system, including the perennial challenge of a decentralized governance model, school quality, equity, and political challenges to Common Core.

Results
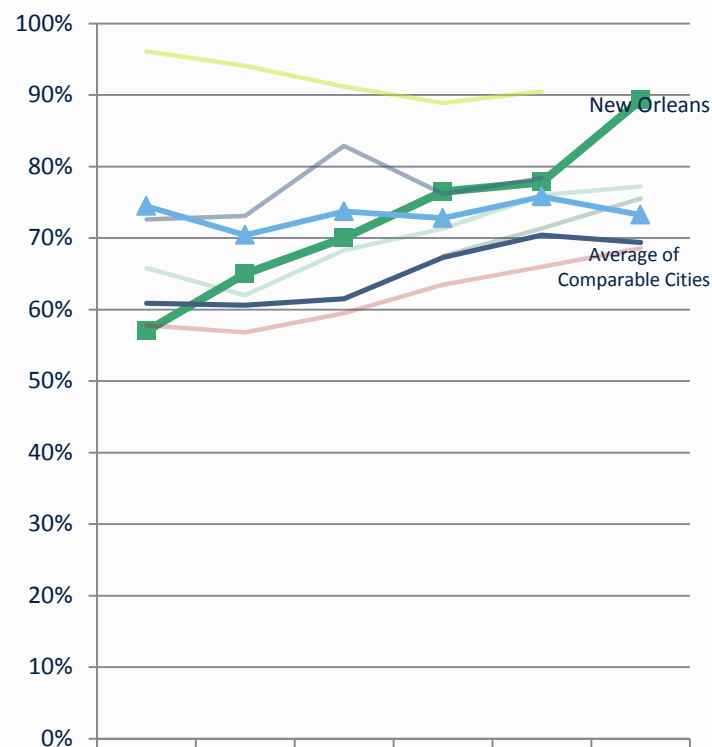
	2008	2009	2010	2011	2012	2013
Memphis	96%	94%	91%	89%	91%	
New Orleans	57%	65%	70%	77%	78%	89%
Nashville	73%	73%	83%	76%	78%	
Miami	66%	62%	68%	71%	76%	77%
Atlanta				68%	71%	76%
Average of Comparable Cities	74%	70%	74%	73%	76%	73%
Baton Rouge	58%	57%	60%	64%	66%	69%
Jefferson Parish	61%	61%	62%	67%	70%	69%

Data reflects school districts which followed the four-year cohort graduation rate standard set by the U.S. Department of Education.

Data Source

State Department of Education (respective states)

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Support increased student achievement and school success, including closing achievement gaps					
Measure: Number of children completing the Summer Reading Program	Library	4,888	≥3,000	🟢	173
Measure: Number of teenagers completing Teen Summer Reading Program	Library	862	≥300	🟢	173
Strategy: Encourage the development of strong and resilient families					
Strategy: Support the social and emotional needs of youth					
Measure: Number of active teen program participants	New Orleans Recreation Development Commission	150	≥75	🟢	183

🟢	On Target	⚠	≤10% Off Target	🔶	Off Target	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Support cultural institutions and experiences					
Measure: Number of items circulated (checked out)*	Library	1,143,210	≥1,000,000	🟢	173
Measure: Number of visits to library facilities	Library	1,142,265	≥1,000,000	🟢	173
Measure: Percent of population who are active library cardholders	Library	29.5%	≥28%	🟢	173
Measure: Number of volunteer hours	Library	3,607	≥12,000	🔴	173
Measure: General attendance*	New Orleans Museum of Art	228,290	≥200,000	🟢	181
Measure: School children attendance*	New Orleans Museum of Art	12,776	≥10,000	🟢	181
Measure: Number of traveling exhibitions	New Orleans Museum of Art	7	≥6	🟢	181
Measure: Number of out-of-state institutions viewing NOMA exhibitions	New Orleans Museum of Art	6	≥8	🔴	181
Measure: Number of in-state institutions viewing NOMA exhibitions	New Orleans Museum of Art	7	≥1	🟢	181

🟢 On Target	⚠ ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Provide recreational opportunities to residents					
Measure: Percent of recreation center operating hours that include programming	New Orleans Recreation Development Commission	64.6%	≥50%	🟢	183
Measure: Number of recreation center program participants*	New Orleans Recreation Development Commission	21,160	≥19,750	🟢	183
Measure: Average daily number of teen camp participants*	New Orleans Recreation Development Commission	756	≥800	🔺	183
Measure: Average daily number of youth camp participants*	New Orleans Recreation Development Commission	3,182	≥3,200	🔺	183
Measure: Number of youth athletic program registrants	New Orleans Recreation Development Commission	7,876	≥7,500	🟢	183
Measure: Average number of pool users per hour*	New Orleans Recreation Development Commission	35	≥127	🔶	183
Measure: Number of structured aquatics program participants*	New Orleans Recreation Development Commission	33,503	≥45,000	🔶	183
Measure: Number of cultural events offered*	New Orleans Recreation Development Commission	103	≥78	🟢	183
Measure: Number of cultural program participants	New Orleans Recreation Development Commission	11,172	≥3,800	🟢	183

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Outcome Measure: Number of homeless individuals counted in Point-in-Time counts per 100,000 population

About This Measure

The Point-in-Time (PIT) Homelessness count provides an estimate of the total homeless population of a given area based on the total number of sheltered and unsheltered homeless individuals on a given night. The PIT Count provides an estimate for how many people are homeless, but also provides a snapshot for who is homeless and why they are homeless (United States Department of Housing and Urban Development, 2013). PIT counts are performed by local Continua of Care (CoC), strategic collaborations between governmental and non-profit organizations devoted to ending homelessness (Strategies to End Homelessness, 2014).

Poverty and housing affordability have a major impact on homelessness. Lack of affordable health care, domestic violence, mental illness and substance abuse are also contributing factors (National Coalition for the Homeless, 2009).

Analysis

While the number of homeless individuals per 100,000 population in New Orleans in 2014 was higher than in most comparison areas, the number has decreased significantly in recent years.

In 2014 Mayor Landrieu announced that, as part of First Lady Michelle Obama's "Mayor's Challenge to End Veteran Homelessness," New Orleans became the first major city in the nation to end veteran's homelessness.

In 2011, the City released a Ten-Year Plan to End Homelessness, which provides a roadmap based on best practices. In implementing the plan, the City provides a variety of services for homeless individuals. In 2014, the Office of Community Development (OCD) provided 227 households with homelessness prevention assistance and provided 2,382 homeless persons with emergency shelter. OCD also provided Rapid Rehousing to 198 homeless persons as a bridge to a permanent housing solution. The New Orleans Health Department Health Care for the Homeless program provides specialized care and treatment for individuals who would not otherwise be able to access appropriate care, with 3,953 such clients receiving specialized care in 2014, beating their target of 2,500.

Results
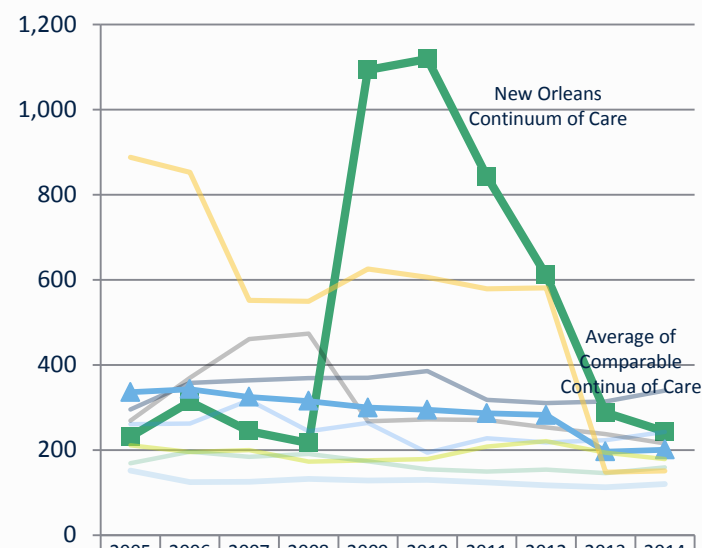
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Nashville Continuum of Care	295	358	363	369	369	386	318	310	314	339
New Orleans Continuum of Care	232	313	244	216	1,093	1,118	843	611	287	244
Oklahoma City Continuum of Care	261	262	317	244	263	194	228	217	223	243
Louisville Continuum of Care	269	369	461	473	267	272	270	253	237	216
Average of Comparable Continua of Care	336	343	325	315	300	294	286	282	196	201
Memphis Continuum of Care	211	195	199	173	175	178	208	221	193	178
Miami Continuum of Care	169	196	184	191	173	155	149	153	145	159
Tampa Continuum of Care	888	853	552	549	625	606	579	581	148	151
Raleigh Continuum of Care	151	125	125	132	128	130	124	117	113	120

Methodologies for Point-in-Time counts vary between Continua of Care, and methodologies in a Continuum of Care can vary between years.

Data Source

U.S. Department of Housing and Urban Development Continuum of Care Homelessness Assistance Programs, Homeless Populations and Subpopulations Reports

Outcome Measure: Percent of citizens rating services to the poor fair, good, or very good

About This Measure

Government agencies, nonprofit organizations, private businesses and individuals can all provide critical services to the poor in a community. Services to the poor can include a variety of supports, including: food pantries, utility vouchers, primary care, homeless shelters, and job training programs. These services contribute to a healthier, safer, and more productive community. According to the U.S. Government Accountability Office, "Economic research suggests that individuals living in poverty face an increased risk of adverse outcomes, such as poor health and criminal activity, both of which may lead to reduced participation in the labor market...areas with higher poverty rates experience, on average, slower per capita income growth rates than low-poverty areas."
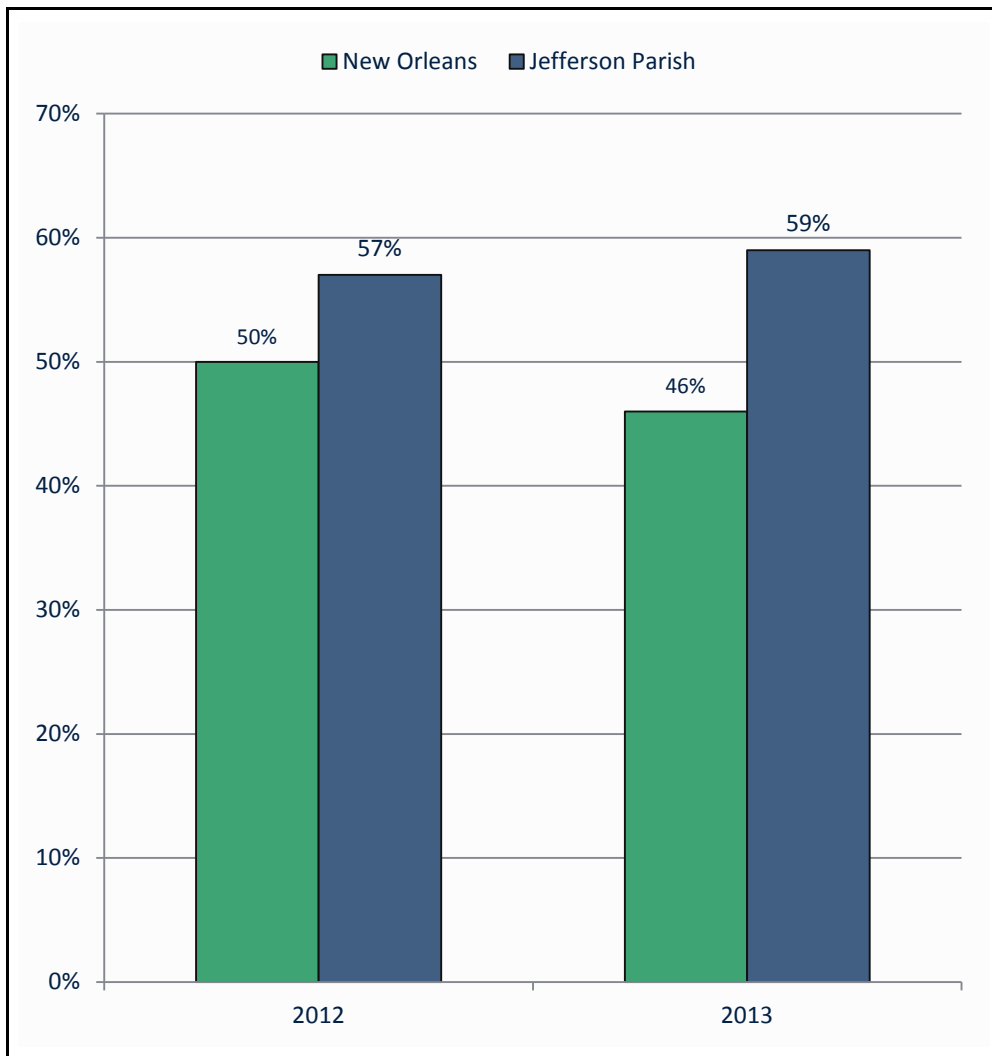
http://www.gao.gov/products/GAO-07-343T

Analysis

New Orleanians' rating of services for poor citizens declined between 2012 and 2013. Only 46% of New Orleanians view those services as fair, good, or very good. This is 13 points, or more than 20%, lower than the percentage of people in Jefferson Parish who view services to the poor favorably.

In 2011, Mayor Landrieu created the New Orleans Interagency Council on Homelessness, which developed a 10 Year Plan to End Homelessness. Between 2007 and 2014, the number of homeless people in New Orleans declined by 83%, and in 2014 the City and partner agencies housed all homeless veterans who could be found and were willing to accept housing. Housing prices and rent have increased dramatically as New Orleans has recovered from Hurricane Katrina. The Office of Community Development created 167 affordable units in 2014. Additionally, the City launched the Network for Economic Opportunity, an initiative to connect local industries, small businesses, residents, non-profits, philanthropy, and city agencies to increase economic opportunities for New Orleanians.

Results

Data Source

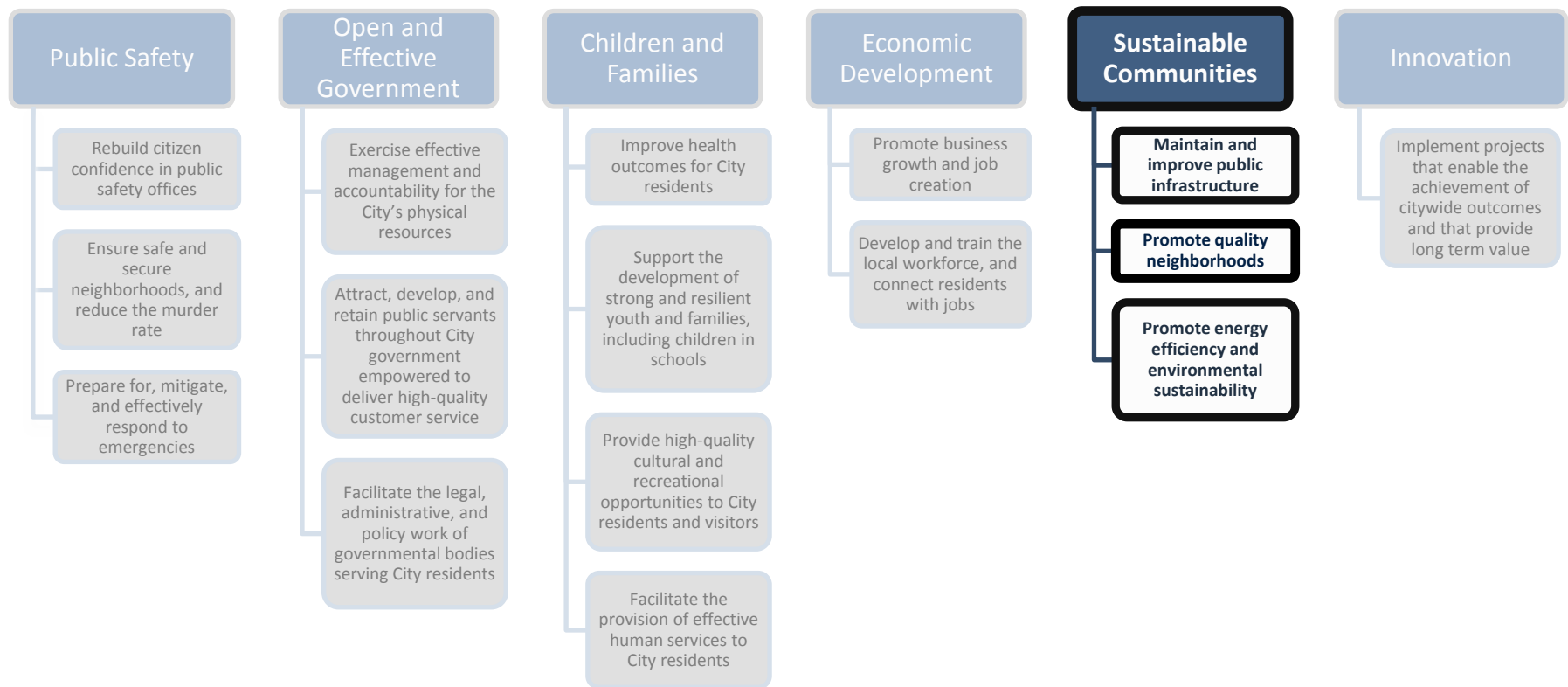University of New Orleans Quality of Life Survey

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Provide quality, secure housing to residents and reduce homelessness					
Measure: Number of first time homebuyers who received soft second mortgage commitments^	Community Development	376	≥300	🟢	119
Measure: Average number of days from soft second mortgage application to completion	Community Development	39	≥40	🟢	119
Measure: Number of homeless persons provided emergency shelter	Community Development	2,382	≥3,000	🔴	119
Measure: Number of homeless persons provided rapid re-housing	Community Development	198	≥200	🔺	119
Measure: Number of homeless persons who received homelessness prevention assistance	Community Development	227	≥300	🔴	119
Measure: Number of individuals with AIDS who received housing assistance	Community Development	1,012	≥450	🟢	119
Measure: Percent of clients of homeless services moved to permanent destinations or transitional housing facilities	Community Development	72.2%	≥75%	🔺	119
Measure: Number of housing units developed through the Homeownership Development Program^	Community Development	0	≥20	🔴	119
Measure: Number of affordable rental units developed^	Community Development	167	≥125	🟢	119
Measure: Number of housing units modified for disabled persons through the Home Modification Accessibility Program^	Community Development	21	≥30	🔴	119
Strategy: Ensure a safety net of needed services is available to all residents					
Measure: Number of unique visits to the Real Time Resources mobile website	Health	1,796	Establishing Baseline	-	151
Strategy: Ensure residents' access to a variety of healthy nutritional options					
Strategy: Honor the service of veterans and wounded warriors by recognizing their unique needs					

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

Sustainable Communities

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

Budget: $147.6 Million

Result Area Chair: Cedric Grant

Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	Promote business growth and job creation	**Maintain and improve public infrastructure**	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	**Promote quality neighborhoods**	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		**Promote energy efficiency and environmental sustainability**	
		Facilitate the provision of effective human services to City residents			

## Outcome Measure: Travel time to work

About This Measure

Travel time to work refers to the total time it takes for commuters 16 years and older to get from home to work, including time spent waiting for public transportation, picking up passengers in carpools, etc. Commute times can be influenced by mode of transportation, distance from work, and congestion. A study by the Office for National Statistics (2014), found that each additional minute of commuting time increases anxiety and decreases happiness and a sense of well-being. Additionally, a study published by the American Journal of Preventive Medicine (2012) found that the longer people drive to work, the more likely they are to have poor cardiovascular health.

Analysis

In 2013, the median travel time to work was under 24 minutes. The distribution of commute times in New Orleans is not significantly different from the average of comparable cities. However, comparisons with individual peer cities show some interesting differences. While more commuters to Baton Rouge have a travel time under 29 minutes than those in New Orleans, slightly more commuters in Baton Rouge have extremely long commute times than commuters in New Orleans.

In order to decrease commute times and improve public health, the City has invested in bike facilities. Before Hurricane Katrina, New Orleans had fewer than 5 miles of designated bikeways. The City now has more than 100 miles of bikeways. In 2014, the Department of Public Works completed 103 miles of street repairs. In addition, Phase II of the FEMA funded Recovery Roads program began in 2013, with 70 project worksheets approved and $280 million obligated.

Results

Legend:
- 60 or more minutes
- 30-59 minutes
- 10-29 minutes
- Less than 10 minutes
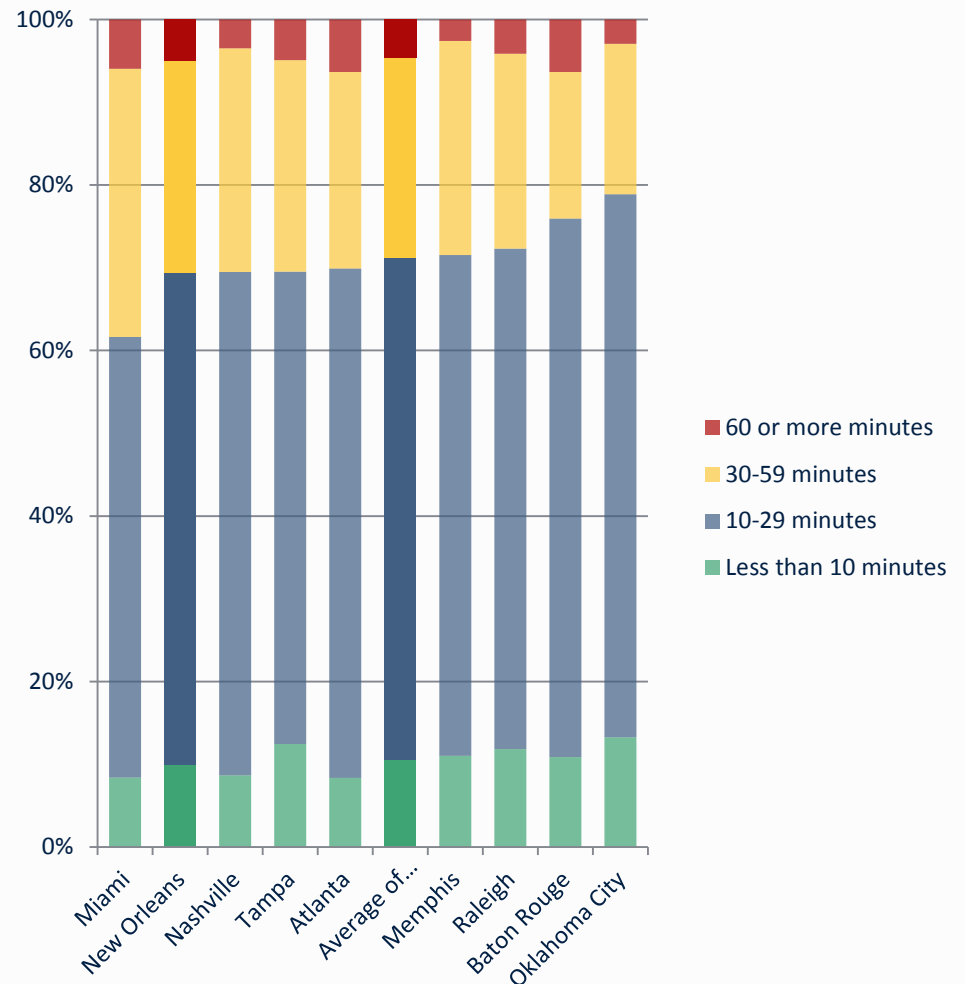
Data Source

U.S. Census Bureau, American Community Survey, 1-Year Estimates, 2013

Outcome Measure: Percent of workers commuting by means other than driving alone

About This Measure

The use of alternative means of commuting reduces congestion and harmful emissions, and in many cases saves workers money. Many factors influence personal transportation choices including access to vehicles, congestion, and availability of alternative modes of transit (Plyer et al., 2013). Means of transportation other than driving alone include public transportation, walking, bicycling, and carpooling.

The American Community Survey is an ongoing statistical survey that samples a small percentage of the population every year (United States Census Bureau, n.d.). The margin of error of the New Orleans estimate for 2013 is ± 1.9%

Analysis

In 2013, fully 27% of individuals working in New Orleans commuted to work through means other than driving alone, such as public transportation, biking, or walking. This rate substantially exceeded that of comparable cities, such as Baton Rouge (20%), Raleigh (18%), and Nashville (15%). However, in Miami, a high-traffic city with long commute times, slightly more commuters elected to utilize modes of transportation other than driving alone. The difference between New Orleans and all other cities, except for Miami, in 2013 is statistically significant at 90% confidence.

Since 2010, the Regional Transit Authority (RTA) has worked to improve and expand service to customers, and in 2013 added streetcar service along Loyola Avenue between the Union Passenger Terminal and Canal Street. Starting in 2015, the RTA plans to construct a new $45 million streetcar line along Rampart Street, providing a new transportation option for residents and visitors.

To encourage cycling, the City is on track to have more than 100 miles of bikeways by the end of 2014, up from less than 5 miles prior to Hurricane Katrina.

Results
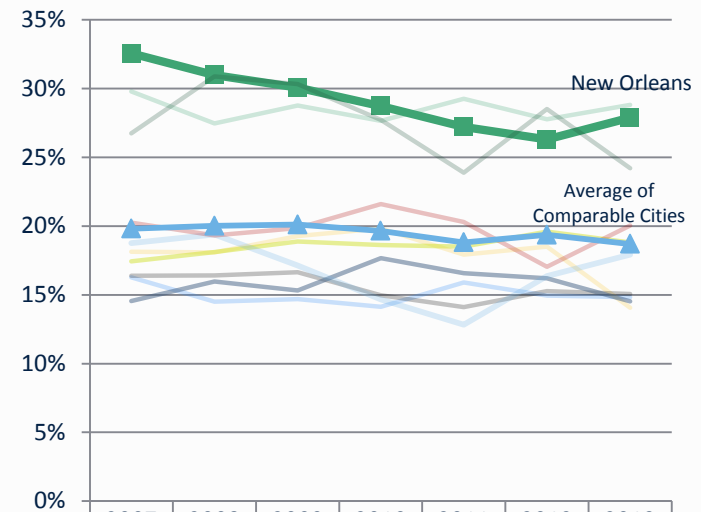
	2007	2008	2009	2010	2011	2012	2013
New Orleans	33%	31%	30%	29%	27%	26%	28%
Oklahoma City	16%	15%	15%	14%	16%	15%	15%
Tampa	18%	18%	19%	20%	18%	19%	14%
Miami	30%	27%	29%	28%	29%	28%	29%
Memphis	17%	18%	19%	19%	19%	20%	19%
Louisville	16%	16%	17%	15%	14%	15%	15%
Nashville	15%	16%	15%	18%	17%	16%	15%
Raleigh	19%	19%	17%	15%	13%	16%	18%
Atlanta	27%	31%	30%	28%	24%	29%	24%
Baton Rouge	20%	19%	20%	22%	20%	17%	20%
Average of Comparable Cities	20%	20%	20%	20%	19%	19%	19%

Data Source

U.S. Census Bureau, American Community Survey, 1-Year Estimates

Outcome Measure: Percent of citizens rating condition of streets fair, good, or very good

About This Measure

According to TRIP, a national transportation research group, "driving on roads in disrepair increases consumer costs by accelerating vehicle deterioration and depreciation, increasing the frequency of needed maintenance and requiring additional fuel consumption." Because of roads in poor condition, motorists in New Orleans typically pay $687 in additional vehicle maintenance annually, which places the metro area among the top 10 large urban regions in the US for vehicle maintenance charges over normal maintenance (TRIP, 2013). Federal, state, and local investments in streets influence citizen perceptions.

Analysis

In 2013 in New Orleans, 29% of survey respondents rated the conditions of New Orleans' streets favorably, up from 23% in 2008. Survey respondents in New Orleans were far less satisfied with the conditions of streets than their counterparts in Jefferson Parish, where 83% of respondents rated street conditions favorably.

In 2014, the Department of Public Works completed 103 miles of street repairs. In addition, Phase II of the FEMA funded Recovery Roads program began in 2013, with 70 project worksheets approved and $280 million obligated.

Despite these major investments in streets, far too many city streets, especially interior streets in residential neighborhoods, remain in poor condition. These poor conditions are due to a crumbling subsurface water and sewerage system, deferred maintenance, and subsidence.

Results
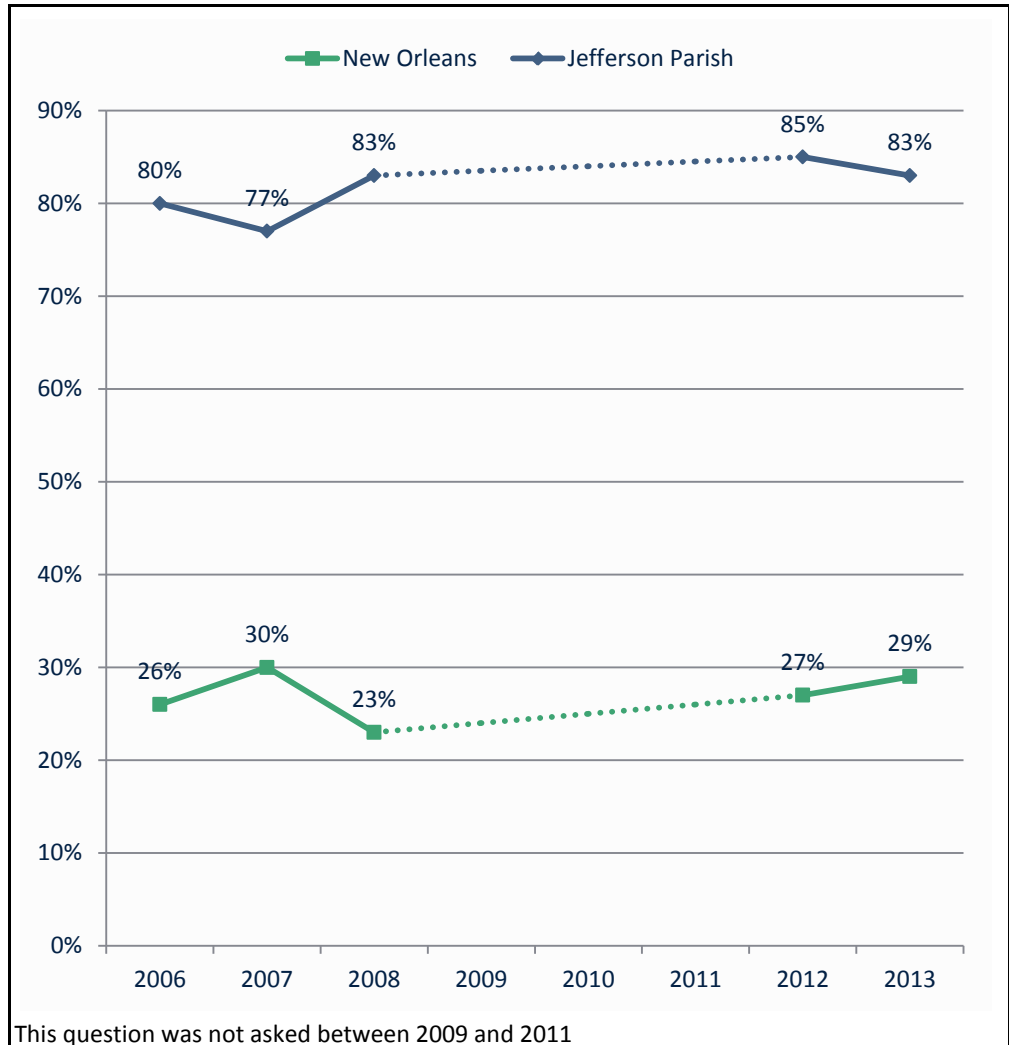
This question was not asked between 2009 and 2011

Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: Percent of citizens rating public transportation fair, good, or very good

About This Measure

Public transportation plays an important role reducing traffic congestion and harmful emissions that decrease air quality and increase health risks. According to the Federal Transit Administration, public buses produce 33% less greenhouse gas emissions per passenger mile than private vehicles. Utilizing public transportation can also lead to substantial savings for citizens. According to the American Public Transportation Association's December 2013 "Transit Savings Report," individuals who switch from driving to taking public transit can save, on average $9,569 this year, and up to $797 a month.

http://www.apta.com/mediacenter/pressreleases/2014/Pages/141211_Transit-Savings.aspx

http://www.fta.dot.gov/documents/PublicTransportationsRoleInRespondingToClimateChange2010.pdf

Analysis

After significant gains between 2007 and 2012, the number of citizens rating public transit in the parish as good or very good declined slightly. Nonetheless, New Orleans remained more than ten points above neighboring Jefferson Parish in this measure.

Since 2010, the Regional Transit Authority (RTA) has worked to improve and expand service to customers, including adding streetcar service along Loyola Avenue between the Union Passenger Terminal and Canal Street in 2013, and a $5 million citywide bus service expansion in 2014. Starting in 2015, the RTA will construct a new $45 million streetcar line along Rampart Street, providing a new transportation option for residents and visitors.

Results
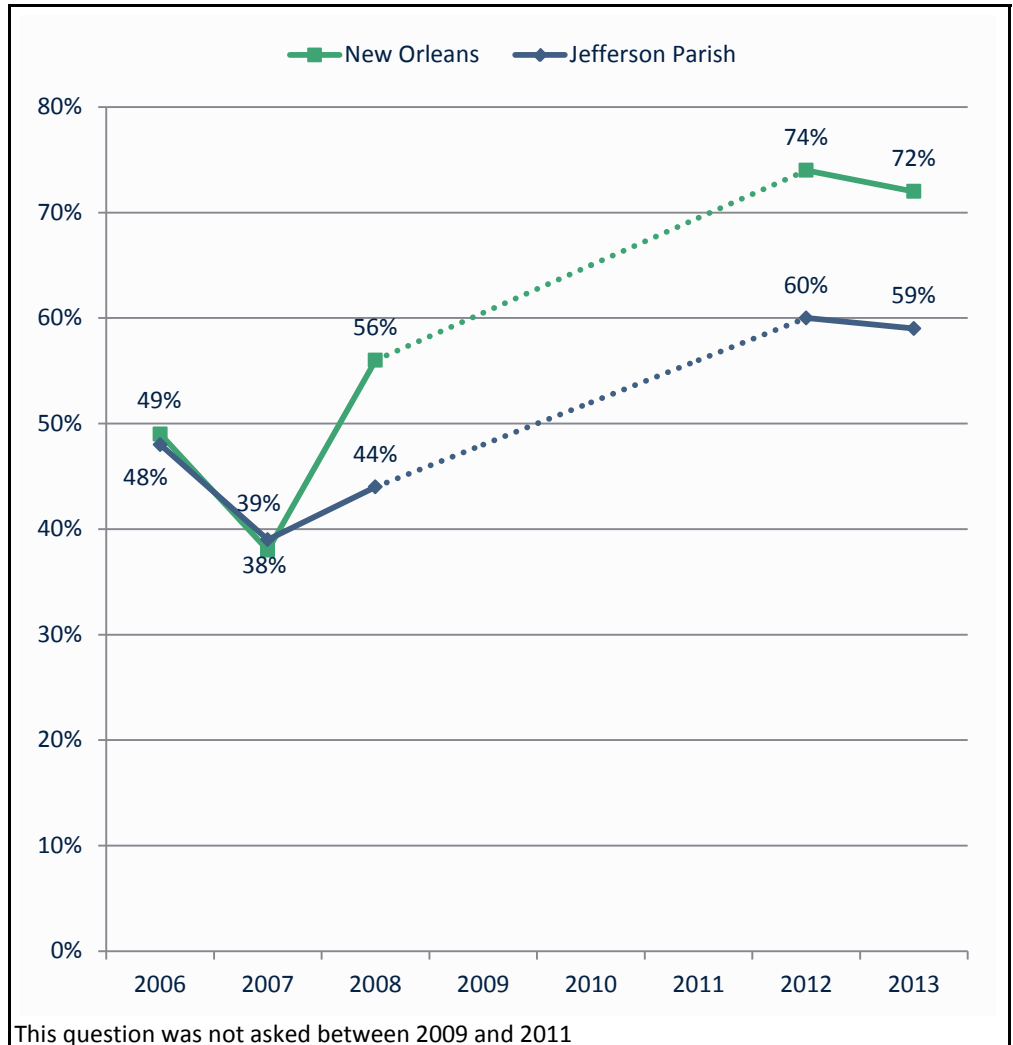
This question was not asked between 2009 and 2011

Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: Percent of citizens rating control of traffic congestion fair, good, or very good

About This Measure

Traffic congestion creates longer trip times, slower speeds, and wasted time and money. Congestion may be influenced by population and employment growth, and the growth in alternatives means of transportation. Congestion results in delays and excess fuel consumption that cost New Orleans $746 per auto commuter in 2010 (Schrank, Lomax, & Eisele, 2011). INRIX and the Centre for Economics and Business Research estimated that traffic congestion in the US in 2013 resulted in $124 billion in direct and indirect loss--- the equivalent of approximately $1,700 per US household.

http://www.inrix.com/economic-environment-cost-congestion/

Analysis

Depsite living in one of the fastest growing metro regions in the country, the percentage of New Orleanenians who consider traffic congestion lelves to be acceptable continued to increase.

2013 saw a return of this measure of citizen satisfaction to pre-Katrina levels, an eleven point increase since 2007. The City has been aggressively repairing and improving its streets. In 2013, the City completed 30 roadway projects. In 2014, it completed 60, totaling over $47 million in investment and 103 miles of newly paved streets. Additionally, the City is expanding New Orleans's bike infrastructure, offering an alternative to driving. Before Katrina, there were fewer than 5 miles of bike lanes. By early 2015, there will be more than 100.

Results

This question was not asked between 2009 and 2011

Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: Percent of citizens rating drainage/flood control fair, good, or very good

About This Measure

Adequate flood control and drainage has been a major concern of citizens since the city was founded in 1718. The city has a long history of flooding, caused by poor draining and flood control measures. Flooding is expensive--- the estimated cost of repairing flood damage to single-family structurs following Hurricane Katrina was $8 to $10 billion (Brinkmann and Ragas, 2006). Citizens' rating of draining and flood control is an important indicator of confidence that thier property will be protected from flooding.

http://www.mortgagebankers.org/files/news/internalresource/40063_katrinadamagestudy.pdf

Analysis

Citizen satisfaction with drainage and flood control systems in New Orleans increased 8 percentage points between 2012 and 2013. In the last five years, citizen satisfaction has increased 59% in this measure.

Since the levee breach during Hurricane Katrina, over $16 billion dollars have been invested in a regional flood control system to protect the metro area from flooding and storm surges. At a local level, the Sewerage and Water Board has invested $455 million in SELA drainage projects, conducted jointly with the Army Corps of Engineers. Major drainage improvement projects on South Claiborne Avenue, Lousiana Avenue, Napoleon Avenue, and the Florida Avenue Canal are already underway. Additionally, in 2014, new updates to the Greater New Orleans Urban Water Plan -- a master plan to address flooding, subsidence, and storm water management -- were released.

Results
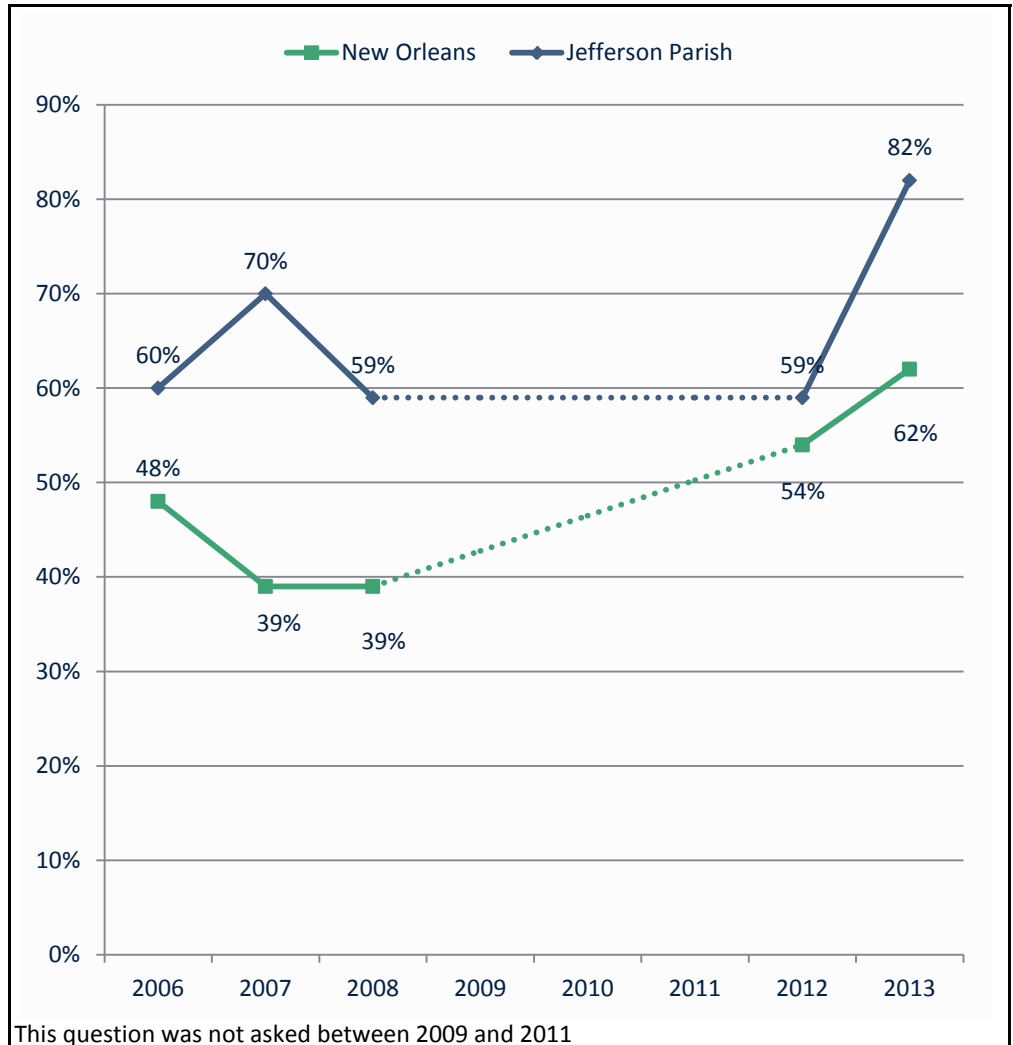
This question was not asked between 2009 and 2011

Data Source

University of New Orleans Quality of Life Survey

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Maintain and improve road surface infrastructure					
Measure: Percent of streetlights functioning	Public Works	92.8%	≥90%	🟢	203
Measure: Number of streetlight outages restored	Public Works	3,687	≥8,000	🔴	203
Measure: Percent of 311 streetlight service requests completed within 90 days	Public Works	26.9%	Establishing Baseline	-	203
Measure: Number of potholes repairs completed	Public Works	25,168	≥20,000	🟢	203
Measure: Number of catch basins cleaned	Public Works	3,178	≥3,500	🔺	203
Measure: Percent of 311 abandoned vehicle service requests completed within 30 days	Public Works	73.3%	≥80%	🔺	203
Measure: Number of permanent street name signs installed	Public Works	1,116	≥1,500	🔴	203
Measure: Number of miles of streets mechanically swept	Sanitation	8,132	Establishing Baseline	-	215
Strategy: Consistently implement Complete Streets philosophy in streets investments					
Measure: Number of permanent traffic signs installed	Public Works	2,921	≥1,500	🟢	203
Strategy: Effectively administer the City's capital improvements program					
Measure: Percent of projects delivered on schedule	Capital Projects	79.3%	≥80%	🔺	107
Measure: Percent of DPW construction projects delivered on or ahead of schedule	Public Works	81.0%	≥80%	🟢	203
Strategy: Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods					

🟢 On Target	⚠ ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Outcome Measure: Percent of citizens reporting satisfaction with general quality of life
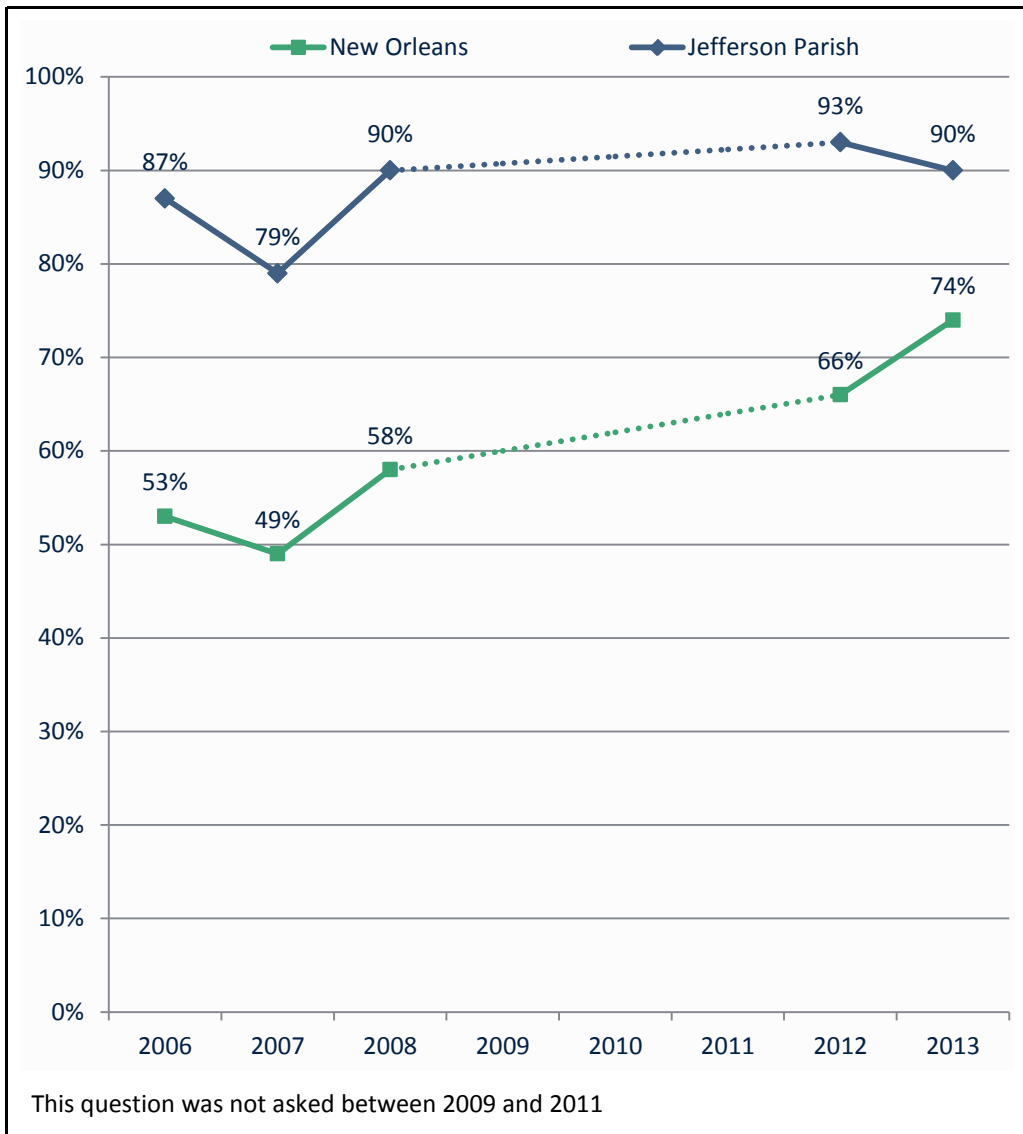
About This Measure

According to the Centers for Disease Control and Prevention, "Quality of life is a broad multidimensional concept that usually includes subjective evaluations of both positive and negative aspects of life…although the term 'quality of life' has meaning for nearly everyone and every academic discipline, individuals and groups can define it differently." Important domains of quality of life can include jobs, housing, schools, neighborhoods, as well as aspects of culture, values, and even spirituality. Improving citizens' quality of life is one of the primary aims of City government and is instrumental to economic and social vitality.

Analysis

The percent of citizens reporting satisfaction with general quality of life increased by nearly 28% from 2008-2013, and the gap between attitudes in New Orleans and Jefferson Parish has narrowed considerably.

Since 2010, the City has prioritized quality of life improvements, and launched NOLA 311 for constituents to report and track most quality of life service requests. In 2012, the Office of Performance and Accountability launched QualityofLifeSTAT, monthly, data-driven performance review meetings. In these meetings, the Chief Administrative Officer and managers from Public Works, Sanitation, Parks and Parkways, the Mosquito, Termite and Rodent Control Board, the Law Department, the New Orleans Police Department, and other key managers review and assess progress achieved, overall trend data, and the likelihood of meeting performance targets. For programs at risk of not meeting targets, participants identify prospects and tactics for performance improvement, and make adjustments to operational plans as needed.

Results

This question was not asked between 2009 and 2011

Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: Percent of citizens rating trash pickup fair, good, or very good
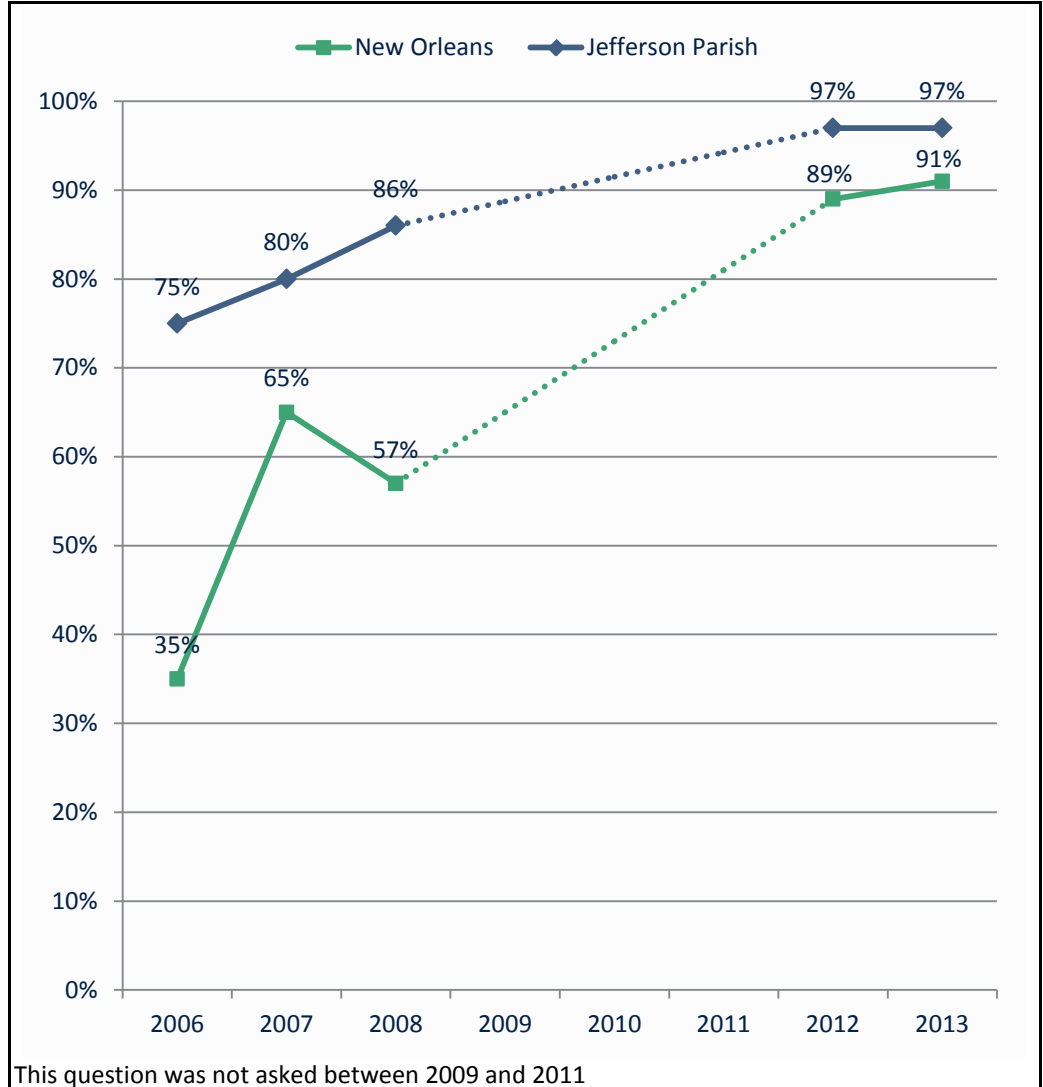
About This Measure

The visibility of trash and litter negatively affects quality of life. Effective sanitation services are important to public health and a clean community (Schultz, P.W. & Stein, S.R., 2009).

Results

This question was not asked between 2009 and 2011

Analysis

In 2013, 91% of survey respondents in New Orleans rated trash pick-up services favorably, a dramatic increase from 2006, when only 35% of respondents rated trash pick-up services positively. While trash pick-up services are rated slightly more favorably in Jefferson Parish, the gap in favorably ratings has decreased substantially over the course of the past 6 years.

The City of New Orleans relies on contractors for residential trash pick-up and disposal. In 2010, the City renegotiated its contracts to secure more affordable rates for residents and to add curbside recycling services. Since the City reinstated curbside recycling, the amount of recyclables collected has increased more than 75 times. Compared to the 89 tons of recycling collected at drop-off sites in 2010, 6,649 tons were collected curbside in 2013.

Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: Percent of citizens rating zoning fair, good, or very good

About This Measure

Zoning ensures that privately-owned land is used in a way that is compatable with neighboring land owner uses and that does not have an undue negative impact on the neighboring community or property owners. Zoning helps to protect and enhance property values, but requires that property owners relinquish some of thier individual property rights for the common good.
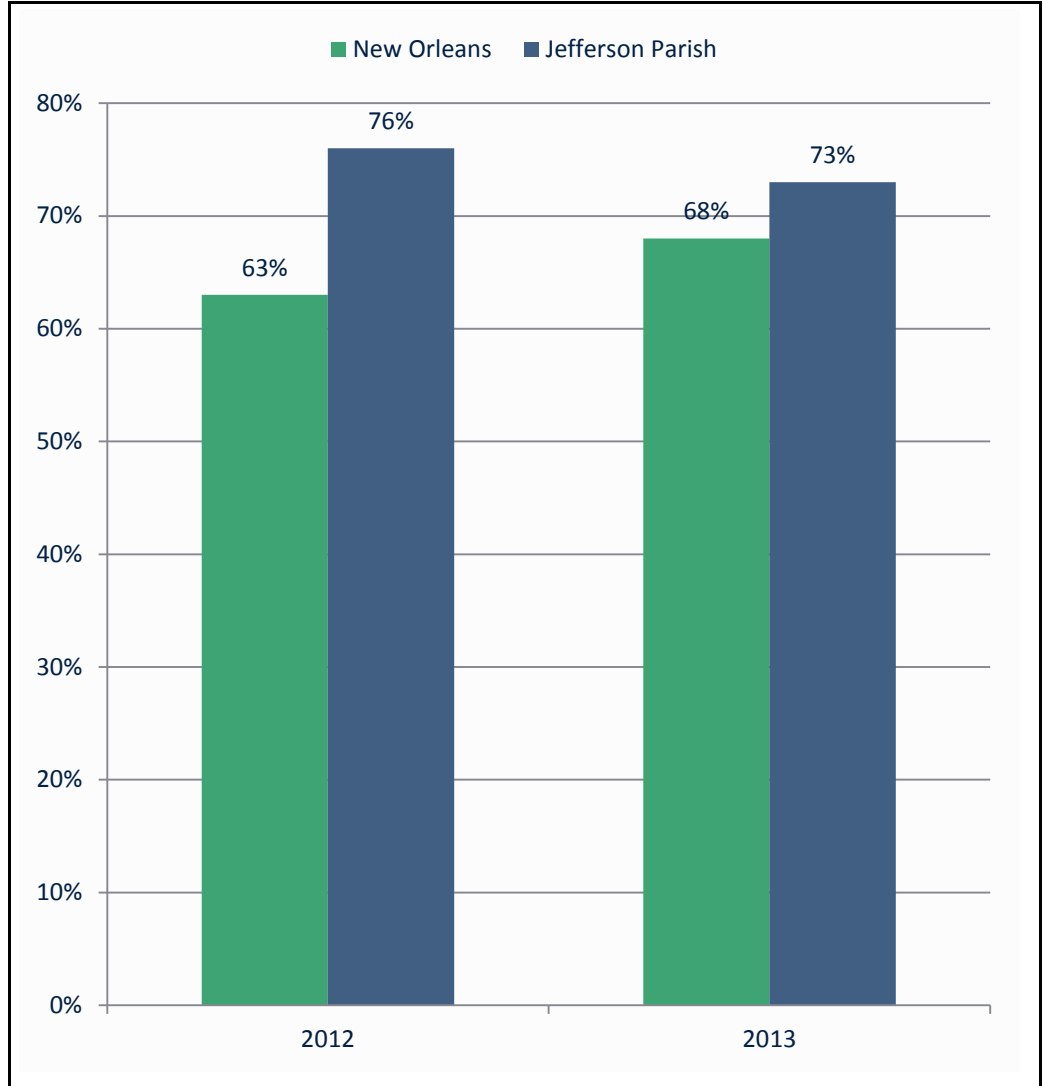
Analysis

Citizen opinion of zoning decisions in New Orleans increased 5 percentage points between 2012 and 2013.

In 2014, major development in the CBD and across the city continued. Additionally, the administration presented the Comprehensive Zoning Ordinance (CZO) to the City Planning Commission, which approved the document and passed it on to the City Council. The CZO will give legal force to the recommendations contained in the City's Master Plan and guide long-term development.

Citizen satisfaction with land use and zoning is an important reflection of general attitudes towards the post-Katrina Master Plan, and the city's recovery in general.

Results

Legend: ■ New Orleans ■ Jefferson Parish

2012: New Orleans 63%, Jefferson Parish 76%
2013: New Orleans 68%, Jefferson Parish 73%

Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: Percent of citizens rating control of abandoned houses fair, good, or very good

About This Measure

Abandoned and blighted houses are more than eyesores-- they can conribute to harmful conditions within communities. Blighted and vacant properties are associated with more crime, more fires, reduced property tax revenue, and a net loss in propoerty valiues (National Vacant Properties Campaign, 2005).

Analysis

Citizen perception of the City's control to abandoned houses and blighted property increased in 2013. The percent of citizens rating the control of abandoned property favorably has nearly tripled from this measure's 2008 low.

In November 2010, Mayor Landrieu set a goal of eliminating 10,000 blighted properties by 2014. Through the coordination of various agencies, and close monitoring of the project in monthly BlightSTAT meetings, the City exceeded it's goal. Additionally, in 2014 the City beat its targets for number of blight inspections, hearings, and other performance metrics.

BlightSTAT is a monthly meeting open to the public in which the Chief Administrative Officer, Code Enforcement, Office of Community Development, and other stakeholders review data and performance goals. In 2012, the Harvard University Kennedy School of Government Ash Center recognized the City's blight reduction strategy as a "Bright Idea in Government."

Results
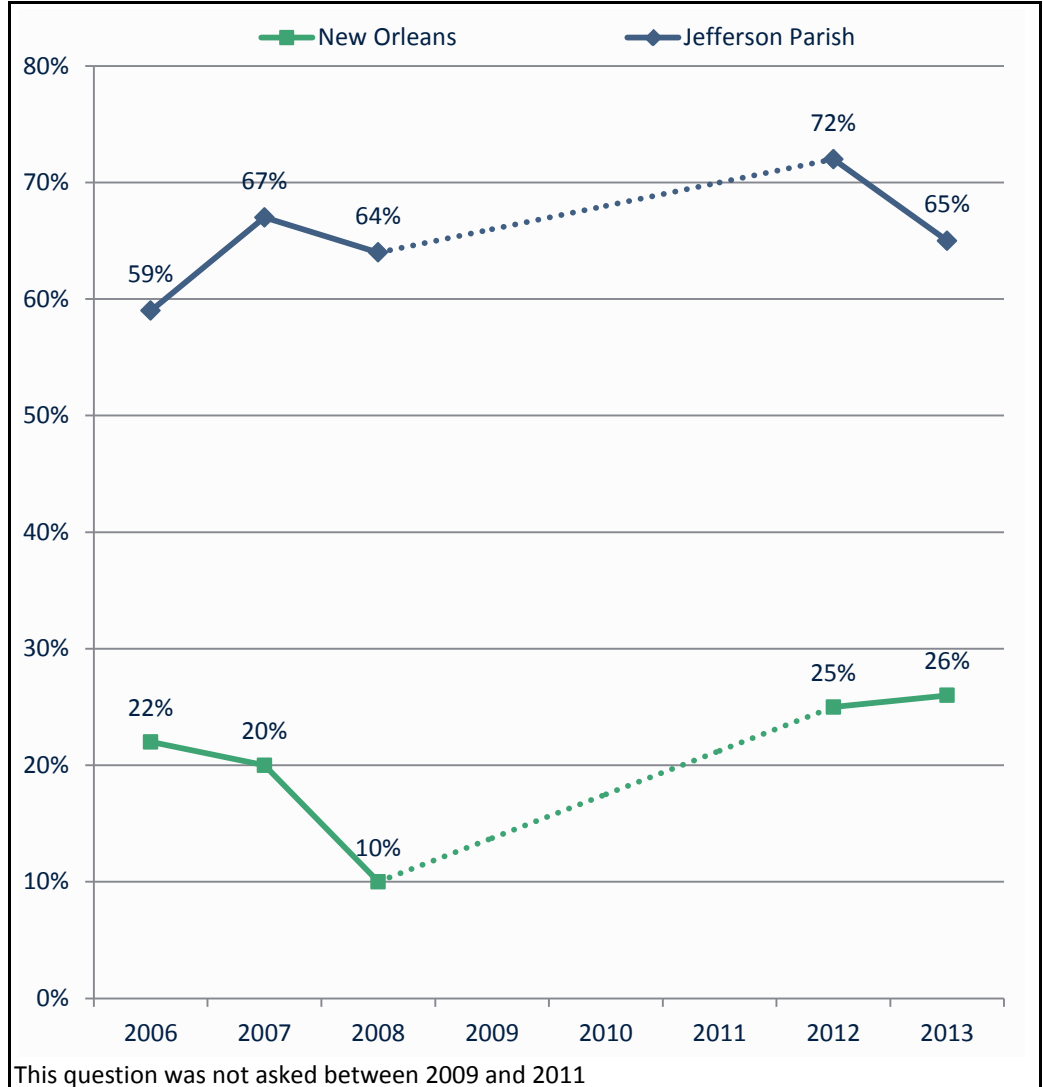
This question was not asked between 2009 and 2011

Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: Percent of citizens rating parks and recreation fair, good, or very good

About This Measure

Well managed parks and recreational programs contribute to the health and well-being of nearby residents, and are valuable assets that contribute to strong and cohesive communities. Exposure to nature in parks, gardens, and natural areas can improve psychological and social health (Gies, 2006).

https://www.tpl.org/sites/default/files/cloud.tpl.org/pubs/benefits_HealthBenefitsReport.pdf

Analysis

The percent of New Orleans citizens reporting satisfaction with parks and recreation decreased six percentage points in 2013.

The City continued to improve parks and recreation centers in 2014, opening the Joe Bartholomew club house in Ponchartrain Park, Crescent Park in the Bywater, and began construction on the $9.1 million Lafitte Greenway, which will connect Treme, Mid-City, and Bayou St. John to downtown business centers.

Although citizen satisfaction with parks was below 30% in 2013, New Orleans score very high in the ParkScore rankings, ranking 18th in the nation. ParkScore considers total park coverage, park access, parks and playgrounds per person, and spending on parks in constructing its rankings.

Results

Legend: New Orleans, Jefferson Parish

2012: New Orleans 34%, Jefferson Parish 73%
2013: New Orleans 27%, Jefferson Parish 61%
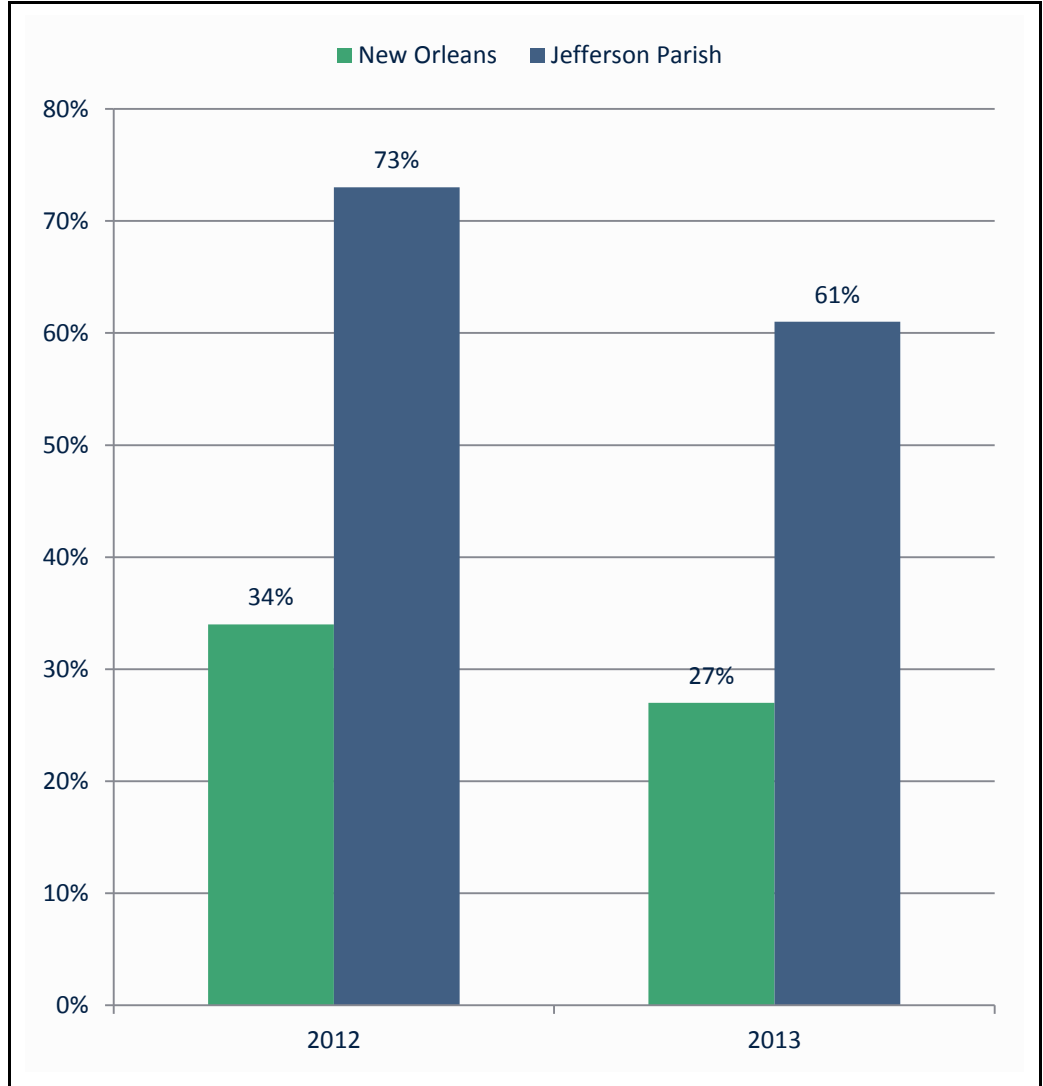
Data Source

University of New Orleans Quality of Life Survey

Outcome Measure: ParkScore

About This Measure

ParkScore is a comprehensive rating system developed by the Trust for Public Land to measure how well the 60 largest U.S. cities are meeting the need for parks. ParkScore provides in-depth data to guide local park improvement efforts.

Analysis

New Orleans garnered the highest ParkScore among its peer cities, scoring twenty points above the average.

New Orleans has over 28,000 acres of parkland, 26.4% of the entire city. In 2014, the City opened Crescent Park in the Bywater, began construction on the $9.1 million Lafitte Greenway, and opened the Joseph Bartholomew club house at Pontchartrain Park. Additionally, the New Orleans Recreation Development Commission (NORDC) runs cultural, family, and youth programming year-round. In 2014, NORDC held over 40 summer camps, serving roughly 4,000 children and teens. In 2015, NORDC plans to open three new recreation centers: The Andrew Sanchez Communtiy Center in the Lower 9th Ward, the Rosenwald Center by Marrero Commons, and Stallings St. Claude Center.

Results
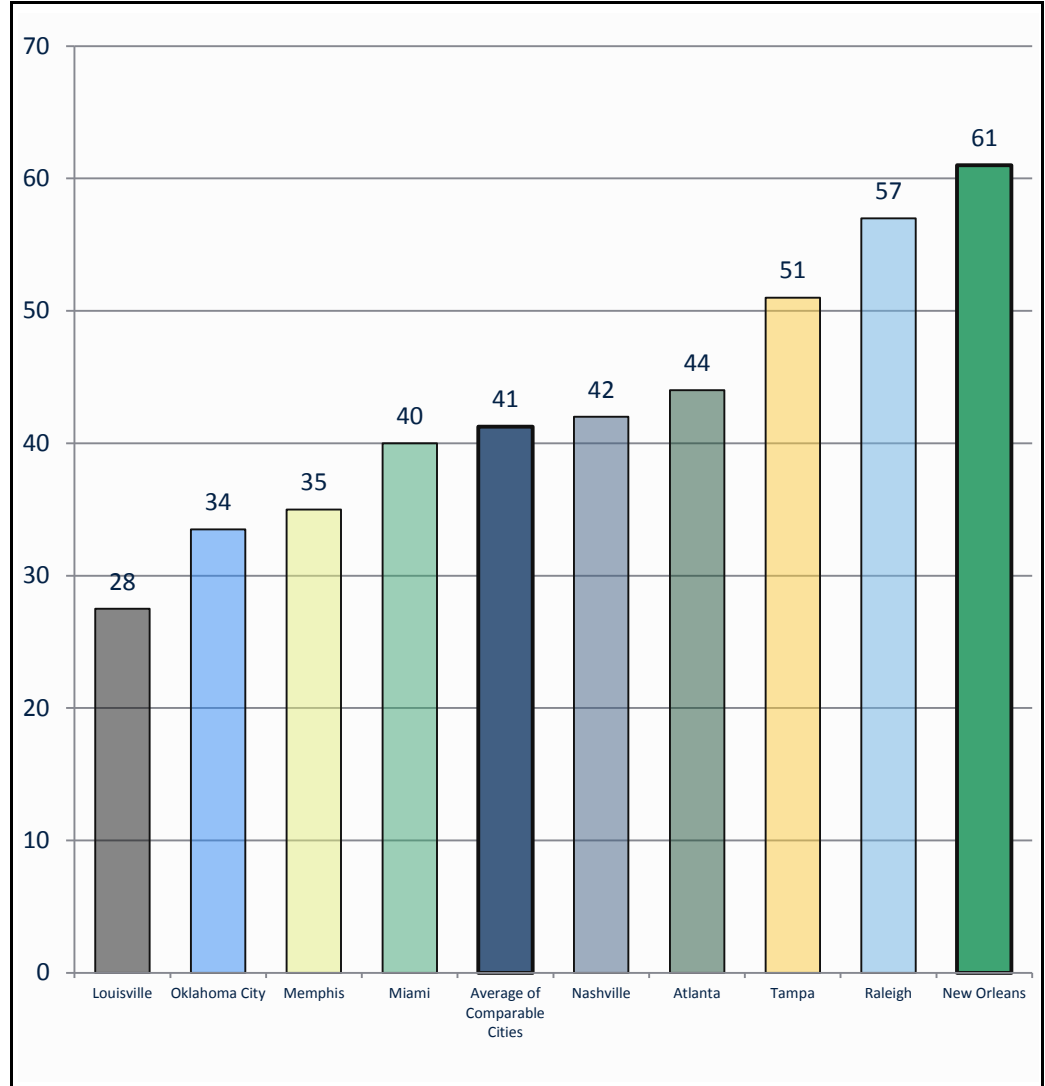
Data Source

Trust for Public Land, 2014

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Reduce blighted properties by 10,000 by the end of 2014					
Measure: Average number of days to complete a new, initial inspection request	Code Enforcement	28	≤30	🟢	117
Measure: Number of inspections	Code Enforcement	16,539	≥15,000	🟢	117
Measure: Number of properties brought to hearing	Code Enforcement	4,010	≥4,000	🟢	117
Measure: Percent of hearings reset due to failure to properly notify the owner	Code Enforcement	1.75%	≤3%	🟢	117
Measure: Percent of hearings reset due to failure to re-inspect the property	Code Enforcement	1.59%	≤5%	🟢	117
Measure: Number of blighted units demolished	Code Enforcement	212	≥250	🔴	117
Measure: Number of blighted properties brought into compliance	Code Enforcement	1,041	≥750	🟢	117
Measure: Number of owner-occupied housing units rehabilitated^	Community Development	63	≥75	🔴	119
Measure: Number of properties returned to commerce through disposition programs	New Orleans Redevelopment Authority	347	≥300	🟢	187
Measure: Percent of sales where agreements were successfully completed by the end user	New Orleans Redevelopment Authority	47.6%	Management Statistic	-	187
Measure: Percent of total development costs that is leveraged investment	New Orleans Redevelopment Authority	72.5%	Management Statistic	-	187
Measure: Amount of NORA direct investment in real estate projects	New Orleans Redevelopment Authority	$1,157,324	Management Statistic	-	187
Measure: Amount of leveraged investment committed to real estate projects	New Orleans Redevelopment Authority	$3,044,825	Management Statistic	-	187

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Provide effective sanitation services to residents and businesses					
Measure: Number of illegal dumping sites cleared*	Sanitation	2,832	≥1,000	🟢	215
Measure: Percent of 311 illegal dumping service requests completed within 30 days	Sanitation	91.5%	≥80%	🟢	215
Measure: Percent of households registered for recycling	Sanitation	37.0%	≥36%	🟢	215
Measure: Amount of landfill cost savings resulting from recycling	Sanitation	$226,455	≥$210,000	🟢	215
Measure: Amount of landfill disposal costs*	Sanitation	$5,382,219	≤$5,600,000	🟢	215
Measure: Amount of special event costs*	Sanitation	$1,409,137	≤$1,000,000	🔴	215
Measure: Number of tons of recyclable material collected	Sanitation	7,317	≥6,500	🟢	215
Strategy: Protect and preserve parks and other green spaces					
Measure: Number of acres mowed*	Parks and Parkways	18,801	≥19,000	🔺	189
Measure: Percent of major corridor acres mowed on a 1-3 week cycle during peak growing season*	Parks and Parkways	100%	100%	🟢	189
Measure: Number of emergency tree service requests completed	Parks and Parkways	447	Management Statistic	-	189
Measure: Percent of non-emergency tree service requests completed within 260 days	Parks and Parkways	51.4%	≥80%	🔴	189
Measure: Number of 18-hole rounds of golf played*	Parks and Parkways	21,573	≥25,000	🔴	189
Measure: Amount of revenue earned through golf courses*	Parks and Parkways	$741,060	≥$650,000	🟢	189

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Regulate land use to support safe, vibrant neighborhoods and preserve historic properties					
Measure: Average number of days to docket a Board of Zoning Adjustment variance application for public hearing	City Planning Commission	8.24	Establishing Baseline	-	109
Measure: Average number of days to docket a completed subdivision application	City Planning Commission	N/A	≤13	N/A	109
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	109
Measure: Average number of days to review staff approvable applications	Historic District Landmarks Commission	1.50	≤5	🟢	155
Measure: Percent of closed enforcement cases closed due to voluntary compliance	Historic District Landmarks Commission	84.7%	Establishing Baseline	-	155
Measure: Average number of days to respond to building complaints	Safety and Permits	11.70	≤7	🔴	211
Measure: Average number of days to respond to zoning complaints	Safety and Permits	45.2	≤7	🔴	211
Measure: Average number of days to respond to building inspection requests	Safety and Permits	0.00	≤1	🟢	211
Measure: Average number of days to respond to license inspection requests	Safety and Permits	7.68	≤7	🔺	211
Measure: Percent of adjudication cases that result in compliance	Safety and Permits	N/A	Establishing Baseline	-	211
Measure: Average number of days to review staff approvable applications	Vieux Carré Commission	8.66	≤5	🔴	223
Measure: Percent of closed enforcement cases closed due to voluntary compliance	Vieux Carré Commission	N/A	Establishing Baseline	-	223

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

Outcome Measure: Percent of days with healthy air quality

About This Measure

Air pollution affects public health, especially the health of people in sensitive groups, such as those with heart or lung disease, asthmatics, children and older adults, and people who are active outdoors. The U.S. Environmental Protection Agency (EPA) uses the Air Quality Index (AQI) to measure the cleanliness of outdoor air, calculating the AQI for five major air pollutants regulated by the Clean Air Act: ground-level ozone, particle pollution, carbon monoxide, sulfur dioxide, and nitrogen dioxide (EPA, 2009).

EPA sensors are placed around the New Orleans metro area. It is important to note that air pollution is highly mobile, and while the quality of air in New Orleans may be good, pollution from traffic and industry in the parish may be dispersed across parish lines.

Analysis

New Orleans enjoyed healthy air every day during 2012, 2013, and 2014. Compared to other cities, New Orleanians' have enjoyed healthier air over the past eight years.

The EPA calculates the Air Quality Index (AQI) for five major air pollutants regulated by the Clean Air Act: ground-level ozone, particle pollution (also known as particulate matter), carbon monoxide, sulfur dioxide, and nitrogen dioxide. For each of these pollutants, the EPA has established national air quality standards to protect public health .

Results
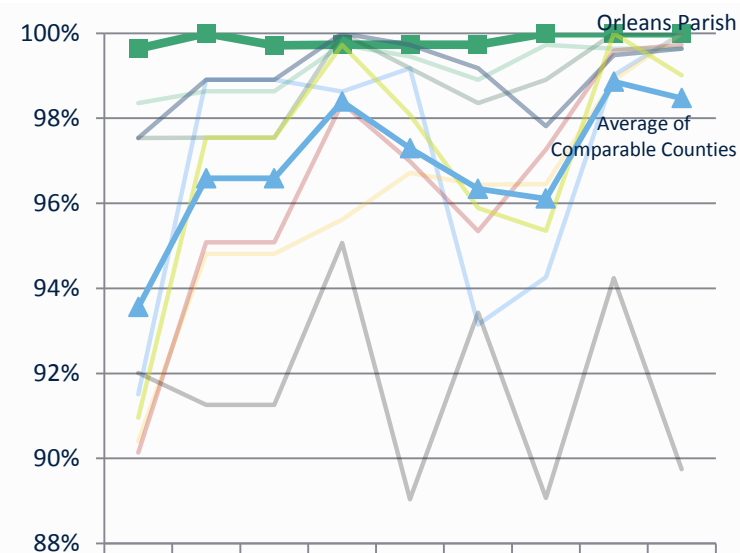
	2006	2007	2008	2009	2010	2011	2012	2013	2014
Orleans Parish	99.6%	100.0%	99.7%	99.7%	99.7%	99.7%	100.0%	100.0%	100.0%
Oklahoma County, OK (Oklahoma City)	91.5%	98.9%	98.9%	98.6%	99.2%	93.2%	94.3%	99.0%	100.0%
Hillsborough County, FL (Tampa)	90.4%	94.8%	94.8%	95.6%	96.7%	96.4%	96.4%	98.9%	100.0%
Wake County, NC (Raleigh)	97.5%	97.5%	97.5%	100.0%	99.2%	98.4%	98.9%	100.0%	100.0%
Fulton County, GA (Atlanta)	90.1%	95.1%	95.1%	98.4%	97.0%	95.3%	97.3%	99.6%	99.7%
Miami-Dade County, FL (Miami)	98.4%	98.6%	98.6%	99.7%	99.5%	98.9%	99.7%	99.6%	99.6%
Davidson County, TN (Nashville)	97.5%	98.9%	98.9%	100.0%	99.7%	99.2%	97.8%	99.5%	99.6%
Shelby County, TN (Memphis)	91.0%	97.5%	97.5%	99.7%	98.1%	95.9%	95.4%	100.0%	99.0%
Average of Comparable Counties	93.6%	96.6%	96.6%	98.4%	97.3%	96.3%	96.1%	98.9%	98.5%
Jefferson County, KY (Louisville)	92.0%	91.3%	91.3%	95.1%	89.0%	93.4%	89.1%	94.2%	89.7%

Data Source

U.S. Environmental Protection Agency (EPA), Air Quality Index (AQI) Report

Outcome Measure: Number of health-based drinking water violations

About This Measure

The U.S. Environmental Protection Agency (EPA) determines the maximum limits of certain contaminants that may be present in drinking water. The legal limits reflect both the level that protects human health and the level that water systems can achieve using the best available technology. While the maximum parts per million allowed for a safe rating depends on the contaminant, the standards protect citizens from levels of contaminants known to cause acute and chronic health problems. The EPA also sets water testing scheduling requirements and methods that must be followed by public water systems (EPA, n.d.).

Analysis

In the past 8 years, New Orleans has had two health-based drinking water violations, both in 2010, and there has not been another violation since. Atlanta (2013, 2014) and Nashville (2012) are two other cities who have had drinking water violations in the past eight years.

New Orleans had two violations in Algiers in 2010 due to the use of an improper treatment technique. Nashville had one violation in 2012 due to use of an improper treatment technique and another violation in 2012 due to an unsafe level of contaminants. Atlanta had a violation in 2013 and another violation in 2014 due to an unsafe level of contaminants.

Results

City	Number of Violations Since 2006
New Orleans	2
Atlanta	2
Nashville	2
Oklahome City, Tampa, Miami, Memphis, Louisville, Raleigh, Baton Rouge	0

Private water systems are not included.

Data Source

U.S. Environmental Protection Agency (EPA), Enforcement & Compliance History Online (ECHO), 2014

Outcome Measure: Cumulative number of certified green buildings
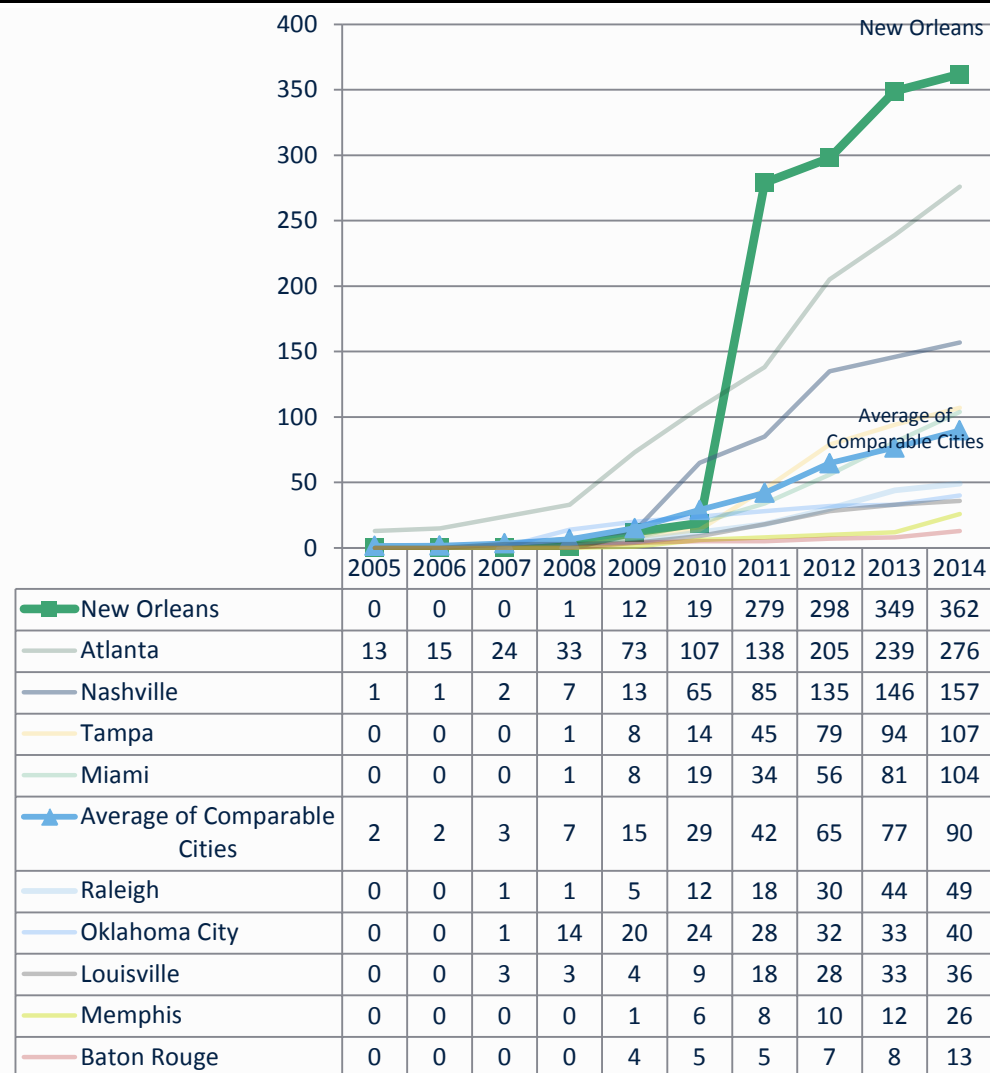
About This Measure

Leadership in Energy and Environmental Design (LEED) is a program run by the U.S. Green Building Council that provides third-party verification of green buildings. For commercial buildings and neighborhoods, to earn LEED certification, a project must satisfy all LEED prerequisites and earn a minimum 40 points on a 110-point LEED rating system scale. Homes must earn a minimum of 45 points on a 136-point scale (U.S. Green Building Council, n.d.).LEED-certified buildings benefit the environment by reducing waste sent to landfills, conserving energy and water, providing healthier and safer spaces for occupants and reducing harmful greenhouse gas emissions. In addition, the economic benefits of becoming LEED-certified include lowering operating costs, increasing asset value and qualification for tax rebates, zoning allowances and other incentives (U.S. Green Building Council, n.d.).

Analysis

There were of 362 LEED-certified green buildings in New Orleans in 2014, a number that far eclipsed comparable cities. Baton Rouge, for example, had only 13 green buildings. Of the 10 comparable cities surveyed in this report, Atlanta, a city with 20% more residents, had the second-most green buildings, with 276.

The number of green buildings has exploded since Hurricane Katrina. Before 2005, there were no certified green buildings in the city. From 2007-2009, 12 new green buildings were built. Since 2010, 343 new green buildings have become certified. Notable green buildings include the Holy Cross Project, L.B. Landry High School, and Second Line Stages.

Results

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
New Orleans	0	0	0	1	12	19	279	298	349	362
Atlanta	13	15	24	33	73	107	138	205	239	276
Nashville	1	1	2	7	13	65	85	135	146	157
Tampa	0	0	0	1	8	14	45	79	94	107
Miami	0	0	0	1	8	19	34	56	81	104
Average of Comparable Cities	2	2	3	7	15	29	42	65	77	90
Raleigh	0	0	1	1	5	12	18	30	44	49
Oklahoma City	0	0	1	14	20	24	28	32	33	40
Louisville	0	0	3	3	4	9	18	28	33	36
Memphis	0	0	0	0	1	6	8	10	12	26
Baton Rouge	0	0	0	0	4	5	5	7	8	13

Data Source

U.S. Green Building Council

Outcome Measure: Amount of land area

About This Measure

This measure is an indicator of coastal land loss. The New Orleans metro area is protected by the wetlands of the Breton Sound, the Barataria Basin and the Pontchartrain Basin. The region's coastal landscape is crucial to New Orleans' wellbeing. The region's wetlands are home to diverse species of fish and wildlife, and serve as a natural defense against hurricanes and flooding. Levees and other manmade flood protection systems are inadequate without healthy coastal wetlands. Wetland erosion also poses a threat to the metro area's three largest economic drivers: tourism, oil and gas, and shipping (Plyer et al., 2013). Land loss in Louisiana is caused by both natural and man-made factors, including the levees and floodgates on the Mississippi River that deprive the coastal ecosystem of the fresh water and sediment needed to survive, the dredging of canals for oil and gas exploration that weakens marshes and allows salt water to spread into coastal basins, sea level rise, subsidence, storms, and invasive species (Coastal Protection and Restoration Authority, 2011). Restoration projects may include bank stabilization barrier island/headland restoration, hydrologic restoration, marsh creation, sediment diversion, channel realignment, oyster barrier reefs, ridge restoration, and shoreline protection (Coastal Protection and Restoration Authority, 2011).

Analysis

According to observations by the United States Geological Survey, Orleans Parish is losing land at a rate of about 5 square miles (or 3%) every 10 years. Land loss in Orleans Parish is a relatively minor component of coastal land loss in the Mississippi River Delta, Pontchartrain, Breton Sound and Barataria Basins, which, as whole, is losing land at a rate of about 121 square miles (or 5%) every 10 years (Greater New Orleans Community Data Center 2013).

Results

Orleans Parish Land Area Trend, 1985-2010

Sq. Mi.

1985 to 2010 = -.512 +/- .05296 sq miles/year
r^2 = .8862

Data Source

Brady Couvillion, United States Geological Survey

Organizational Measures					
	Organization	Year-End Actual	Year-End 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	254	≥100	🟢	115
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	8	≥5	🟢	115
Strategy: Remediate brownfields, lead, and other environmental hazards					

🟢 On Target	⚠ ≤10% Off Target	♦ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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

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

Budget: $35.1 Million

Public Safety	Open and Effective Government	Children and Families	**Economic Development**	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	**Promote business growth and job creation**	Maintain and improve public infrastructure	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	**Develop and train the local workforce, and connect residents with jobs**	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

Outcome Measure: Population growth
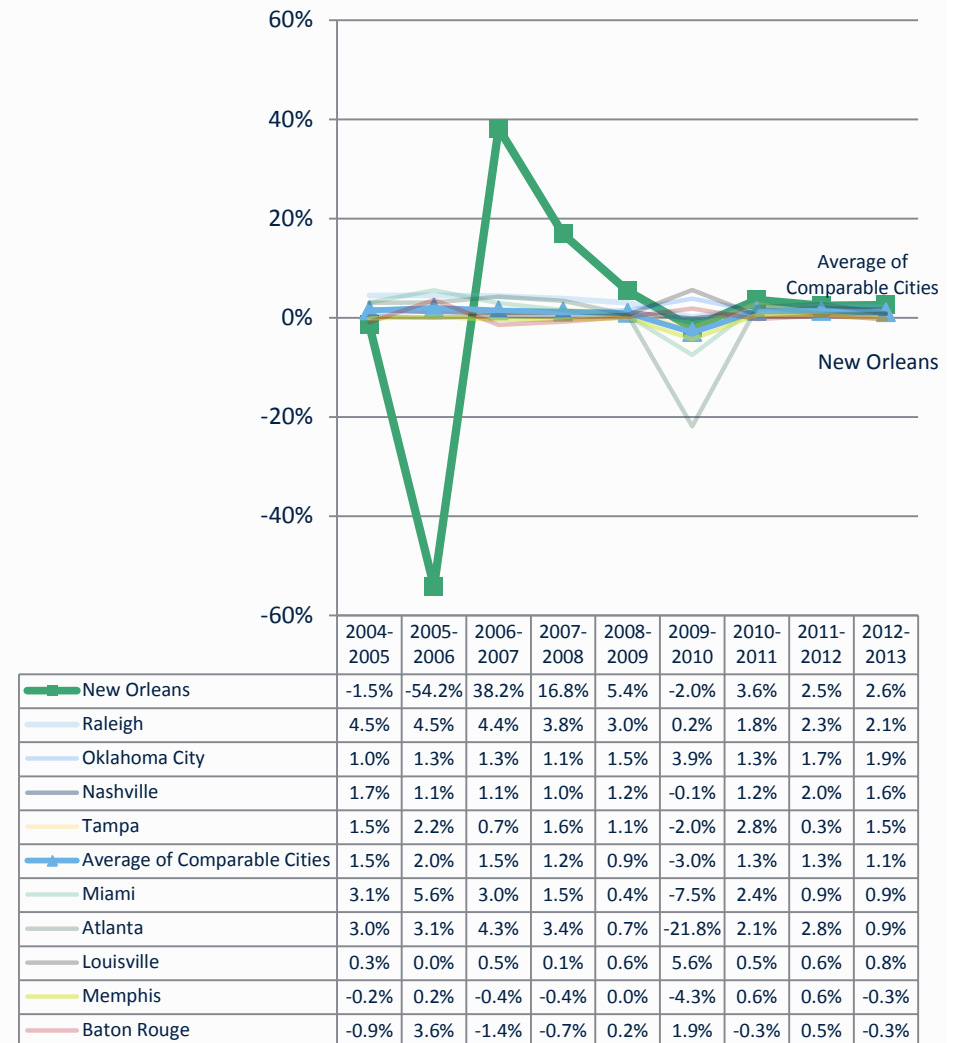
About This Measure

Population growth is an important indicator of the city's recovery from Hurricane Katrina, and it is often used as an indicator of economic growth. However, researchers have found that there is little, if any, connection between population growth and productivity growth (Florida, 2013). Through its Population Estimates Program, the U.S. Census Bureau uses administrative data from a number of sources to estimate the annual population.

Analysis

Following Hurricane Katrina in August 2005, New Orleans' population declined dramatically from 437,000 in 2005 to 223,000 in 2006. Since that period, population has grown an average of 9.6% per year, a rate far greater than comparable cities. This growth was driven both by displaced New Orleanians returning to the city after Katrina-induced relocation as well as newcomers migrating into New Orleans. While population growth remains strong, recent data indicates that population growth may be aligning more with rates experienced by other comparable cities. Between 2012 and 2013, the population of New Orleans grew 2.6%. This rate was slightly stronger than that of New Orleans' peer cities. The average growth rate of comparable cities was 1.1% between 2012 and 2013.

In August 2014, the Data Center released a brief on neighborhood-level population trends in New Orleans. *Neighborhood Growth Rates* found that New Orleans is ranked 16th among cities with populations of 50,000 or more for population growth between 2010 and 2013. Only four neighborhoods lost households between 2010 and 2014, while ten east bank neighborhoods returned to 100% of their pre-Katrina population levels.

Results

	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
New Orleans	-1.5%	-54.2%	38.2%	16.8%	5.4%	-2.0%	3.6%	2.5%	2.6%
Raleigh	4.5%	4.5%	4.4%	3.8%	3.0%	0.2%	1.8%	2.3%	2.1%
Oklahoma City	1.0%	1.3%	1.3%	1.1%	1.5%	3.9%	1.3%	1.7%	1.9%
Nashville	1.7%	1.1%	1.1%	1.0%	1.2%	-0.1%	1.2%	2.0%	1.6%
Tampa	1.5%	2.2%	0.7%	1.6%	1.1%	-2.0%	2.8%	0.3%	1.5%
Average of Comparable Cities	1.5%	2.0%	1.5%	1.2%	0.9%	-3.0%	1.3%	1.3%	1.1%
Miami	3.1%	5.6%	3.0%	1.5%	0.4%	-7.5%	2.4%	0.9%	0.9%
Atlanta	3.0%	3.1%	4.3%	3.4%	0.7%	-21.8%	2.1%	2.8%	0.9%
Louisville	0.3%	0.0%	0.5%	0.1%	0.6%	5.6%	0.5%	0.6%	0.8%
Memphis	-0.2%	0.2%	-0.4%	-0.4%	0.0%	-4.3%	0.6%	0.6%	-0.3%
Baton Rouge	-0.9%	3.6%	-1.4%	-0.7%	0.2%	1.9%	-0.3%	0.5%	-0.3%

Data Source

U.S. Census Bureau, Population Estimates Program

Outcome Measure: Nonfarm job growth

About This Measure

Jobs are a major economic indicator. The jobs data from the Bureau of Labor Statistics measures non-farm jobs, and includes all full- and part-time positions on company payrolls and at civilian government agencies. It excludes self-employed, unpaid, and household workers.
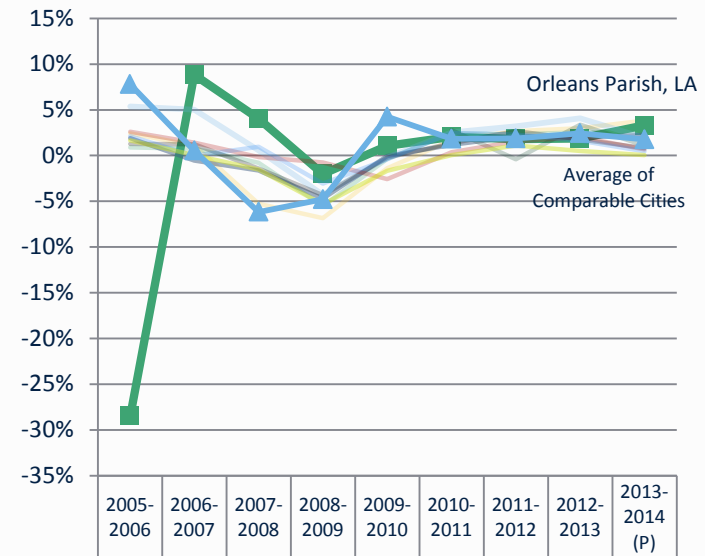
Job growth leads to rising standards of living, new opportunities for an expanding labor force, and an increased tax base (Plyer, et al., 2013).

Analysis

In recent years, New Orleans has experienced sustained economic growth. During the Great Recession of 2008-2010, while many comparable cities experienced steep, multi-year job declines, New Orleans only experienced one year of negative job growth (2009). Between 2013 and 2014, New Orleans exceeded the average of its peer cities in job growth though it lagged behind bewteen 2010 and 2012.

Since 2010, Mayor Landrieu has made economic development a priority. In 2013, the newly formed New Orleans Business Alliance announced ProsperityNOLA, a comprehensive economic development strategic plan. New employers like GE Capital, Gameloft, and Costco were responsible for 4,500 new jobs, and employers such as Lockheed Martin have announced future additional jobs. Major projects on the horizon include a new, modern airport and the rebuilding of the City's water and sewerage system. Additionally, the City launched the Network for Economic Opportunity in 2014, an initiative to connect anchor institutions, local industry, and non-profits to provide jobs, housing, and transportation access to communities along the Claiborne Corridor.

Results

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014 (P)
Hillsborough County, FL	2.4%	1.1%	-5.3%	-6.8%	-1.4%	1.6%	2.7%	3.0%	3.8%
Orleans Parish, LA	-28.5%	8.9%	4.0%	-2.0%	1.1%	2.1%	1.8%	1.9%	3.3%
Miami-Dade County, FL	0.9%	0.8%	-0.8%	-5.5%	-0.4%	2.4%	2.3%	2.5%	2.8%
Davidson County, TN	1.9%	-0.5%	-1.6%	-4.7%	-0.1%	1.2%	2.1%	2.0%	2.3%
Wake County, NC	5.4%	5.0%	0.6%	-4.3%	-0.2%	2.5%	3.2%	4.1%	1.9%
Fulton County, GA		-2.0%				2.8%	-0.4%	3.4%	1.1%
Jefferson County, KY	1.3%	1.2%	-1.4%	-4.3%	-0.2%	1.4%	2.7%	1.8%	0.8%
East Baton Rouge Parish, LA	2.6%	1.4%	-0.1%	-0.7%	-2.6%	0.4%	1.6%	2.0%	0.7%
Oklahoma County, OK	2.1%	0.0%	1.0%	-3.1%	-0.4%	2.5%	2.3%	1.6%	0.5%
Shelby County, TN	1.7%	0.0%	-1.5%	-5.3%	-1.7%	0.0%	1.1%	0.5%	0.1%
Average of Comparable Cities	7.8%	0.6%	-6.2%	-4.8%	4.3%	1.8%	1.9%	2.4%	1.8%

2014 data is preliminary, representing the average of total jobs through June 2014, without farm jobs netted out.

Data Source

Bureau of Labor Statistics, Quarterly Census of Employment and Wages

## Outcome Measure: Proportion of total jobs that are high wage jobs

About This Measure

Wages reflect several factors: job quality (industrial mix and occupational mix), worker productivity, local cost of living, local amenities, and labor supply and demand (Hill, Hoffman, & Rex, 2005). Educational attainment levels are closely related to high wage job growth. Most high wage jobs are a part of the growing "knowledge economy," and science and technology are important features in nearly half of high wage jobs (Rex, 2006). Regional workers in jobs with wages in the 75th percentile or higher, or those with wages of $51,480 or more in the New Orleans metro area, are considered "high wage." This methodology is consistent with that utilized by Matt Eskew and Paul Kleppner of Northern Illinois University (2006).

Analysis

In the New Orleans metro area, a little less than one-quarter of all jobs were considered "high wage." This proportion was smaller than that of most other comparable metro areas, with the exception of Baton Rouge, where 23.5% of all jobs were considered as high wage. In Tampa, Miami, and Raleigh, the two job categories that drove the proportion of high wage jobs were nurses and general and operations managers. The preponderance of the tourism industry, which has relatively low wages, may be one reason that New Orleans had a low proportion of high wage jobs (Plyer, et al., 2013).

Results
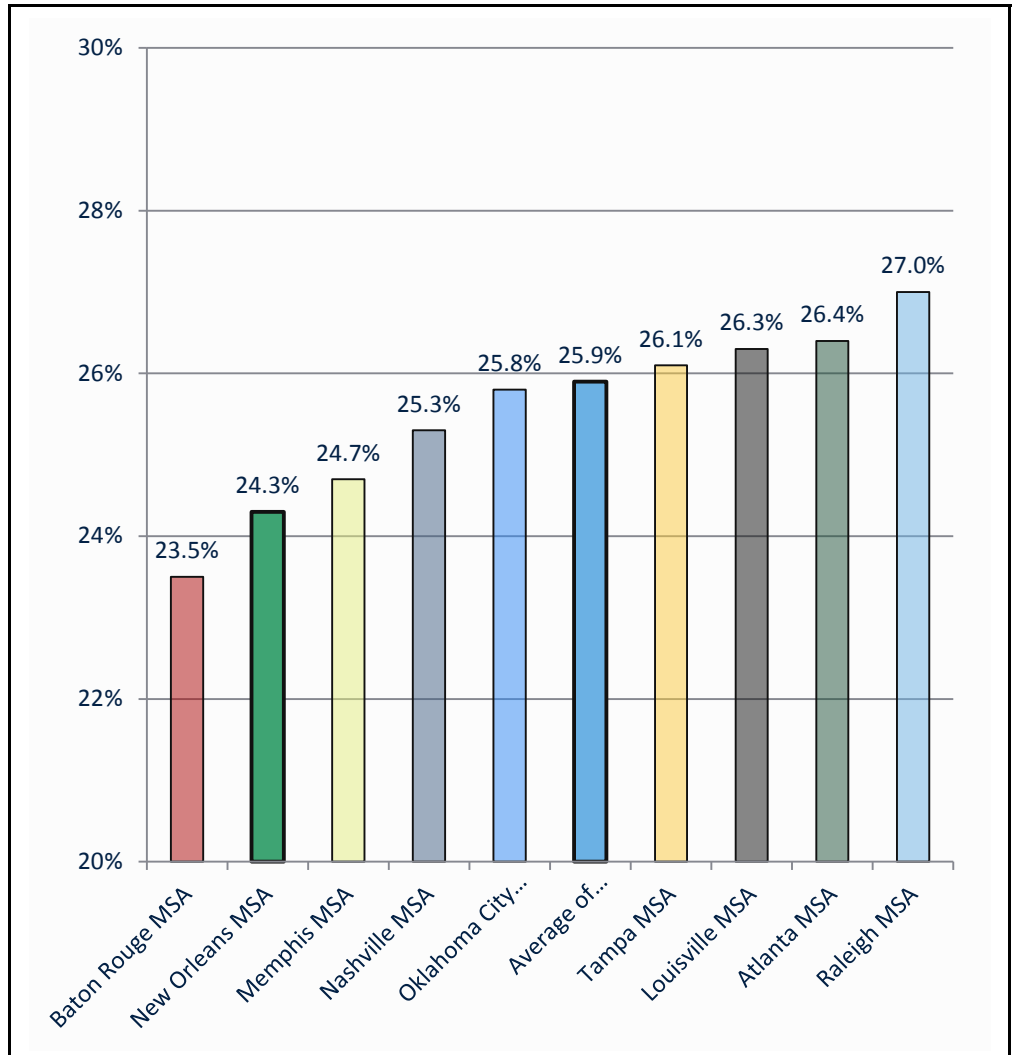
Data Source

Bureau of Labor Statistics. Data is from 2013 and is not available at local level.

Outcome Measure: Percent of jobs in the cultural industry
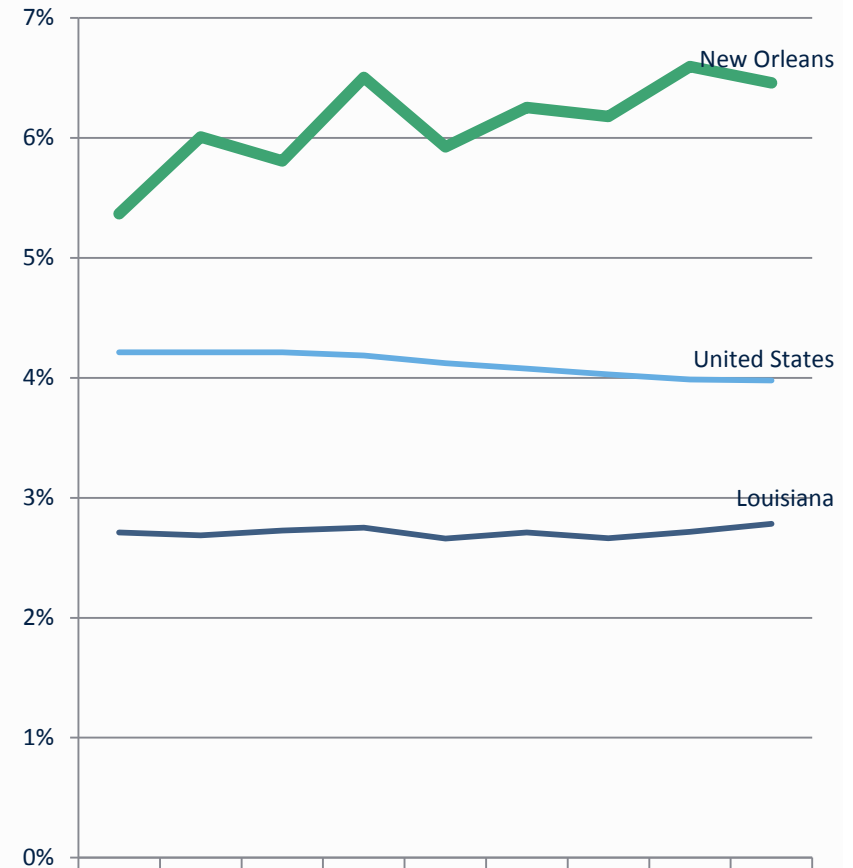
About This Measure

The cultural economy contributes to the life of the city both culturally and economically (New Orleans Mayor's Office of Cultural Economy, 2013). Studies have found that arts and culture play important roles in attracting skilled people to cities, powering innovation, business formation and economic development (Florida, 2010). Researchers have also found that the three major occupational groups that add to regional wages and productivity are arts and culture, science and engineering, as well as business and management (Florida, Mellander, & Stolarick, 2008). The City's measure of cultural industry jobs includes those in preservation and heritage, visual arts, literary arts, entertainment (motion picture and video production), and design. It does not includes jobs in the culinary arts, construction trades, or drinking places.

Analysis

More than 6.5% of jobs in New Orleans were related to the cultural economy in 2013, more than twice the size as the state of Louisiana's proportion, and more than 50% higher than the national proportion of jobs in the cultural industry.

The Office of Cultural Economy's mission is to create opportunities and systems that enable economic activity and growth for cultural economy stakeholders and the public. The Office facilitates zoning, permitting, and licenses for cultural businesses, hosts cultural job training and business development workshops, and facilitates film productions in the city. In 2014, more than 58 film productions utilized state tax credits, more than $509 million was spent locally by film productions, and 19 trainings and workshops were held by the Office of Cultural Economy.

Results

	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Orleans	5.4%	6.0%	5.8%	6.5%	5.9%	6.3%	6.2%	6.6%	6.5%
United States	4.2%	4.2%	4.2%	4.2%	4.1%	4.1%	4.0%	4.0%	4.0%
Louisiana	2.7%	2.7%	2.7%	2.8%	2.7%	2.7%	2.7%	2.7%	2.8%

Data Source

City of New Orleans Mayor's Office of Cultural Economy

Outcome Measure: Number of tourists

About This Measure

Tourism is a top economic driver in New Orleans, and, according to the Data Center, is the City's top "export" industry (Plyer, et. al. 2013). The "export" of products and services to other regions is the chief driver of regional growth and development. However, jobs in the tourism sector pay considerably less than many other sectors. According to a coalition of New Orleans tourism groups facilitated by the New Orleans Convention and Visitors Bureau, tourism benefits residents in three ways: direct employment, with an estimated 78,000 New Orleanians employed in the tourism industry in 2013; the "ripple effect" through the local economy from tourism employment; and community enhancements, as tourism spending and associated taxes provide local tax revenue for government services, nurture culture, and support amenities for residents.

Analysis

In 2013, 9.28 million tourists visited New Orleans. The figure was the highest since Hurricane Katrina, and approached the pre-Katrina record high of 10.2 million visitors. The annual number of tourists visiting New Orleans has increased continually since 2006.

In 2013, New Orleans hosted the Superbowl, which according to a University of New Orleans study, drew more than 130,000 visitors and produced a $480 million net economic impact for the New Orleans metro area. The economic impact consisted of $262.8 million of direct spending and $217.2 million of secondary spending. In advance of the Superbowl, the Louis Armstrong International Airport completed more $300 million in renovations, the Regional Transit Authority completed the $45 million Loyola Avenue streetcar project, and the City invested more than $12 million in road repairs.

In 2014, the city hosted Wrestlemania XXX, which generated $142 million according to Enigma Research Corporation, and the NBA All Star game, which netted $106 million in economic impact according to the University of New Orleans Hospitality Research Center.

Results
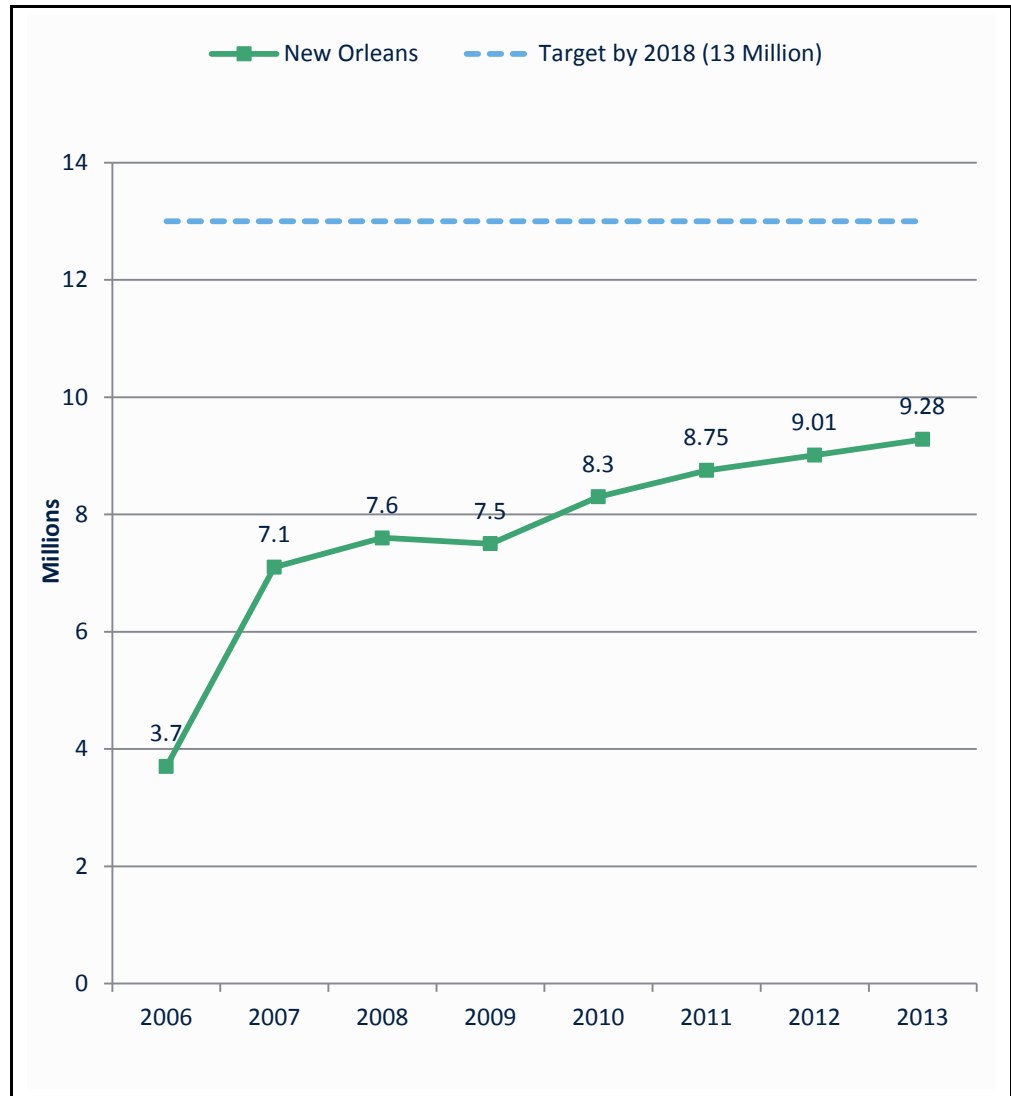
Data Source

University of New Orleans Hospitality Research Center

Outcome Measure: Amount of sales tax collections

About This Measure

A sales tax is a tax levied on consumer purchases. The amount of sales tax collections is a useful indicator of the health of the local economy because it reflects the level of consumer activity in the city (Clayton, 2005, p. 239). It is also an important source of revenue for the local government. However, because the city is underserved by retail, the city loses an estimated $1.9 billion in retail spending by residents to areas outside of Orleans Parish every year, and if the missed opportunities for tourist spending were included, the number would be substantially higher. This translates into lost sales taxes for the City and discourages new residents from settling in New Orleans as opposed to neighboring parishes with more retail options (New Orleans Business Alliance, 2013). The retail sales tax rate in Orleans Parish is 9% on general goods and services. The state government receives 4% of the tax, the local government receives 2.5%, the Orleans Parish School Board receive 1.5%, and 1% goes to the Regional Transit Authority. The rate for hotel/motel sales taxes is 13%, with 1.5% going to the City. The City receives all of the 2.5% of the vehicle sales tax. In 2015, New Orleans is projected to derive 36.4% of its General Fund revenues from retail, hotel/motel, and motor vehicles sales taxes.

Analysis

In 2014, the City government's sales, hotel/motel, and motor vehicle sales tax revenues totaled more than $191 million, 25% greater than the $153 million in 2011. In the years 2011-2014, sales taxes have grown by an average of 7.8% per year, a figure more than three times higher than the 1.7% average annual US inflation rate over that same period (Bureau of Labor Statistics).

The strong sales tax growth indicates a rebounding economy, especially in the retail sector. Highlights of 2014 retail openings includes Wal-Marts in New Orleans East and Gentilly, a Whole Foods in Mid-City, the Circle Foods re-opening in Treme, and the redeveloped Riverwalk Marketplace, a redevelopment that converts the marketplace to The Outlet Collection at Riverwalk, the nation's first outlet center located in a downtown setting.

Results

Results are from unaudited collections data, which reflects the amount that is received during a period, regardless of when the economic activities occurred.

Data Source

City of New Orleans Bureau of Accounting

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Foster a business-friendly regulatory environment, including streamlining the permitting process					
Measure: Amount of revenue generated from permits	Safety and Permits	$9,488,493	≥$10,000,000	🔺	211
Measure: Average number of days from commercial permit application to issuance	Safety and Permits	13.8	≤15	🟢	211
Measure: Average number of days from residential permit application to issuance	Safety and Permits	7.72	≤8	🟢	211
Measure: Percent of building permits issued within one day of receipt	Safety and Permits	49.4%	Management Statistic	-	211
Measure: Average number of days to complete initial commercial building permit plan reviews	Safety and Permits	N/A	≤15	N/A	211
Measure: Average number of days to complete initial residential building permit plan reviews	Safety and Permits	N/A	≤5	N/A	211
Measure: Average wait time (in minutes) to apply for any license or permit	Safety and Permits	16.0	≤18	🟢	211
Measure: Average wait time (in minutes) to apply for a new building permit	Safety and Permits	21.0	≤18	🔶	211
Measure: Average wait time (in minutes) to apply for a new occupational license	Safety and Permits	21.4	≤18	🔶	211
Measure: Percent of permit and license applications received online	Safety and Permits	24.2%	≥20%	🟢	211
Measure: Average wait time (in minutes) to make a payment	Safety and Permits	5.90	≤5	🔶	211
Measure: Number of new Certificates of Public Necessity and Convenience (CPNCs) issued	Taxi and For Hire Vehicle Bureau	28	Management Statistic	-	219
Measure: Number of semi-annual vehicle inspections conducted	Taxi and For Hire Vehicle Bureau	4,683	≥4,000	🟢	219
Measure: Amount of revenue generated from brake tag sales and late fees	Taxi and For Hire Vehicle Bureau	$2,003,930	≥$2,200,000	🔺	219
Measure: Number of citations issued	Taxi and For Hire Vehicle Bureau	720	Management Statistic	-	219
Measure: Number of Certificates of Public Necessity and Convenience (CPNCs) revoked	Taxi and For Hire Vehicle Bureau	5	Management Statistic	-	219
Measure: Number of driver permits revoked	Taxi and For Hire Vehicle Bureau	16	Management Statistic	-	219

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Promote an environment of equal opportunity for a diverse supplier pool					
Measure: Percent of City contract value awarded to Disadvantaged Business Enterprises	Economic Development	37.2%	≥35%	🟢	137
Measure: Number of Disadvantaged Business Enterprise certifications	Economic Development	102	≥50	🟢	137
Measure: Number of participants in Capacity Building program	Economic Development	521	≥200	🟢	137
Measure: Percent of DPW construction project contract value awarded to Disadvantaged Business Enterprises	Public Works	36.0%	≥35%	🟢	203
Strategy: Aggressively seek to attract new business and retain existing businesses					
Measure: Number of pledged jobs created through City initiatives to promote economic development	Economic Development	3,890	Establishing Baseline	-	137
Measure: Amount of private resources leveraged through City initiatives to attract new business and retain existing businesses	Economic Development	$212,106,960	Establishing Baseline	-	137
Measure: Number of business information sessions	Economic Development	28	≥20	🟢	137
Strategy: Provide support for world-class special events					

🟢	On Target	⚠️	≤10% Off Target	🔶	Off Target	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Outcome Measure: Unemployment rate
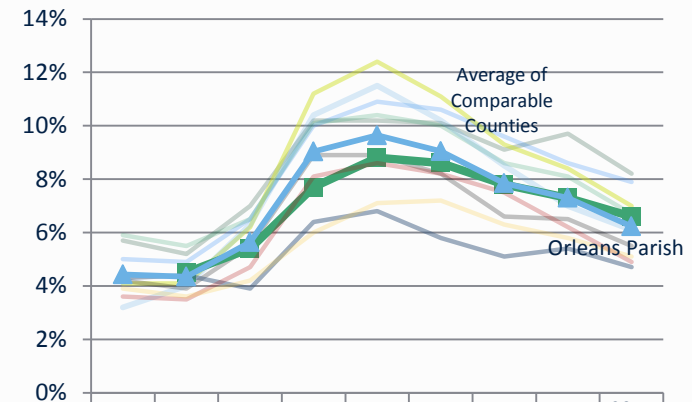
About This Measure

The unemployment rate, defined as the number of unemployed individuals seeking work divided by the total number of individuals in the labor force, is a basic measure of the health of the local labor market (Clayton, p. 383).

Analysis

Since 2008, the unemployment rate in Orleans Parish has usually tracked below that of comparable cities, whose economies may have been more succeptible to the effects of the Great Recession. However, in 2014, the unemployment rate in Orleans Parish (6.6%) slightly exceeded the average of comparable cities (6.2%)

In 2013, the newly formed New Orleans Business Alliance announced ProsperityNOLA, a comprehensive economic development strategic plan. New employers like GE Capital, Gameloft, and Costco were responsible for 4,500 new jobs, and employers such as Lockheed Martin have announced future additional jobs. Major projects on the horizon include a new, modern airport and the rebuilding of the City's water and sewerage system. Additionally, the City launched the Network for Economic Opportunity in 2014, an initiative to connect anchor institutions, local industry, and non-profits to provide jobs, housing, and transportation access to communities along the Claiborne Corridor.

Results

	2006	2007	2008	2009	2010	2011	2012	2013	2014 (P)
Shelby County, TN (Memphis)	5.7%	5.2%	7.0%	10.2%	10.2%	10.1%	9.1%	9.7%	8.2%
Fulton County, GA (Atlanta)	5.0%	4.9%	6.5%	10.0%	10.9%	10.6%	9.6%	8.6%	7.9%
Jefferson County, KY (Louisville)	5.9%	5.5%	6.5%	10.1%	10.4%	10.0%	8.6%	8.1%	6.7%
Miami-Dade County, FL (Miami)	4.1%	4.1%	6.2%	11.2%	12.4%	11.1%	9.3%	8.4%	7.0%
Hillsborough County, FL (Tampa)	3.2%	4.0%	6.3%	10.4%	11.5%	10.2%	8.5%	7.0%	6.1%
Davidson County, TN (Nashville)	4.2%	3.9%	5.5%	8.9%	8.9%	8.2%	6.6%	6.5%	5.5%
Orleans Parish		4.5%	5.4%	7.7%	8.8%	8.6%	7.8%	7.3%	6.6%
Oklahoma County, OK (Oklahoma City)	4.3%	4.4%	3.9%	6.4%	6.8%	5.8%	5.1%	5.4%	4.7%
Wake County, NC (Raleigh)	3.6%	3.5%	4.7%	8.1%	8.6%	8.2%	7.5%	6.2%	4.9%
East Baton Rouge Parish	3.9%	3.6%	4.2%	6.0%	7.1%	7.2%	6.3%	5.8%	5.1%
Average of Comparable Counties	4.4%	4.3%	5.6%	9.0%	9.6%	9.0%	7.8%	7.3%	6.2%

2014 data is preliminary, with December 2014 numbers not finalized.

Data Source

U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

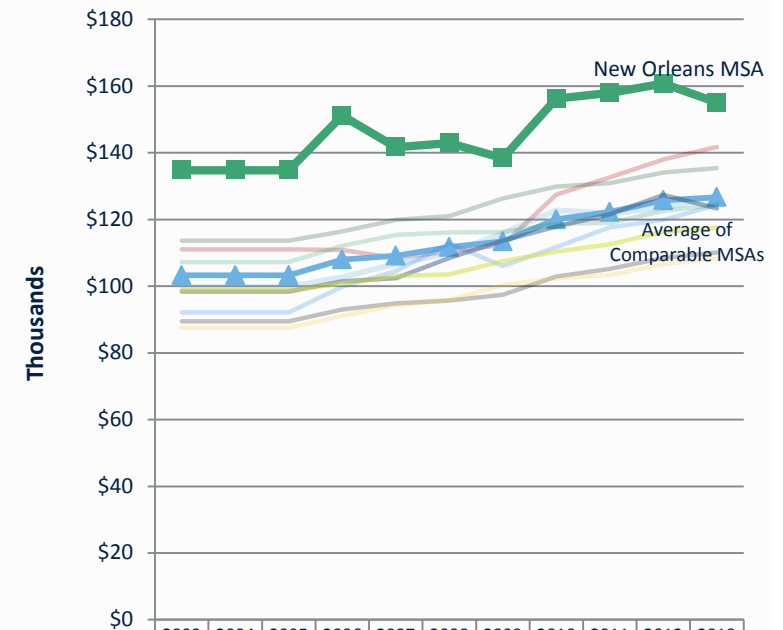## Outcome Measure: Gross metro product per job

About This Measure

Gross metropolitan product (GMP) per job refers to the average market value of all final goods and services produced by each job within the metro area. GMP is the sub-state counterpart of the nation's gross domestic product (GDP), the U.S. Bureau of Economic Analysis' most comprehensive measure of U.S. economic activity. GMP per job is an indicator of regional productivity. Increases in productivity are important for long-term increases in standards of living (Plyer et al., 2013). GMP is equal to the sum of the metro area's consumption, investment, government spending, and exports, minus imports.

Analysis

The GMP per job in the New Orleans metropolitan statistical area far exceeded that of other comparable cities in 2013, as has been the case since at least 2003. However, GMP per job declined by about $5,000 between 2012 and 2013, after several years of steadily increasing.

According to the Data Center, the GMP of the New Orleans metro area is driven by the oil, gas, and petrochemical industries (Plyer et al., 2013). The extraction and refining infrastructure for these industries are prinicipally located outside of Orleans Parish.

Results

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
New Orleans MSA	$135	$135	$135	$151	$142	$143	$138	$156	$158	$161	$155
Baton Rouge MSA	$111	$111	$111	$111	$109	$110	$112	$127	$133	$138	$142
Atlanta MSA	$114	$114	$114	$116	$120	$121	$126	$130	$131	$134	$135
Average of Comparable MSAs	$103	$103	$103	$108	$109	$112	$113	$120	$122	$126	$127
Raleigh MSA	$100	$100	$100	$103	$107	$110	$116	$123	$122	$124	$127
Miami MSA	$107	$107	$107	$112	$115	$116	$116	$119	$119	$123	$124
Oklahoma City MSA	$92	$92	$92	$100	$105	$113	$106	$112	$118	$120	$124
Nashville MSA	$98	$98	$98	$101	$102	$108	$114	$118	$122	$127	$123
Memphis MSA	$99	$99	$99	$101	$103	$104	$107	$110	$113	$116	$117
Louisville MSA	$89	$89	$89	$93	$95	$96	$97	$103	$105	$108	$110
Tampa MSA	$88	$88	$88	$91	$94	$96	$100	$102	$103	$107	$108

Data Source

Bureau of Economic Analysis. Data is not available at the county/parish level.

Outcome Measure: Percent of population with some college, Associates Degree, Bachelors Degree, or higher

About This Measure

An educated workforce is important to the long-term economic vitality and productivity of a city. Cities with higher education levels add jobs and population faster, and are better equipped to adapt to economic changes. Workforce skills play a crucial role in firms' decisions to locate or expand in a particular region. High-skill, high-growth industries require highly educated workforces. Wages also increase with higher education levels (Plyer et al., 2013).
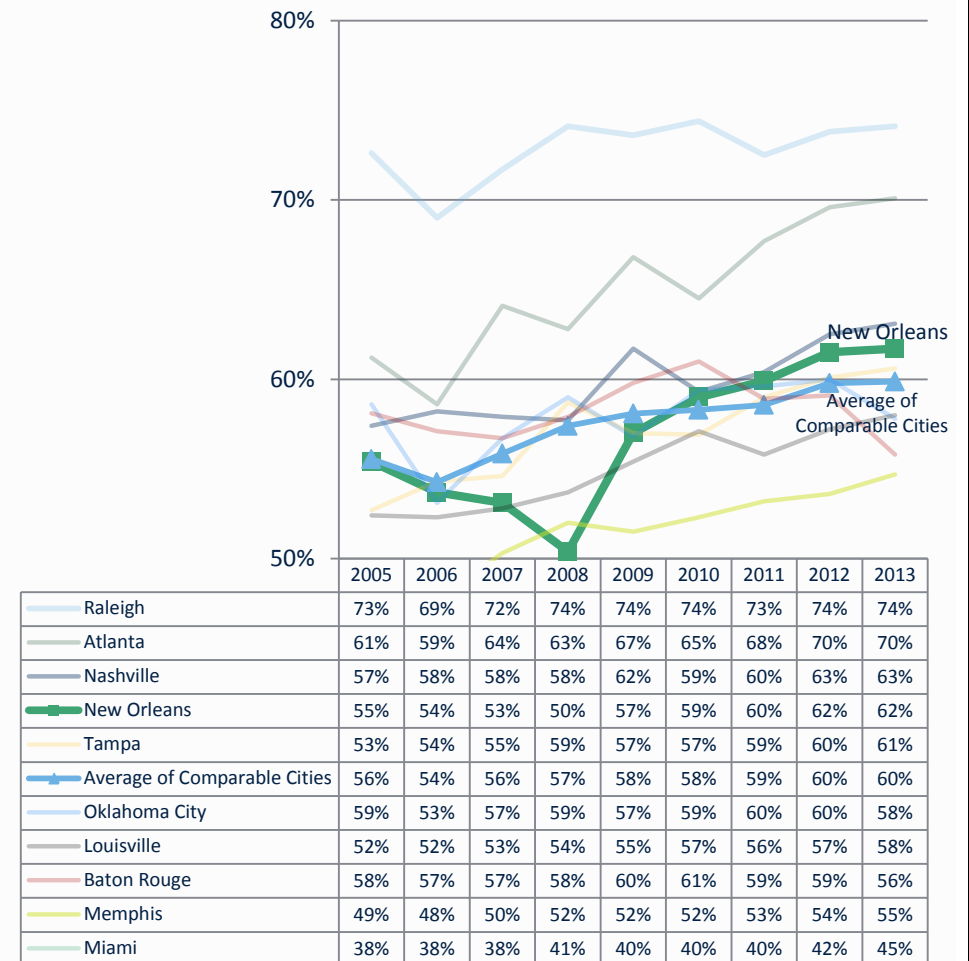
The margin of error of the New Orleans estimate in 2013 ± 2%

Analysis

In 2013, 62% of New Orleanians had attended at least some college. This is two points above the average for comparable cities, a statistically significant difference. However, New Orleans lags significantly behind peer cities Raleigh and Atlanta, both of which have thriving high-tech sectors and large research universities.

Since 2008, the percentage of college-educated citizens in New Orleans has increased, reversing a downward trend immediately following Hurricane Katrina. With the opening of the Bio Corridor facilities on Canal Street and expected growth in the energy sector, it is likely that the proportion of college educated New Orleanians will continue to increase as those industries attract an educated workforce.

Results

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Raleigh	73%	69%	72%	74%	74%	74%	73%	74%	74%
Atlanta	61%	59%	64%	63%	67%	65%	68%	70%	70%
Nashville	57%	58%	58%	58%	62%	59%	60%	63%	63%
New Orleans	55%	54%	53%	50%	57%	59%	60%	62%	62%
Tampa	53%	54%	55%	59%	57%	57%	59%	60%	61%
Average of Comparable Cities	56%	54%	56%	57%	58%	58%	59%	60%	60%
Oklahoma City	59%	53%	57%	59%	57%	59%	60%	60%	58%
Louisville	52%	52%	53%	54%	55%	57%	56%	57%	58%
Baton Rouge	58%	57%	57%	58%	60%	61%	59%	59%	56%
Memphis	49%	48%	50%	52%	52%	52%	53%	54%	55%
Miami	38%	38%	38%	41%	40%	40%	40%	42%	45%

Only individuals 25 and older are considered

Data Source

U.S. Census Bureau, American Community Survey, 1-Year Estimates

Outcome Measure: Percent of households in national income quintiles
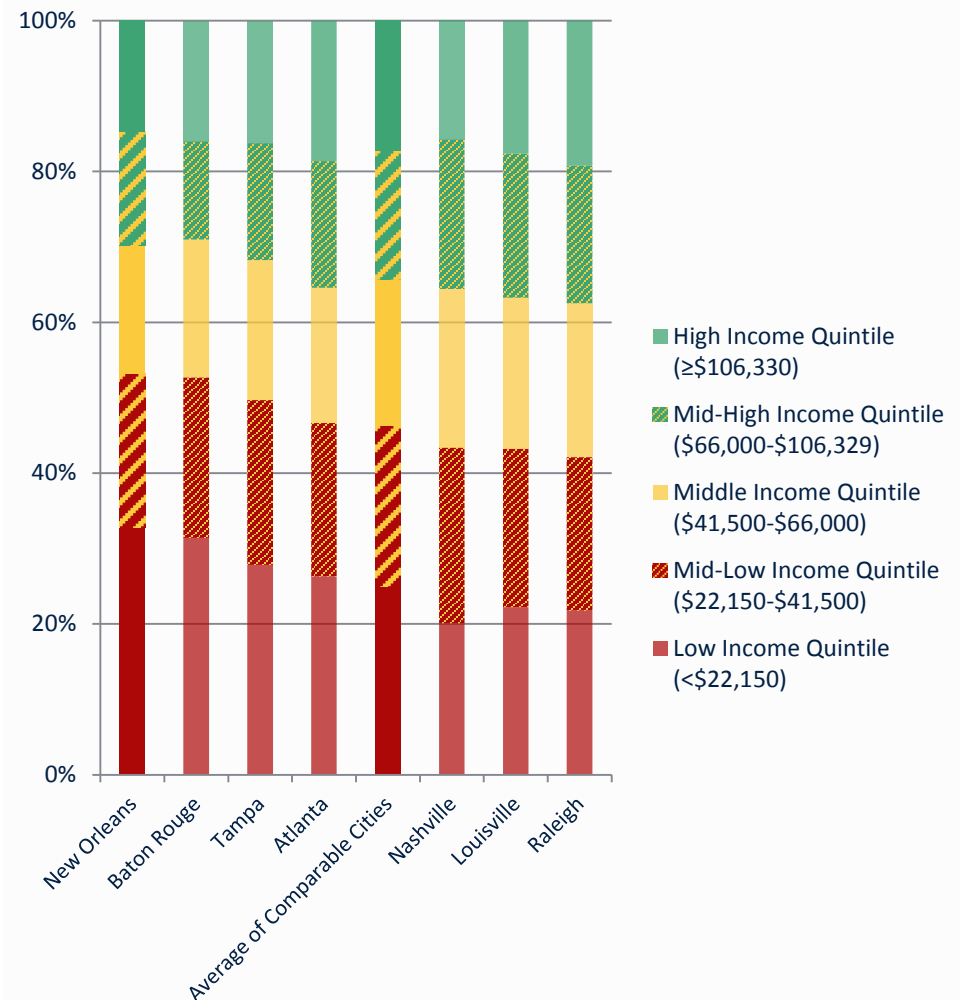
About This Measure

Household income measures often are used to assess the performance of the local economy and the health of the middle class. A strong middle class means more consumers with greater purchasing power, which has an important impact on the growth of businesses and jobs in the city (Plyer et al., 2013). Further, places with larger middle classes tend to have higher economic mobility. As a consequence, low-income children who grow up in areas with large middle classes are likely to become more successful than those who do not (Olinsky & Post, 2013).

Analysis

Like comparable cities, New Orleans' middle class was smaller than the United States as whole in 2013. However, New Orleans' share of low-income earners was particularly high. Whereas 20% of all US households earned less than $22,150 per year, fully 33% of households in New Orleans earned that same amount or less. This proportion was greater than that in comparable cities, such as Atlanta (26%), Louisville (22%), and Nashville (20%). New Orleans proportion of low-income households was comparable to Baton Rouge's (31%).

Nationally, the middle 60 percent of households earned between $22,150 and $106,329. In New Orleans, only 52% of households had incomes within that range.

Results

Legend:
- High Income Quintile (≥$106,330)
- Mid-High Income Quintile ($66,000-$106,329)
- Middle Income Quintile ($41,500-$66,000)
- Mid-Low Income Quintile ($22,150-$41,500)
- Low Income Quintile (<$22,150)

Data Source

U.S. Census Bureau, 2013 Public Use Microdata Samples

# Amount of median household income

About This Measure

Household income is a basic measure of a household's ability to financially sustain itself. The purchasing power of households is also a driver of overall economic growth. Increased median household income expands the City's tax base and supports local business growth (Plyer, et al., 2013). This measure takes into account all incomes of individuals 15 years or older within all households (United States Census Bureau, 2011). Variation by race and ethnicity in the distribution of household incomes across income spectrums demonstrate economic inequalities. The margin of error of the New Orleans estimate for all races in 2013 is ±$1,798.

Analysis

The median income of households in New Orleans ($37,000) in 2013 was significantly less (at 90% confidence) than that of most comparable cities, such as Baton Rouge ($38,000), Tampa ($43,000), and Nashville ($47,000). However, because the disparities in income between whites and blacks in New Orleans was so pronounced, white households in New Orleans, with a midpoint estimate of approximately $60,000, earned as much or more than their white counterparts in those same cities of Baton Rouge ($58,000), Tampa ($51,000), and Nashville ($53,000). These differences are statistically significant for Tampa and Nashville. By contrast, black households earned $25,000 (significantly less than all comparable cities other than Miami), Hispanic or Latino households earned $45,000, and Asian households earned $40,000.

Results
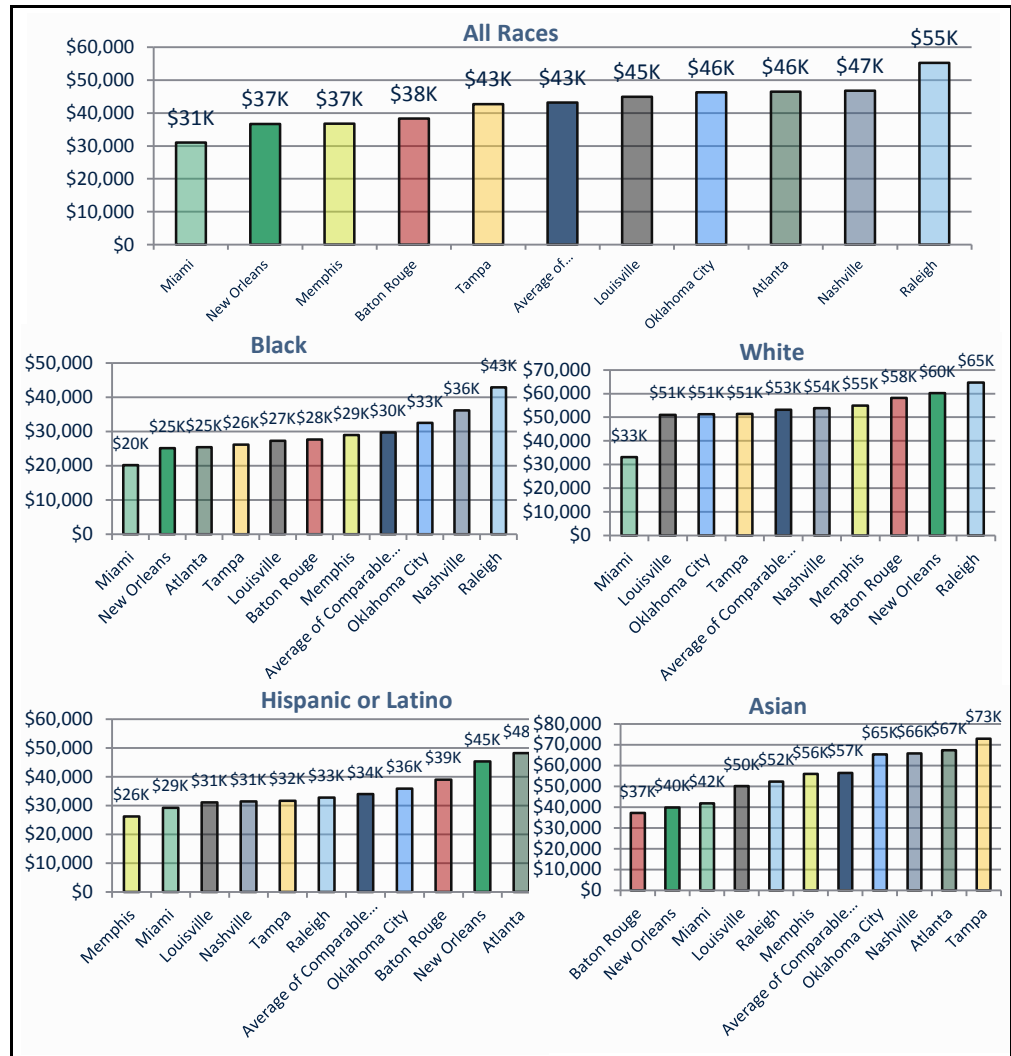
Data Source

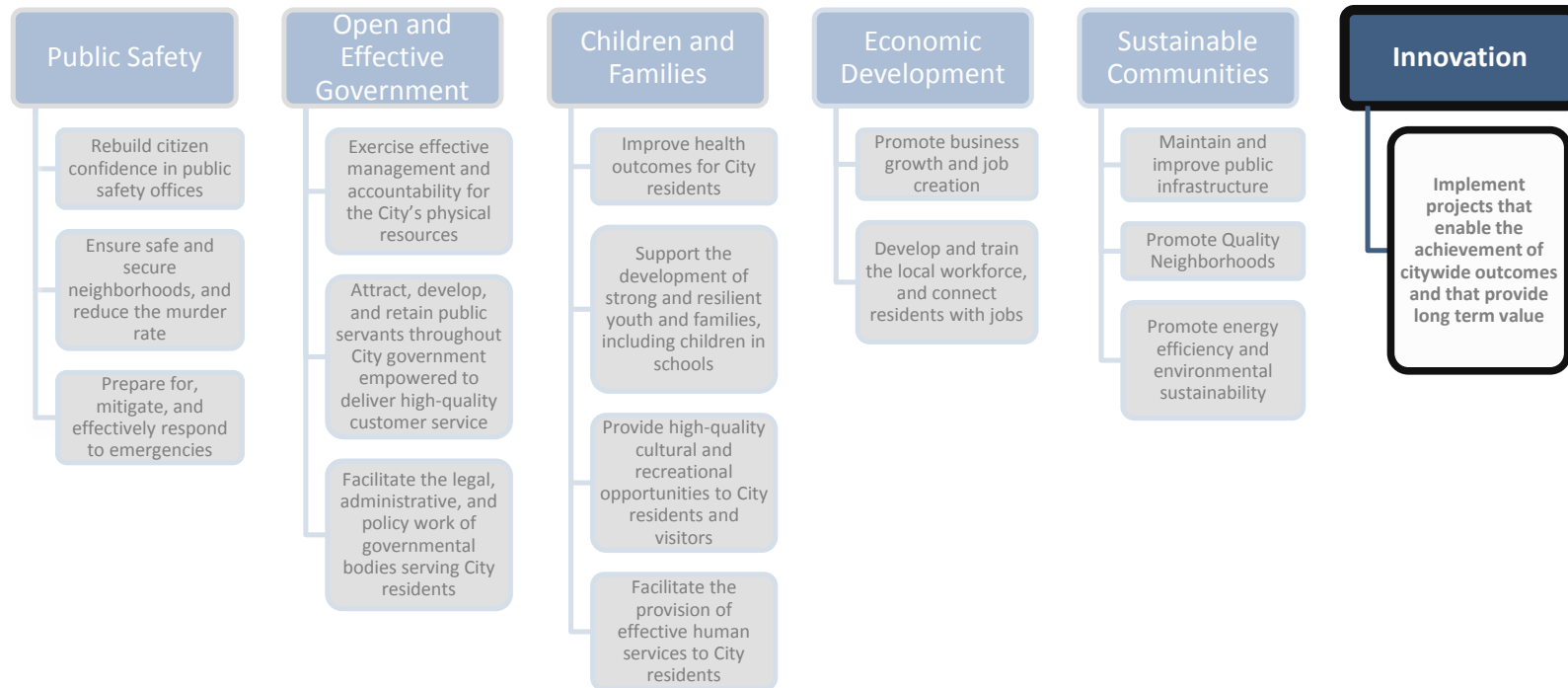U.S. Census Bureau, American Community Survey, 1-Year Estimates. Data is for 2013.

Organizational Measures

	Organization	Year-End Actual	Year-End Target	Status	Page No.
Strategy: Provide access to work opportunities to youth and other vulnerable populations					
Measure: Number of youths employed through NOLA Youth Works~	Economic Development	1,307	≥1,473	🔴	137
Measure: Percent of summer youth applicants who were offered paid summer work through NOLA Youth Works~	Economic Development	78%	85%	🔺	137
Measure: Amount of outside leveraged resources as a percent of Summer Youth Employment Programs funding~	Economic Development	0	≥0	🔴	137
Strategy: Promote workforce development and skills training to meet employers' needs					
Measure: Amount of local spending by film productions^	Cultural Economy	$509,555,654	≥600,000,000	🔴	131
Measure: Number of film productions in the city utilizing State tax credits^	Cultural Economy	58	≥48	🟢	131
Measure: Number of non-tax credit related film productions in the city^	Cultural Economy	193	≥160	🟢	131
Measure: Number of job training/business development workshops*	Cultural Economy	19	≥14	🟢	131
Strategy: Link employers to the local workforce					
Measure: Percent of adults seeking employment assistance who gained a job	Economic Development	60.9%	≥46%	🟢	137
Measure: Percent of dislocated workers seeking employment assistance who gained a job	Economic Development	64.9%	≥50%	🟢	137
Measure: Percent of youth seeking employment or education assistance who gained a job or enrolled in post-secondary education	Economic Development	57.1%	≥52%	🟢	137

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Innovation

Goal: Implement projects that enable the achievement of citywide outcomes and that provide long-term value

Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	**Innovation**
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	Promote business growth and job creation	Maintain and improve public infrastructure	**Implement projects that enable the achievement of citywide outcomes and that provide long term value**
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

Outcome Measure: Amount of marginal value generated from New Orleans Service and Innovation Team projects

About This Measure

Investing in innovation is essential to continually improve services at lower costs to citizens.

Data are one-year estimates based on marginal increase in revenues/decrease in costs from the prior fiscal year.

Analysis

The Service and Innovation Team manages and supports strategic projects to help the City become more efficient, by reducing costs or increasing revenues. In 2014, projects supported by the Service and Innovation Team earned $5.63 million in value. These projects included increasing revenue collected from EMS and more efficiently allocating staff in Juvenile Court. In 2013, Innovation team projects generated an addition $4.7 million in value. These projects included assisting the renegotiation of two major sanitation contracts, reducing the City's utility expenditures, and assisting the City in reforming its healthcare plan.

Results

Data Source

City of New Orleans Office of Information Technology and Innovation Service and Innovation Team

Performance by Organizations

January 1 – December 31, 2014

Budget Cary Grant, Assistant CAO

Performance Highlights

• For the sixth year in a row, the City received the Distinguished Budget Award from the GFOA. 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.

🟢 On Target	🔺 ≤10% Off Target	🔷 Off Target
MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable
- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

Budget   Cary Grant, Assistant CAO

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**	**1.06**	**1.05**	**0.95**	**≤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	**$816,913**	196	2282

🟢 On Target   ⚠ ≤10% Off Target   ◆ Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Capital Projects Vincent Smith, Director

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, NOPD 6th District HVAC, the Municipal and Traffic Court flood roofing project., the Rendon Street Warehouse and Cemeteries Site Improvements, NOFD Engines 23/29 and 31, Gallier Hall Sprinkler/HVAC.

• The time between contractors' receipt of a contract and their signature of that contract continues to be the longest point in the contracting process. CPA is taking steps to notify vendors and ensure that thier contact information is up-to-date.

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)	Year-End Actual	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%**	**76.8%**	**86.0%**	**85.1%**	**≥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 769 of 904 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)	Year-End Actual	Year-End Target	Status
Percent of projects delivered on schedule	**2014**	**83.0%**	**80.8%**	**71.7%**	**82.2%**	**79.3%**	**≥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 161 of 203 projects on schedule. Reasons for not delivering projects on schedule included inclement weather, contractor and consultant delays, changes in construction scope due to unforeseen conditions and changes, and extended design phase review periods. Projects on hold are not included in the denominator.

🟢 On Target	≤10% Off Target	🔷 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Capital Projects Vincent Smith, Director

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	**$186,731**	196	2285
Chief Administrative Office-Capital Projects (Federal Emergency Management Agency)	-	-	$732,062	**$845,427**	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	**$5,751,830**	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	**$6,783,988**		

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

City Planning Commission Robert Rivers, Executive Director

Performance Highlights

- The CPC continued its work on the draft Comprehensive Zoning Ordinance. In all, they conducted approximately 40 meetings with neighborhood and interest groups, reviewing over 1,000 written public comments, and prepared the Public Review Draft, which was released to the public on June 23.
- 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)	Year-End Actual	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	7.3	10.9	8.2	Establishing Baseline	-
The CPC docketed 185 BZA variance applications in 2014.								
Average number of days to docket a completed subdivision application	2014	N/A	N/A	N/A	N/A	N/A	≥13	N/A
The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.								
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	N/A	N/A	≥6	N/A
The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.								

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	$1,475,357	379	6701, 6713, 6714, 6717, 6723

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Civil Service Commission Lisa Hudson, Director

Performance Highlights

• In 2014 Civil Service received over 10,000 applications, 3,000 of which were part of enhanced recruitment efforts for NOPD. Civil Service staff assisted with the hiring of 153 employees for NOPD. Citywide, over 800 new employees were hired.

• Civil Service staff collaborated with NORDC to re-organize and re-classify its recreation positions to enhance the organizational capacity within NORDC.

• Additional pay plan amendments included salary adjustments for the City's professional engineering series as well as a new job series that addressed the work needed for Disaster Recovery projects.   As part of the Great Place to Work Initiative, the Commission implemented a minimum wage of $10.10 for all City employees. Civil Service also worked to implement a 5% pay raise for all commissioned police officers.

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)	Year-End Actual	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%	93.0%	91.1%	93.4%	Establishing Baseline	-
934 of 1,000 customers agreed that training was useful.								
Percent of eligible lists established within 60 days of the job announcement closing	2014	79.2%	81.0%	88.5%	89.1%	85.5%	Establishing Baseline	-
Civil Service established 100 of 117 eligible lists were within 60 days. The quarterly increases in performance are attributed to two additional staff positions.								

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Civil Service Commission Lisa Hudson, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	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%**	**71.0%**	**70.3%**	**74.8%**	**≥90%**	🔴
181 of 242 employees completed the probation period. The majority of turnover occurred in career occupations with historically high degrees of turnover. While the City aims for a high rate of probationary success, probationary losses may not be a reflection of Civil Service performance. When the employees that leave an organization are poor performers, this may be better for the organization than if the employees had stayed. This is known as functional turnover, and is desirable.								

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	**$1,552,076**	319	4801, 4825

🟢 On Target	⚠️ ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

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

🟢 On Target	⚠ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured

N/A Not Available

Establishing Baseline New Measure with insufficient historical data to set target

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

Coastal and Environmental Affairs

Performance Highlights

- CEA collected, sorted, bundled and recycled over 9,000 Christmas trees for coastal wetlands restoration in Bayou Sauvage National Wildlife Refuge located in New Orleans East.
- CEA hosted the second annual Orleans Parish Coastal Forum in partnership with National Wildlife Federation, informing citizens of New Orleans on the relevant coastal issues of the year.
- CEA co-hosted the Mississippi River Cities and Towns Initiative's Annual Meeting bringing together Mayors, City and Industry Officials from all along the Mississippi River from Minnesota to Louisiana.

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)	Year-End Actual	Year-End Target	Status
Number of participants in coastal sustainability and other resilience focused events	2014	54	0	170	30	254	≥100	🟢
In Q3 and Q4, Coastal and Environmental Affairs hosted the Mississippi River Cities and Towns Initiative and the City of New Orleans/National Wildlife Federation Coastal Forum, and also participated in the Neighborhood Summit.								
Number of neighborhoods assisted in developing increased awareness of the multiple lines of defense approach for managing hurricane flood risk	2014	0	0	3	5	8	≥5	🟢
Coastal and Environmental Affairs worked with the Lower 9 Center for Sustainable Engagement, East New Orleans Business Development District, and the Lake Catherine Civic Association (WHICH OTHER NEIGHBORHOODS DID THE OFFICE WORK WITH?). Educational materials on the Multiple Lines of Defense is in the final stage of production. Feedbacks from NGO Partners, Neighborhood Engagement, and Hazard Mitigation have informed the production.								

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Coastal and Environmental Affairs

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	**$1,387,549**	147	2159
Mayor's Office-EPA Site Assessing Grant Service Station	$234,564	-	-	**-**	-	2161
Mayor's Office-EPA Urban Waters	-	-	-	**$5,200**	147	2162
Mayor's Office-Orleans Land Bridge	-	$14,730,942	$181,098	**$30,000**	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	**$109,975**	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	**$18,534**	147	2152
Mayor's Office-Ponchartrain Restoration Project	-	-	-	**$18,475**	148	2182
Community Development-National Wildlife Federation	-	-	-	**$111,115**	148	2190
Community Development-Energy Conservation Grant (Federal American Recovery and Reinvestment Act)	$710,402	$440,785	$93,225	**$28,829**	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	**$1,709,677**		

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Code Enforcement Pura Bascos, Director

Performance Highlights

- In 2014, Code Enforcement reached the highest number of hearings since more rigorous title research procedures were implemented in 2012.
- Code Enforcement developed and is implementing a decision abatement tool to make post-guilty abatement decisions more quickly and rigorously.
- In collaboration with NORA, Code Enforcement has dramatically increased the number of lots being cleared and maintained, resulting in safer and more sustainable neighborhoods.

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)	Year-End Actual	Year-End Target	Status
Average number of days to complete a new, initial inspection request	2014	33.1	12.3	29.3	37.9	28.1	≤30	On Target
	2013	7.80	8.04	15.6	70.12	32.5	≤30	
Code Enforcement completed 6,683 new, initial inspections. As of the end of 2014, there were 978 new cases in the Code Enforcement inspection queue.								
Number of inspections	2014	3,468	4,268	4,729	4,074	16,539	≥15,000	On Target
	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	
Number of properties brought to hearing	2014	714	1,124	1,178	994	4,010	≥4,000	On Target
	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	
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%	2.20%	0.99%	1.75%	≤3%	On Target
	2013	0.82%	2.60%	0.86%	1.42%	1.50%	≤3%	
87 of 4,966 hearings were reset due to failure to properly notify the owner.								

On Target | ≤10% Off Target | Off Target | MS Management Statistic (Workload Indicator) | N/A Not Available

* Seasonally Affected | ~ Measured Annually | ^ Sporadic, Quarterly Progress is Variable | - Not Relevant/ Not Measured | Establishing Baseline New Measure with insufficient historical data to set target

Code Enforcement Pura Bascos, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of hearings reset due to failure to re-inspect the property	**2014**	**0.95%**	**0.96%**	**2.41%**	**1.81%**	**1.59%**	**≤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%	-	
79 of 4,966 hearings were reset due to failure to re-inspect the property.								
Number of blighted units demolished	**2014**	**14**	**75**	**59**	**64**	**212**	**≥250**	🔴
	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**	**306**	**276**	**279**	**1,041**	**≥750**	🟢
	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 MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline New Measure with insufficient historical data to set target

Community Development Ellen Lee

Performance Highlights

• New Orleans is the first major city in the nation to end homelessness among veterans as part of First Lady Michelle Obama's *Mayors Challenge to End Veteran Homelessness.*

• In 2014, the City announced the near completion of the $52.3 million Soft Second mortgage homebuyer assistance initiative. Since 2012, the City has provided purchase assistance and closing cost assistance funds to 848 families who have closed on sale commitments via the Soft Second program.

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)	Year-End Actual	Year-End Target	Status
Number of homeless persons provided emergency shelter	**2014**	**1,368**	**563**	**39**	**412**	**2,382**	**≥3,000**	🔶
	2013	1,048	560	1,035	838	3,481	≥2,500	
	2012	137	138	2,730	-	3,005	≥1,560	
Results for this measure capture only new clients. The emergency shelter numbers dipped below projections due to the veterans outreach initiative which moved more homeless veterans into permanent housing. While the goal was not met, the reduced demand for emergency shelters may also reflect a more positive reduction in the long-term homelessness rate within the city.								
Number of homeless persons provided rapid re-housing	**2014**	**16**	**78**	**15**	**89**	**198**	**≥200**	🔺
	2013	26	35	54	87	202	≥200	
Results were in low on Q3 due to service providers experiencing challenges with the regulations that govern the new rapid re-housing program.								
Number of homeless persons who received homelessness prevention assistance	**2014**	**8**	**18**	**38**	**163**	**227**	**≥300**	🔶
	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. Results in Q3 were also affected by the closure of a major homelessness prevention provider. A new provider with more capacity was in place in Q4, allowing for the surge in Q4 recipients.								
Number of individuals with AIDS who received housing assistance	**2014**	**274**	**203**	**356**	**179**	**1,012**	**≥450**	🟢
	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, as well as the renewal of the Shelter Plus Care grant in August, allowed OCD to place a large number of clients in PSH programs.								

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Community Development Ellen Lee

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of clients of homeless services moved to permanent destinations or transitional housing facilities	**2014**	**75.1%**	**75.9%**	**71.8%**	**64.4%**	**72.2%**	**≥75%**	🔺
	2013	-	-	72.0%	76.7%	73.5%	≥75%	
2,055 of 3,698 clients exited to permanent destinations or transitional housing facilities. 42 clients had missing data and were excluded from calculations.								
Number of housing units developed through the Homeownership Development Program^	**2014**	**0**	**0**	**0**	**0**	**0**	**≥20**	🔴
	2013	9	0	0	1	10	≥30	
	2012	4	12	4	2	22	≥40	
As of the end of Q4, OCD had 15 units in pre-development and 15 units under development. The zeros throughout the year reflect the fact that OCD does not count units until closing has occurred.								
Number of affordable rental units developed^	**2014**	**21**	**25**	**13**	**108**	**167**	**≥125**	🟢
	2013	43	0	2	53	98	≥140	
	2012	33	0	162	0	195	≥200	
Number of housing units modified for disabled persons through the Home Modification Accessibility Program^	**2014**	**3**	**5**	**9**	**4**	**21**	**≥30**	🔴
Number of first time homebuyers who received soft second mortgage commitments^	**2014**	**83**	**121**	**159**	**13**	**376**	**≥300**	🟢
	2013	64	66	109	80	319	≥300	
	2012	39	68	64	49	220	≥300	
The soft second mortgage program stopped accepting new applications in September. Historical data from 2012 and 2013 has been updated based upon better data sources.								
Average number of days from soft second mortgage application to completion	**2014**	**22**	**21**	**44**	**65**	**39**	**≥40**	🟢
	2013	27	24	16	24	22	≥40	
Program transactions were put on hold for 2 months during Q4 in order to revise the budget and execute a new CEA.								

🟢 On Target   🔺 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Community Development Ellen Lee

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)	Year-End Actual	Year-End Target	Status
Number of owner-occupied housing units rehabilitated^	**2014**	**21**	**11**	**19**	**12**	**63**	**≥75**	
	2013	11	18	23	27	79	≥75	🔴
	2012	48	0	0	71	119	≥75	
	2011	14	81	152	92	339	≥157	

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	**$30,564,045**	169	2106-2143,2163-2175,2188, 2194
Community Development	$49,152,615	$54,329,183	$39,657,404	**$43,690,212**	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	**$74,254,257**		

🟢 On Target   🔺 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Coroner's Office Honorable, Jeffrey Rouse, MD, Coroner

Performance Highlights

- With the support of Mayor Landrieu and the City Council, the Coroner's Office obtained a budget increase greater than 20% in order to fund modernization of the office's operations.
- In 2014, the Coroner's Office tested, selected, and began beta testing for a new computerized death investigation system.
- The Coroner's Office has interviewed and selected additional death investigators to help assist with investigations.

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)	Year-End Actual	Year-End Target	Status
Number of deaths	**2014**	**907**	**848**	**1,040**	**853**	**3,648**	**Management Statistic**	-
	2013	942	783	813	903	3,441	Management Statistic	
Number of scene investigations	**2014**	**214**	**200**	**363**	**401**	**1,178**	**Management Statistic**	-
	2013	303	403	204	568	1,478	Management Statistic	

🟢 On Target	⚠ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Coroner's Office Honorable, Jeffrey Rouse, MD, Coroner

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of autopsies performed	**2014**	**392**	**317**	**416**	**394**	**1,519**	**Management Statistic**	-
	2013	407	338	322	398	1,465	Management Statistic	
Number of psychiatric interviews conducted	**2014**	**451**	**476**	**398**	**431**	**1,756**	**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	**$1,781,605**	487	8201, 8230

Criminal District Court Honorable Ben Willard, Chief Judge

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.
- The Court, in collaboration with the Youth Empowerment Project and Delgado Community College, oversees the New Orleans Adult Learning Center (formerly known as the Tulane Tower Learning Center) to provide basic literacy and GED preparation to youth and adults both involved in and at-risk of becoming involved in the criminal justice system

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)	Year-End Actual	Year-End Target	Status
Number of new cases accepted for prosecution	**2014**	**1,016**	**1,202**	**1,125**	**1,347**	**4,690**	**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**	**2,238**	**2,782**	**9,260**	**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**	**1,312**	**1,572**	**5,396**	**Management Statistic**	-
	2013	1,239	1,241	1,366	1,157	5,003	Management Statistic	
Average number of probation and parole supervisees	**2014**	**6,756**	**6,283**	**6,602**	**6,642**	**6,571**	**Management Statistic**	-
	2013	6,812	6,808	6,801	6,853	6,853	Establishing Baseline	

December numbers not available.

🟢 On Target	⚠ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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 District Court Honorable Ben Willard, Chief Judge

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of cases disposed of by jury trial	**2014**	**19**	**19**	**23**	**23**	**84**	**Management Statistic**	-
	2013	32	43	27	20	122	Management Statistic	
Percent of citizens summoned for jury duty who served	**2014**	**30.7%**	**34.4%**	**30.5%**	**24.5%**	**29.9%**	**Management Statistic**	-
	2013	17.3%	18.3%	56.2%	24.5%	24.3%	Management Statistic	

8,396 of 28,050 citizens summoned for jury duty served. This includes 1 special grand jury in 2014.

Measure	Year	Q1	Q2	Q3	Q4	Year-End Actual	Year-End Target	Status
Ratio of assessed monetary penalties to monetary penalties collected	**2014**	**73.3%**	**71.2%**	**62.6%**	**59.2%**	**66.7%**	**Management Statistic**	-
	2013	67.0%	57.0%	73.1%	64.3%	64.8%	Establishing Baseline	

Criminal District Court assessed $569,857 and collected $853,877.

Measure	Year	Q1	Q2	Q3	Q4	Year-End Actual	Year-End Target	Status
Percent of specialty court participants successfully completing or making program gains	**2014**	**40.5%**	**38.8%**	**30.8%**	**16.4%**	**30.1%**	**Management Statistic**	-

882 of 2,928 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)	Year-End Actual	Year-End Target	Status
Percent of New Orleans Adult Learning Center participants successfully completing and/or making program gains	**2014**	**28.9%**	**19.8%**	**88.8%**	**N/A**	**35.4%**	**Management Statistic**	-

539 of 1,522 participants successfully completed or made gains from Q1 through Q3 2014.

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	**$1,526,597**	531	8371, 8372, 8377

🟢 On Target ⚠ ≤10% Off Target 🔶 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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

Performance Highlights

- OCJC supported three Council meetings in 2014, with an overall attendance rate of 68%. At these meetings, councilmembers allocated funds for four grants, passed its first set of governing bylaws, and passed a resolution in support of system-wide performance measures. A Criminal Justice Information Sharing (CJIS) Subcommittee of the Council completed a CJIS Strategic Plan, which the Council resolved to use in making grant allocation decisions around technology.
- The City's Reentry pilot formally launched in the summer of 2014, and at the end of the year, there were nearly 50 participants engaged in the pilot.
- The NOLA FOR LIFE programs operated by program managers in OCJC contributed to a historically low number of murders in 2014. At the completion of the year, there were 150 murders, the lowest number in 43 years.

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)	Year-End Actual	Year-End Target	Status
Number of participants in NOLA FOR LIFE Midnight Basketball	2014	434	457	0	691	1,582	≥3,000	🔶
	2013	549	1,127	715	852	3,243	≥3,000	

The year-end actual was lower than expected because one of the seasons had to be cancelled. The number is expected to return to target in 2015.

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

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of high-risk individuals identified and engaged by CeaseFire outreach workers	2014	50	55	55	23	46	≥45	🟢
	2013	54	42	32	42	42	≥45	

An in-depth assessment of participant risk levels recently took place, and participants who did not meet the high-risk criteria were removed from caseload. Staff is working to increase the caseload after identifying the highest-risk individuals in the neighborhood and engaging them to participate. This number will return to the target in 2015.

🟢 On Target	≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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

Strategy: Effectively and fairly administer justice

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Rate of appearance at arraignment for persons diverted from custody through pre-trial services	2014	94.4%	93.0%	94.2%	97.3%	94.6%	≥90%	🟢
1132 of 1196 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)	Year-End Actual	Year-End Target	Status
Number of adjudicated individuals employed through re-entry services^	2014	N/A	5	3	4	12	≥100	🔴
The program launched in late Q2 following completion of case management software. The number of participants was lower than expected, but is expected to increase next year because the age range for eligibility was expanded to include 16-35 year-old individuals.								
Average daily number of detainees in the Orleans Parish Prison	2014	2,187	2,068	2,100	2,027	2,062	Management Statistic	-
	2013	N/A	2,507	2,549	2,356	2,471	Management Statistic	
The year-end actual total is an average of all point-in-time counts taken, rather than an average of the four quarterly numbers.								
Number of pre-trial detainees in Orleans Parish Prison	2014	N/A	1,092	1,209	1,141	1,147	Management Statistic	-
The reported result is a snapshot from November 3, 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	181	230	202	Management Statistic	-
The reported result is a snapshot from November 3, 2014.								

🟢 On Target   🔺 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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

Strategy: Coordinate the criminal justice system

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Average percent of agencies represented at Criminal Justice Council meetings	2014	-	65.2%	73.1%	65.4%	68.0%	≥75%	🔺

The Office revised the target for 2015 to reflect quorum, which is 50% +1.

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	$348,600	147	2193
Mayor's Office-Ceasefire Hospital Response	-	-	-	$118,000	147	2191
Criminal Justice Coordination	$6,141,464	$5,402,612	$4,862,898	$4,292,903	153	2105, 2118, 2120-2128, 2166, 2187, 2198
Criminal Justice Coordination Total	$6,141,464	$5,652,612	$4,963,078	$4,759,503		

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* 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	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Cultural Economy Scott Hutcheson, Advisor to the Mayor

Performance Highlights

- In 2014, Louisiana, with its flagship filming location in New Orleans, was the number one producer of feature films in the United States.
- Over the summer of 2014, Jurassic World and Terminator: Genisys filmed at locations across New Orleans. Together, the productions spent an estimated $168 million locally.
- In 2014, the Office of Cultural Economy partnered with local film industry businesses to produce 4 workforce training programs—training 125 locals for jobs in the film industry. Cultural Economy also developed 11 other educational and workforce development programs in the areas of digital arts & crafts, culinary arts, design, entertainment, literary arts & humanities, historic preservation and traditional culture bearers.

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)	Year-End Actual	Year-End Target	Status
Amount of local spending by film productions^	**2014**	**$81.0M**	**$95.0M**	**$213.5M**	**$120.0M**	**$509.6M**	**≥$600.0M**	🔴
	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	
Q3 saw several productions complete filming, including Terminator and Jurassic Park.								
Number of film productions in the city utilizing State tax credits^	**2014**	**15**	**13**	**13**	**17**	**58**	**≥48**	🟢
	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**	**40**	**52**	**193**	**≥160**	🟢
	2013	74	40	31	49	194	Management Statistic	
	2012	73	55	47	54	229	Management Statistic	

🟢 On Target   🟡 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   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)	Year-End Actual	Year-End Target	Status
Number of job training/business development workshops*	**2014**	**3**	**2**	**6**	**8**	**19**	**≥14**	🟢
	2013	4	3	5	2	14	≥12	

Trainings in Q3 included a two day workshop designed to prepare 30 participants for entry-level jobs in the film industry, OSHA training for film workers, and a joint training with voice-over company Loop South for local actors. The office also held a roundtable with Social Aid and Pleasure Clubs and government agencies to coordinate the 2014-2015 parade season and educate Clubs on permitting and licensing protocols, and financial and entrepreneurial training for culinary workers in partnership with the Southern Food and Beverage Museum.

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	**$1,511,741**		

* Although the Adopted Budget stated that the Deepwater Horizon Grant was $670,000, the amount was revised to $500,000.

🟢 On Target △ ≤10% Off Target ◇ Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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

Performance Highlights

- The DA increased collaboration with NOPD to help drive up the percentage of felony charges accepted for prosecution. The continued focus on serious/violent cases is demonstrated by the 90% acceptance rate for felony arrests.
- The DA, in cooperation with NOPD, continues to make strides in reducing the number of days from policy charging to DA acceptance/refusal decision.

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)	Year-End Actual	Year-End Target	Status
Number of charges accepted for prosecution	**2014**	**4,262**	**5,044**	**5,245**	**4,437**	**18,988**	**Management Statistic**	-
	2013	-	-	4,845	4,055	-	Establishing Baseline	
Percent of charges accepted for prosecution	**2014**	**90.4%**	**91.8%**	**92.3%**	**93.4%**	**92.0%**	**≥85%**	🟢
The DA accepted 18,988 of 20,639 charges for prosecution in 2014.								
Percent of felony charges accepted for prosecution	**2014**	**88.3%**	**90.3%**	**90.6%**	**92.0%**	**90.3%**	**Management Statistic**	-
	2013	84.3%	88.1%	85.8%	85.1%	86.1%	Establishing Baseline	
The DA accepted 11,668 of 12,917 felony charges for prosecution in 2014.								
Average number of days from police charging to DA acceptance/refusal decision	**2014**	**53.0**	**49.0**	**39.0**	**42.0**	**45.6**	**47**	🟢
	2013	47.0	36.0	57.0	53.5	48.4	Establishing Baseline	
The DA made 20,639 acceptance/refusal decisions in 2014.								

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* 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

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of guilty pleas	**2014**	**1,367**	**1,264**	**1,151**	**1,004**	**4,786**	**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%**	**78.3%**	**90.9%**	**80.2%**	**≥75%**	🟢
	2013	72.4%	76.9%	83.3%	72.2%	76.3%	Establishing Baseline	
65 of 81 jury trials resulted in convictions in 2014.								
Rate of overall convictions	**2014**	**88.5%**	**89.7%**	**91.6%**	**86.0%**	**89.0%**	**≥96%**	🔺
	2013	96.3%	89.2%	88.1%	85.3%	90.0%	Establishing Baseline	
4,987 of 5,601 cases resulted in convictions in 2014.								
Number of felony charge dispositions	**2014**	**1,031**	**926**	**839**	**776**	**3,572**	**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**	**813**	**814**	**824**	**Management Statistic**	-
27 homicide cases were disposed in 2014. The spike in Q3 times resulted from 4 outlying case dispositions (1 homicide from 2009, 1 from 2010, and 2 from 2012), while the Q4 spike was skewed by 2 cases from 2010 and 1 case from 2012.								
Average number of days from case acceptance to disposition by court - rape cases	**2014**	**253**	**691**	**247**	**610**	**382**	**Management Statistic**	-
21 rape cases were disposed in 2014. Of the 4 rape cases in Q4, 1 case was from 2010 and 3 cases were from 2013.								
Average number of days from case acceptance to disposition by court - other cases	**2014**	**213**	**232**	**248**	**199**	**224**	**Management Statistic**	-
5490 other cases were disposed in 2014.								

🟢 On Target 🔺 ≤10% Off Target 🔷 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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)	Year-End Actual	Year-End Target	Status
Percent of defendants accepted into the diversion programs	**2014**	**5.47%**	**6.68%**	**9.73%**	**9.99%**	**7.97%**	**Management Statistic**	-
The DA accepted 345 of 4,328 defendants into diversion programs in 2014.								
Number of diversion program clients successfully completing requirements	**2014**	**48**	**51**	**66**	**57**	**222**	**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	**$6,271,671**	531	8371, 8372, 8377

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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 | MS Management Statistic (Workload Indicator) | N/A Not Available
* 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

Performance Highlights

In the second half of 2014 new retail and corporate developments continued progress, resulting in over 3,500 new permanent jobs, including:
• Walmart opened a Gentilly location in August, following the June opening of the New Orleans East location. Together, the developments created 700 full time and part time jobs.
• Construction began on The Beacon, the third phase of the South Market District project. The Beacon is a $40 million project that will consist of 20,000 square feet of retail space in downtown New Orleans.
• The City announced plans to redevelop the St. Roch Market within the St. Claude neighborhood. The building, which underwent a $3.5 million renovation funded by the City, is scheduled to open as a fresh foods market in spring 2015.
• The City also announced plans for construction of a new CVS/Pharmacy in the Lower 9th Ward, the first major retail commitment in the area since Katrina.
• Renaissance RX, a locally grown startup, announced plans to complete an $8 million headquarters expansion in downtown New Orleans. The expansion is expected to create at least 425 jobs.
• High Voltage Software announced plans to locate a new game development studio downtown, creating 80 new jobs.

The City's Office of Supplier Diversity continued work creating opportunities for Disadvantaged Business Enterprises (DBEs).
• In 2014, the City committed 37%, approximately $27.4M, of new city contracts to DBEs. This number is preliminary, as it does not include bids and RFPs for which contracts have not yet been executed.
• In Q4, 24 businesses were certified as DBEs, bringing the total number of firms certified in 2014 to 102.

The Office of Workforce Development assisted with recruitments efforts for retail developments such as Jack and Jakes, Circle Food Store, and Walmart, achieving an average 76% local hire rate.
• Through the Summer Youth Program, the Office of Workforce Development put 1,307 youth to work in high-demand industries in summer 2014.
• The Office of Workforce Development received a $5.8 million competitive grant award from the U.S. Department of Labor to provide training in the advanced manufacturing and energy sectors.

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)	Year-End Actual	Year-End Target	Status
Percent of City contract value awarded to Disadvantaged Business Enterprises	**2014**	**34.2%**	**35.2%**	**42.4%**	**36.4%**	**37.2%**	**≥35%**	🟢
	2013	26.3%	29.3%	36.9%	34.3%	32.2%	≥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 confirmed vendor commitments of $27,379,123 out of $73,668,162 in Bids and RFPs to DBEs in 2014. The 2014 actual is a preliminary number, as it does not include bids and RFP's for which a contract has not yet been executed. The 2013 actual of $81M out of $232M was adjusted in Q4 2014 to $45.7 out of $142M to net out any Bid or RFP for which a contract was not executed due to either a cancellation or re-bid. Consequently, the quarterly actuals, previously reported as 26%, 29.5%, 39.1%, 34.5%, and 34.9% were revised, as well.

🟢 On Target ⚠ ≤10% Off Target 🔶 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of Disadvantaged Business Enterprise certifications	**2014**	**19**	**28**	**31**	**24**	**102**	**≥50**	🟢
	2013	26	17	28	30	101	≥50	
These figures include re-certifications.								
Number of participants in Capacity Building program	**2014**	**80**	**88**	**215**	**138**	**521**	**200**	🟢
The Office of Supplier Diversity (OSD) has partnered with Accion and Sam's Club to host a 3-part business education series "Grow Your Business" Bootcamp Seminars. Over 240 small businesses attended in 2014. In Q4, OSD also co-hosted 3 business education and certification workshops with the United States Small Business Administration, which targeted disadvantaged businesses and veteran owned businesses.								

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)	Year-End Actual	Year-End Target	Status
Number of pledged jobs created through City initiatives to promote economic development	**2014**	**2,284**	**515**	**577**	**514**	**3,890**	**Establishing Baseline**	-
Additional temporary jobs created are not included.								
Amount of private resources leveraged through City initiatives to attract new business and retain existing businesses	**2014**	**$104,882,177**	**$57,846,255**	**$21,716,779**	**$27,661,749**	**$212,106,960**	**Establishing Baseline**	-
Number of business information sessions	**2014**	**8**	**10**	**5**	**5**	**28**	**≥20**	🟢
	2013	5	5	5	5	20	≥20	

Economic Development

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)	Year-End Actual	Year-End Target	Status
Percent of adults seeking employment assistance who gained a job	2014	59.0%	60.4%	61.9%	62.1%	60.9%	≥46%	🟢
6,455 of 10,591 adults gained employment. This data is based on a preliminary cumulative report from the Louisiana Workforce Commission.								
Percent of dislocated workers seeking employment assistance who gained a job	2014	64.9%	66.4%	63.6%	64.0%	64.9%	≥50%	🟢
1,593 of 2,455 dislocated workers gained employment. This data is based on a preliminary cumulative report from the Louisiana Workforce Commission.								
Percent of youth seeking employment or education assistance who gained a job or enrolled in post-secondary education	2014	52.8%	60.0%	58.6%	57.7%	57.1%	≥52%	🟢
275 of 482 youth gained a job or enrolled in post-secondary education. This data is based on a preliminary cumulative report from the Louisiana Workforce Commission.								

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)	Year-End Actual	Year-End Target	Status
Number of youths employed through NOLA Youth Works~	2014	-	-	1,307	-	1,307	≥1,473	🔴
	2013	-	-	1,477	-	1,477	≥1,200	
	2012	-	-	2,310	-	2,310	≥2,000	
	2011	-	-	2,213	-	2,213	≥2,000	
The budget did not provide the resources required to obtain target.								
Percent of summer youth applicants who were offered paid summer work through NOLA Youth Works~	2014			78.3%		78.3%	≥85%	🔺
The budget did not provide the resources required to obtain target.								
Amount of outside leveraged resources as a percent of Summer Youth Employment Programs funding~	2014	-	-	3%	-	3%	≥10%	🔴
The program had one additional contribution from the United Way. All other outside funding was carried over from the previous year's budget.								

🟢 On Target 🔺 ≤10% Off Target 🔴 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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

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	**$639,103**	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	**$690,310**	146	2178
Miscellaneous-Mayor's Summer Youth Program	$1,000,000	$1,130,905	$900,000	**$800,000**	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	**$5,748,952**	429	7720-7732
Economic Development Fund	$5,975,387	$2,557,530	$1,753,245	**$1,982,385**	560	7536
Economic Development Total	$17,074,647	$11,015,317	$11,151,891	**$9,860,750**		

● On Target	⚠ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Emergency Medical Services Jeff Elder, MD, Superintendent

Performance Highlights

- Revenue for EMS transports increased by over 50% during 2014 due to the termination of a non-performing contractor and hiring and effectively managing a new one. By replacing its collections vendor, EMS was able to earn $7 million in additional new revenue between 2012 and 2014.
- New Orleans EMS completed the first year of clinical outcome data while providing coverage for major events such as New Year's Eve celebrations, Saints and Tulane football games, as well as Bayou Classic and Halloween.
- New Orleans EMS continues to operate out of FEMA trailers. In 2015, EMS expects to move into a new EMS HQ, combining EMS Administration, Operations, and Education in one location. Additionally, EMS is working to incorporate incentive pay (available to other public safety agencies) to help retain employees with additional certifications and training such as Assistant Supervisors, Field Training Officers, and EMS Rescue 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)	Year-End Actual	Year-End Target	Status
Number of calls for service	**2014**	**13,882**	**14,393**	**14,501**	**14,408**	**57,184**	**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	
2014 calls for service increased 3.5% over 2013 and 24% over 2010.								
Percent of Code 3 responses within 12 minutes	**2014**	**79.4%**	**80.7%**	**81.1%**	**77.6%**	**79.7%**	**≥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%	
EMS responded to 12,581 of 15,790 Code 3 calls within 12 minutes. Respone Time Compliance increased, compared to 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 EMS to have more ambulances available for calls (up to 12 at peak hours).								
Percent of patients suffering from cardiac arrest who achieve prehospital return of spontaneous circulation (ROSC)	**2014**	**28.4%**	**23.8%**	**23.9%**	**21.2%**	**-**	**-**	-
	2013	-	-	-	-	39.4%	≥35%	
	2012	-	-	-	-	34.9%	≥34%	
	2011	-	-	-	-	25.0%	≥34%	
94 of 384 patients achieved prehospital ROSC. All the quarterly numbers reported are preliminary, and the YTD Actual will not be published before this report goes to print.								
Number of individuals trained in cardiopulmonary resuscitation (CPR)	**2014**	**775**	**83**	**98**	**61**	**1,017**	**≥800**	🟢
	2013	372	16	0	358	746	≥100	
	2012	7	56	2	14	79	≥50	
	2011	15	0	0	24	39	≥60	
In the third and fourth quarters, EMS held trainings with New Orleans Homeland Security and Emergency Preparedness, the Parenting Center at Children's Hospital, Orleans Parish District Attorney's Office, FBI field office, St. Charles Avenue Baptist Church, Hermes Organization, and the Louisiana Bankers Association.								

🟢 On Target ⚠ ≤10% Off Target ◆ Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline New Measure with insufficient historical data to set target

Emergency Medical Services Jeff Elder, MD, Superintendent

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	**$9,305,380**	278	3665
Health-Emergency Medical Service Operations (Federal Emergency Management Agency)	$59,504	$893,182	$50,738	**$90,746**	279	3665
Health-Emergency Medical Service Operations (Louisiana Department of Health)	-	-	$30,000	**$24,000**	279	3665
Health-Emergency Medical Service Admin	-	-	-	**$599,547**	278	3679
Health-Emergency Medical Service Call Center	-	-	-	**$1,079,026**	278	3690
Health-Emergency Medical Service Train Ed	-	-	-	**$320,811**	278	3691
Health-Emergency Medical Service Logistic/SOD	-	-	-	**$620,362**	278	3696
Emergency Medical Services Total	$9,612,990	$11,622,434	$11,844,897	**$12,039,872**		

🟢 On Target	⚠ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* 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

- EMD's bottom line has benefited from relatively low fuel prices, and as a result six departments received additional equipment funding.
- In 2014, EMD started a program to purchase 243 vehicles and pieces of equipment. As of January 30, 2015, 126 items have been ordered and a substantial amount more are expected to be ordered in February once state contracts are finalized.

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)	Year-End Actual	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	412,823	389,407	1,600,663	≥1,800,000	🟢
	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	
Percent of vehicles capable of using alternative fuel	2014	33.0%	33.1%	33.3%	34.2%	33.4%	Management Statistic	-
515 of 1,505 vehicles were capable of using alternative fuel as of the end of 2014.								
Percent of vehicles exceeding replacement criteria	2014	73.5%	73.2%	72.7%	74.6%	73.5%	Management Statistic	-
1,123 of 1,505 vehicles exceeded replacement criteria as of the end of 2014.								

🟢 On Target	⚠ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* 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

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	**$3,233,788**	196	2297
Chief Administrative Office-EMD-Fuel Supply	$5,225,000	$5,530,000	$6,104,289	**$5,756,505**	196	2298
Chief Administrative Office-Equipment Account	$2,511,061	$2,511,061	$2,682,039	**$1,377,344**	196	2299
Equipment Maintenance Division Total	$11,863,352	$11,534,300	$11,681,902	**$10,367,637**		

On Target   △ ≤10% Off Target   ◇ Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Finance Norman Foster, Director of Finance

Performance Highlights

• Population growth, increased retail, and improved collections have led to substantial revenue increases, with general sales tax revenue growing by nearly 10% in 2013 and 7% for 2014.
• For the first time since Hurricane Katrina, there were no audit findings in the City's Basic Financial Statements.
• Finance, in collaboration with other departments, implemented a new payroll system (ADP) in 2014. Work is currently underway to implement a new revenue software system, which will improve customer service and collection efforts.

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)	Year-End Actual	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	
Number of field visits/contacts by Bureau of Revenue field agents	**2014**	**4,572**	**4,593**	**4,787**	**3,204**	**17,156**	**≥10,000**	🟢
	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**	**31**	**2**	**65**	**≥105**	🔴
	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.

🟢 On Target   ⚠ ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Finance Norman Foster, Director of Finance

Strategy: Manage vendor relationships and provide oversight of City contracts

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of requests for bids or proposals with 3 or more responses	**2014**	**50.0%**	**42.1%**	**47.1%**	**72.7%**	**56.1%**	**≥70%**	🔴
	2013	63.2%	61.1%	69.2%	51.4%	61.3%	≥70%	
	2012	96.0%	70.6%	73.1%	73.7%	77.9%	-	
69 out of 123 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 requisitions - Bureau of Purchasing	**2014**	**4.17**	**4.35**	**4.58**	**4.41**	**4.38**	**≤4**	🔺
The Bureau of Purchasing processed 10,318 requisitions in 2014.								
Percent of General Fund payments processed within 7 business days of receipt by Accounts Payable	**2014**	**75.4%**	**83.1%**	**84.8%**	**54.0%**	**75.3%**	**≥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 3,259 out of 4,330 of general fund invoices within 7 business days. The Q2-Q4 results were based on sampling.								
Percent of Capital/Grants Fund payments processed within 7 business days of receipt by Accounts Payable	**2014**	**95.3%**	**93.3%**	**90.7%**	**91.4%**	**93.9%**	**≥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 2,061 out of 2,196 capital/grant fund invoices within 7 business days. The Q2-Q4 result was based on sampling.								

🟢 On Target 🔺 ≤10% Off Target 🔴 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline 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 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	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	**$25,301,641**	303	4047
Finance	$53,366,766	$50,465,041	$46,098,615	**$43,962,542**	303	4001-4088

🟢 On Target   ⚠ ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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

• NOFD participated in Fire Prevention Week, from October 5-11. The NOFD joined forces with the nonprofit National Fire Protection Association to remind local residents that "Working Smoke Alarms Save Lives, Test Yours Every Month." During this year's fire safety campaign, the NOFD spread the word about the importance of working smoke detectors—and taught local residents how to test smoke detectors monthly and replace non-working or outdated smoke detectors.

• NOFD participated in the "Change Your Clock, Change Your Battery" campaign, distributing 9-volt batteries to households for the end of Daylight Savings Time.

• The NOFD supported NOHSEP and other City agencies with the 810 Royal St collapse, VooDoo fest and Krewe of Boo parade, the Jazz Half Marathon and the Making Strides Against Breast Cancer 5K, the search for victims lost in an airplane crash, Bayou Classic 2014 and the R +L Carriers New Orleans Bowl 2014.

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%	77.3%	92.8%	86.9%	≥86%	🟢
NOFD responded to 272 of 313 calls in under 6 minutes 20 seconds. The Q3 structure fire response times were skewed by a large number of fires in New Orleans East, resulting in longer times due to the large geographical area covered.								
Percent of all fire call response times under 6 minutes 20 seconds	**2014**	**74.7%**	**74.2%**	**74.6%**	**74.2%**	**74.4%**	**≥75%**	🔺
	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.								
Number of days lost to fire suppression personnel injuries	2014	389	592	689	654	2,324	≤1,000	🔷
This information is taken from FRMS and identifies roster information entered by company officers that may not correlate to the information reported by workers' compensation. The target was based upon workers' compensation numbers that were unavailable until the fourth quarter (229 for Q4). The worker's compensation numbers will be used in 2015 and the 1,000 target number should be accurate for 2015.								

🟢 On Target	🔺 ≤10% Off Target	🔷 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Strategy: Plan and prepare for disasters

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of commercial and industrial structures inspected	**2014**	**343**	**850**	**2,030**	**1,649**	**4,872**	**≥4,000**	🟢
	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	
Percent of fire hydrants inspected twice^	**2014**	**-**	**-**	**100.0%**	**-**	**100.0%**	**≥100%**	🟢
	2013	-	-	-	-	100%	-	
	2012	-	-	-	-	97.2%	100%	

Hydrants are inspected between January 1 through June 30 for the first round and July 1 through December 31 for the second round. The second round of inspections was completed by the end of the fourth quarter (15612 hydrants in the city).

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of citizens reached through community education activities*	**2014**	**3,555**	**14,967**	**9,374**	**89,295**	**117,191**	**≥80,000**	🟢
	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	

While the NOFD provides community education year round, the majority of activities are implemented in the second half of the year, particularly during Fire Prevention Month (October), when school fire alarm drills are conducted. Historically, over 50% of the annual target is met in Quarter 4 due to Fire Prevention Month.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of smoke alarm installations	**2014**	**210**	**154**	**260**	**1,879**	**2,503**	**≥1,000**	🟢

This measure includes smoke alarm maintenance & installations. (1,445) new 10yr smoke detector installations and (434) batteries installed in hardwired non-working or malfunctioning smoke detectors. The numbers in Q4 increased considerably due to the public awareness of an unfortunate fatal fire involving 5 family members in a home with no working smoke alarms and the end of "Daylight Savings Time" prompted citizens to "Change Your Clock, Change Your Battery" resulting in a large demand for smoke alarms battery replacement.

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   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Health Charlotte Parent, RN, Commissioner

Performance Highlights

- In 2014, NOHD was one of the first in the nation, and the first in Louisiana, to receive national accreditation from the Public Health Accreditation Board.
- The New Orleans East Hospital was accredited and opened during the summer of 2014, providing a new, state-of-the-art, 80-bed hospital in New Orleans East. The hospital provides primary and pediatric care, pharmacy, and surgical services.
- NOHD received grant funding for continued operations of Healthy Start, which will provide $10 million over five years to address infant mortality and low birth weight in areas of high need.
- To address domestic violence, NOHD launched the Blueprint for Safety in collaboration with criminal justice agencies across the city. The program is the first of three demonstration sites funded by the DOJ Office of Violence Against Women.

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)	Year-End Actual	Year-End Target	Status
Number of individuals with medical needs registered for sheltering and evacuation^	2014	2,471	3,018	3,249	3,296	3,296	≥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)	Year-End Actual	Year-End Target	Status
Number of behavioral health trainings convened	2014	0	2	1	1	4	≥4	🟢
	2013	2	4	2	0	8	≥4	

In Q3 and Q4, the Health Department collaborated with Mercy Family Center to hold a Skills for Psychological Training and held the Cognitive Behavioral Intervention for Trauma in Schools certification for social workers.

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

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)	Year-End Actual	Year-End Target	Status
Number of unduplicated clients receiving Health Care for the Homeless services	**2014**	**1,028**	**896**	**849**	**1,180**	**3,230**	**≥2,500**	🟢
	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	
Note that unduplicated clients are counted each quarter and at the year end. The same client making one visit in Q1 and Q3 will be counted in each quarter, but will only be counted once at the year-end. For this reason, summing the counts across quarters is less than the unduplicated year-end total.								
Number of patient visits to the Health Care for the Homeless program	**2014**	**4,182**	**4,670**	**4,169**	**4,778**	**17,799**	**≥6,500**	🟢
	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	
Data presented above include dental and medical visits to all clinic locations run by the City of New Orleans. In addition to those clinics, Tulane University contractually provided serviced to 2,829 patients where data is not available quarterly: this data was distributed evenly across the four quarters.								
Number of unduplicated clients served through Ryan White Part A HIV/AIDS services*	**2014**	**2,573**	**816**	**687**	**394**	**4,470**	**≥4,100**	🟢
	2013	2,569	656	443	378	4,046	≥3,990	
Percent of respondents who report satisfaction with HIV/AIDS care~	**2014**	**-**	**-**	**-**	**90%**	**90%**	**≥90%**	🟢
	2013	-	-	89%	-	89%	≥89%	
	2012	89%	-	-	-	89%	≥89%	
	2011	-	87%	-	-	87%	≥85%	
Number of people enrolled in health insurance programs through Greater New Orleans Community Health Connection and Affordable Care Act marketplace	**2014**	**N/A**	**N/A**	**67,824**	**70,546**	**70,546**	**≥58,000**	🟢
This result comes from 56,307 enrollees through GNOCHC and 14,239 enrollees through the marketplace's first open enrollment period (Oct 2013 - March 2014). Data is not yet available for the marketplace's second open enrollment period.								
Number of Healthy Start Services recipients*	**2014**	**374**	**159**	**172**	**147**	**852**	**≥1,000**	🔴
	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	
Prior to June 1, this measure included participants enrolled in Healthy Start as well as community members who received services. Since then, HRSA has required Healthy Start programs to serve enrolled participants only and community participants were no longer included in service delivery, leading to a decrease in the count of recipients. These numbers include mothers only; children and other stakeholders are not included.								

🟢 On Target   ⚠️ ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   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)	Year-End Actual	Year-End Target	Status
Number of client visits to Women Infant and Children (WIC) clinics	**2014**	**15,015**	**15,286**	**16,061**	**15,971**	**62,333**	**≥66,000**	🔺
	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. In addition, the program has suffered from chronic computer outages. Both City and State ITI have worked to resolve these issues. All WIC computers have been reimaged and now use the City server, leading to an improvement in service and support.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of WIC mothers who initiate breastfeeding	**2014**	**27.1%**	**30.7%**	**28.1%**	**29.2%**	**28.7%**	**≥25%**	🟢
	2013	13.7%	12.0%	11.6%	12.6%	12.4%	≥12%	

1,679 of the 5,869 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)	Year-End Actual	Year-End Target	Status
Number of community organizations or institutions that adopt Fit NOLA standards	2014	3	1	0	12	16	≥10	🟢

In Q4, the Fit NOLA Business Sector committee expanded its outreach to businesses and encouraged 12 new businesses including Tulane University, the largest employer in the city, to complete the Fit NOLA business assessment.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of women screened for domestic violence at Central City WIC clinic	**2014**	**79.0%**	**100.0%**	**100.0%**	**100.0%**	**91.2%**	**≥50%**	🟢
	2013	11.8%	14.9%	16.7%	N/A	15.4%	≥50%	

995 of 1,117 women were screened. Protocols have been put in place to ensure all eligible women are screened in the future at all three New Orleans WIC clinics (Central City, New Orleans East, and West Bank).

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
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**	**4**	**8**	**15**	**≥9**	🟢
	2013	2	2	2	8	14	≥9	
	2012	8	2	0	1	11	≥9	

Police, Fire and EMS worked with the Health Department to update their plans regarding Ebola in Q3. In Q4, the Health Department launched Blueprint for Safety, a collaboration with criminal justice agencies. The Q3 total was originally reported as 3.

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Health   Charlotte Parent, RN, Commissioner

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)	Year-End Actual	Year-End Target	Status
Number of unique visits to the Real Time Resources mobile website	2014	N/A	N/A	683	1,113	1,796	Establishing Baseline	-

The Real Time Resources website went 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	**$19,376,094**	278	3603-3678, 3681-3689, 3693-3694
Health Total	$24,382,071	$19,061,790	$19,592,747	**$19,376,094**		

Historic District Landmarks Commission C. Elliot Perkins, Executive Director

Performance Highlights

- The HDLC 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. Since 2013, the average number of days to review staff approvable applications has gone down from 38 to 1.

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)	Year-End Actual	Year-End Target	Status
Average number of days to review staff approvable applications	2014	2.29	2.23	0.76	0.97	1.50	≤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%	90.8%	81.6%	84.7%	Establishing Baseline	-
399 of 471 closed cases were closed due to compliance in 2014.								

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	$533,981	359	6450

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* 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	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	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

• NOHSEP oversaw numerous successful events, including the NBA All Star Game, Sugar Bowl, Mardi Gras, Wrestle Mania, French Quarter Festival, Jazz Fest, Bayou Classic, New Orleans Bowl, and New Year's Eve.

• NOHSEP reviewed and revised all hurricane-related plans to ensure they are up-to-date and compliant with standards.

• The City Freeze Plan was enacted during the 4th quarter providing emergency shelter to many individuals. Additionally, NOHSEP continued to monitor potential public health issues in conjunction with the New Orleans Health Department and the State. NOHSEP finalized public health plans and coordinated community outreach to educate public health professionals and citizens regarding the Ebola outbreak overseas.

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)	Year-End Actual	Year-End Target	Status
Number of citizens trained to assist in the City Assisted Evacuation Plan*	**2014**	**0**	**230**	**376**	**74**	**680**	**≥400**	🟢
	2013	0	289	244	0	533	≥300	
	2012	0	292	135	0	427	≥300	
	2011	0	0	0	312	312	≥500	
Evacuteer was able to train 74 volunteers in the fourth quarter for a total of 450 volunteers for the year.								
Number of community outreach events attended by NOHSEP staff	**2014**	**5**	**25**	**14**	**5**	**49**	**≥35**	🟢
Outreach events began to wind down as Hurricane Season ended.								
Percent of plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant	**2014**	**100%**	**100.0%**	**100.0%**	**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 2014, 19 of 19 plans, procedures, and other strategies were NIMS compliant.								

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Homeland Security Lt. Col. Jerry Sneed, Deputy Mayor of Public Safety

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	**$1,378,689**	161	2110, 2116, 2119, 2124, 2130, 2154, 2155, 2195
Chief Administrative Office-OEP Mobile Hospital	$402,920	$402,920	$402,920	**$984**	196	2220
Chief Administrative Office-Statewide Generator Program	$2,419,802	$7,542,954	$1,012,826	**$504,658**	199	2219
Chief Administrative Office-Emergency Managment Planning Grant	$208,339	$220,989	$160,000	**$154,095**	197	2209
Chief Administrative Office-Metropolitan Medical Response	$963,663	$958,270	$581,215	**$491,479**	197	2212
Chief Administrative Office-City Readiness Initiative Grant	-	-	$120,000	**$75,218**	199	2205
Chief Administrative Office-Emergency Operations Center Grant	-	$295,802	$249,645	**$152,255**	197	2225
Homeland Security Total	$53,992,607	$52,691,792	$57,825,332	**$79,944,295**		

🟢 On Target	⚠ ≤10% Off Target	🔶 Off Target
MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable
- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

Human Resources Courtney Bagneris, Assistant CAO

Performance Highlights

- 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.
- In 2014, the City 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)	Year-End Actual	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.

● On Target	▲ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Human Resources Courtney Bagneris, Assistant CAO

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	$115,331	201	2273
Chief Administrative Office-Benefits Administration	$3,414,393	$4,096,417	$4,169,011	$5,270,028	201	2275
Chief Administrative Office-Employee Performance & Training Project	-	-	$281,000	$160,110	196	2278
Chief Administrative Office-Employee Relations	$103,730	$113,342	$82,945	$82,891	196	2284
Chief Administrative Office-Municipal Training Academy	$122,132	$73,884	$103,106	$101,931	196	2277
Chief Administrative Office-Mail Room	$343,235	$316,409	$243,409	$277,231	196	2280
Human Resources Total	$4,209,888	$4,765,249	$5,012,319	$6,007,522		

● On Target	△ ≤10% Off Target	◇ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Information Technology and Innovation Lamar Gardere, Chief Information Officer

Performance Highlights

- The City completed the transition to a new payroll system. The new system eliminated the risk created by the City's aging payroll systems and reduced manual processes associated with it.
- A newly streamlined GIS data feed, overseen by ITI, will enable greater coordination between the Sewerage and Water Board and the Department of Public Works.
- ITI and the Bureau of Revenue launched the new Revenue Collection System (RCS), which replaced the old system. The new RCS provides improved processes to enable faster revenue collection, tools to better identify and target delinquent tax payers, and expanded data analysis and reporting capabilities.
- ITI launched the NoticeMe app, an early notification tool for land use changes in the City of New Orleans. NoticeMe allows anyone to select a geographic area of the city, then receive emailed notifications anytime a land use zoning variance is proposed.

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)	Year-End Actual	Year-End Target	Status
Percent of internal customers satisfied with the overall quality of services received~	2014	-	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.								
Percent of critical ITI projects delivered on schedule	**2014**	**68.4%**	**70.6%**	**60.0%**	**50.7%**	**61.2%**	**≥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 120 of 196 projects on schedule. Reduced number of resources throughout the year made it impossible to complete all the projects and tasks scheduled for 2014. In Q3, ITI hired a Project Management Office Manager who 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 also train staff on the use of project management methodology in completing their assigned projects.								
Percent of Service Level Agreements (SLAs) met by the Service Desk	2014	N/A	N/A	N/A	N/A	N/A	≥95%	N/A
Data for this measure is not tracked at this time.								

● On Target	▲ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Information Technology and Innovation Lamar Gardere, Chief Information Officer

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Rate of Service Desk call abandonment	**2014**	**8.6%**	**15.0%**	**16.6%**	**11.0%**	**13.2%**	**≤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%	

4,295 out of 32,575 calls were abandoned. A number of events led to an increase in calls in Q3, including problematic critical Windows and Java updates that caused compatibility issues with ADP, the City's new payroll system. To decrease call abandonment, ITI hired an additional technician and is working to correct systemic issues within the environment related to the ADP portal and IE's use of Java that contributed to unexpected high call volume. ITI also continues to educate users on other ways to request help or services ahead of a planned launch of new self-help services. The department is working on resolving systemic issues that contribute to high call volume. In addition, ITI will be implementing other self-help options that will enable customers to obtain help in other ways.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Rate of Service Desk customer satisfaction	**2014**	**79.0%**	**73.0%**	**84.0%**	**79.0%**	**79.0%**	**≥70%**	🟢
	2013	54.0%	66.0%	74.0%	76.0%	66.8%	≥70%	

ITI received 282 ratings.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Rate of 311 call abandonment	**2014**	**4.63%**	**6.93%**	**3.00%**	**3.46%**	**4.50%**	**≤10%**	🟢
	2013	9.39%	10.86%	9.37%	3.89%	8.52%	≤10%	

8,771 of 194,750 calls were abandoned.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Average 311 customer satisfaction rating	**2014**	**88.1%**	**91.4%**	**83.0%**	**91.6%**	**87.9%**	**≥70%**	🟢
	2013	90.0%	94.7%	86.3%	93.0%	91.0%	≥70%	

ITI received one-hudred and fifty-one 311 ratings. The name of this measure was changed from "Rate of 311 customer satisfaction" to "Average 311 customer satisfaction rating" which more accurately reflects how it is calculated.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Rate of 311 first call resolution	**2014**	**66.9%**	**59.8%**	**61.2%**	**70.7%**	**64.7%**	**≥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 112,522 of 173,853 cases on the first call.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Telephone and e-mail service availability	**2014**	**100.00%**	**100.00%**	**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%	

🟢 On Target 🔺 ≤10% Off Target 🔴 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline New Measure with insufficient historical data to set target

Information Technology and Innovation Lamar Gardere, Chief Information Officer

Resources

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

🟢 On Target	≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	Seasonally Affected	~	Measured Annually	^	Sporadic, Quarterly Progress is Variable	-	Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Juvenile Court Honorable Ernestine Gray, Chief Judge

Performance Highlights

• The Juvenile was unable to provide Q4 performance data by the publication date.

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)	Year-End Actual	Year-End Target	Status
Average number of minutes per proceeding	2014	19.1	15.2	18.3	N/A	17.5	Establishing Baseline	-
Juvenile Court completed 4,616 proceedings.								
Average number of court proceedings per case	2014	2.30	2.40	2.30	N/A	2.32	Management Statistic	-
Juvenile Court completed 3,724 court proceedings.								
Continuance rate	**2014**	**13.1%**	**17.3%**	**16.3%**	**N/A**	**15.6%**	**≥8%**	🔶
	2013	14.3%	13.6%	13.6%	11.8%	13.1%	Establishing Baseline	
953 of 6,125 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	18.0	N/A	12.4	Establishing Baseline	-
191 cases were answered. Two cases had answer proceedings continued and warrants issued contributed to the higher average days in Q3.								

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient 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)	Year-End Actual	Year-End Target	Status
Average number of days from adjudication to disposition for delinquency cases	2014	24.7	14.8	38.2	N/A	25.6	≤30	🟢
179 cases were disposed. A few cases taking place in multiple court sections, as well as one with a warrant issued skewed the average in Q3.								
Average number of days from petition to answer in delinquency cases - not detained	2014	35.0	33.4	44.6	N/A\	37.2	**Establishing Baseline**	-
210 cases were disposed.								
Average number of days from adjudication to disposition for dependency cases	2014	11.6	28.8	1.8	N/A	16.6	**Not Set**	-
27 cases were disposed. The law allows for 30 days on this measure.								
Percent of adoptions granted within statutory time limits (30-60 days)	2014	91.7%	95.3%	100.0%	N/A	95.8%	100%	🔺
72 of 72 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%	N/A	100.0%	100%	🟢
2 of 2 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%	75.0%	N/A	83.3%	100%	🔶
20 of 24 hearings were held within 45 days.								
Average number of days from answer to adjudication in delinquency cases - not detained	2014	72.2	75.6	82.0	N/A	76.9	**Establishing Baseline**	-
167 cases were adjudicated.								

🟢 On Target | 🔺 ≤10% Off Target | 🔶 Off Target | MS Management Statistic (Workload Indicator) | N/A Not Available

* Seasonally Affected | ~ Measured Annually | ^ Sporadic, Quarterly Progress is Variable | - Not Relevant/ Not Measured | Establishing Baseline New Measure with insufficient 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)	Year-End Actual	Year-End Target	Status
Average number of days from petition to answer in dependency cases	2014	14.0	5.3	1.3	N/A	6.3	Not Set	-
33 cases were answered. The law allows for 15 days on this measure.								
Ratio of traffic charges disposed to traffic charges filed	2014	1.63	0.51	0.67	N/A	0.91	Establishing Baseline	-
183 traffic charges were filed, and 201 were disposed.								
Number of Title IV-E foster care eligibility assessments	2014	197	163	45	N/A	405	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	**$3,025,203**	495	8303, 8302, 8308

🟢 On Target 🔺 ≤10% Off Target 🔷 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Law Sharonda Williams, City Attorney

Performance Highlights
- The Law Department successfully resolved 67% percent of the litigcation cases without incurring monetary judgments against the City.
- Law successfully drafted, reviewed, and executed 95% of contracts in 2014 within thirty days.
- The Law Department was instrumental in developing new legislation regulating for-hire vehicle services.

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)	Year-End Actual	Year-End Target	Status
Amount of revenue from Municipal and Traffic Court claims, settlements, and judgments	**2014**	**$3,214,646**	**$2,625,577**	**$2,577,269**	**$2,225,631**	**$10,643,123**	**≥$12,000,000**	🔴
	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	

Prosecutions in the City Photo Safety Program was shifted to the Municipal and Traffic Court Division of the Law Department in Q2 of 2014, so the revenue totals from this program are added for Q2, Q3, and Q4, but are not included in Q1.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Average number of Municipal and Traffic Court cases per attorney per month	**2014**	**688**	**622**	**720**	**531**	**640**	**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	

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of tax and public nuisance cases filed before the ABO Board	**2014**	**62**	**73**	**53**	**36**	**224**	**≥250**	🔴
	2013	70	63	57	78	268	≥200	
	2012	51	96	113	64	324	≥200	
	2011	46	57	63	61	227	≥200	

The decrease in cases filed is driven by the decrease in compliants. It also reflects an overall Increase in compliance by ABOs.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of ABO tax cases resolved within 60 days	**2014**	**89.8%**	**95.5%**	**92.5%**	**93.5%**	**92.0%**	**≥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 208 of 226 cases within 60 days.

🟢 On Target	🟡 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

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)	Year-End Actual	Year-End Target	Status
Percent of contracts drafted, reviewed, and signed within 30 days	**2014**	**94.9%**	**95.5%**	**96.7%**	**94.7%**	**95.4%**	**≥80%**	🟢
	2013	89.0%	96.5%	94.6%	94.5%	94.2%	≥80%	
	2012	85.0%	85.0%	82.7%	82.2%	83.7%	≥80%	

The Law Department drafted, reviewed, and signed 1233 of 1292 contracts within 30 days. Q1 and Q2 actuals, previously reported as 95.8% and 95.5% adjusted in Q3 due to a few contracts not previously accounted for.

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)	Year-End Actual	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.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Amount of funds generated through tax litigation	2014	N/A	$155,770	$0	$0	$155,770	≥375,000	🔴

In the future, this measure will be updated to include taxes collected due to compliance from filed petitions, not just those going to litigation.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Amount of savings achieved by legal team in civil/police litigation	**2014**	**$841,337**	**$730,918**	**$118,738**	**$264,056**	**$1,955,050**	**≥$1,000,000**	🟢
	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.

🟢 On Target	≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Strategy: Govern the City with integrity and accountability

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of public records requests completed	**2014**	**159**	**162**	**218**	**352**	**891**	**≥500**	🟢
	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	**$6,461,526**	203	2310, 2320, 2330, 2331, 2340, 2350, 2360, 2378

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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 | MS Management Statistic (Workload Indicator) | N/A Not Available |
| * Seasonally Affected | ~ Measured Annually | ^ Sporadic, Quarterly Progress is Variable | - Not Relevant/ Not Measured | Establishing Baseline New Measure with insufficient historical data to set target |

Library Charles Brown, Executive Director

Performance Highlights

• In 2014, the New Orleans Library achieved its highest level of items circulated ever recorded.

• Under the auspices of the Library's Foundation, the Library took the lead in a region-wide library literacy initiative to make the New Orleans area the most literate in the nation by 2018. Highlights have included the program's launch, which made the Guinness Book of World Records as the "largest simultaneous reading lesson ever held," with almost 500 students participating and later in the year approximately 2,000 school age children participated in a "Back to School Festival."

• New Orleans will soon join the Los Angeles Public Library and six other libraries nationally as among the first to offer an accredited online high school certification program, not a GED, to adults who have dropped out of high school prior to graduating.

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)	Year-End Actual	Year-End Target	Status
Number of items circulated (checked out)*	**2014**	**253,390**	**290,172**	**311,581**	**288,067**	**1,143,210**	**≥1,000,000**	🟢
	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**	**323,236**	**278,143**	**1,142,265**	**≥1,000,000**	🟢

🟢 On Target	⚠ ≤10% Off Target	◆ Off Target
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable

MS Management Statistic (Workload Indicator)	N/A Not Available
- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Library Charles Brown, Executive Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of population who are active library cardholders	2014	25.7%	26.8%	28.1%	29.5%	29.5%	≥28%	🟢

As of the end of Q3, 103,608 of 369,250 residents were active library cardholders. The Q1 and Q2 results were revised in Q3 to account for all active cardholders system-wide.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of volunteer hours	2014	1,067	1,228	334	978	3,607	≥12,000	🔴

A decrease in volunteer hours may be partially attributable to human resources staff attrition.

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)	Year-End Actual	Year-End Target	Status
Number of children completing the Summer Reading Program	2014	-	-	4,888	-	4,888	≥3,000	🟢
Number of teenagers completing Teen Summer Reading Program	2014	-	-	862	-	862	≥300	🟢

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	**$12,974,861**	349	6301, 6385

🟢 On Target   🔺 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Mayor's Office Brooke Smith, Chief of Staff

Performance Highlights

• In the 2014 State legislative session, the Mayor's Intergovernmental Team worked with the Orleans 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.

• More than 200 community meetings were held in 2014 to focus on citizen priorities including capital projects, public works, economic development opportunities, public safety, budget priorities, recreational opportunities, and neighborhood revitalization. The Mayor's Neighborhood Engagement Office co-hosted the 2014 Neighborhood Summit in partnership with the Neighborhood Partnership Network. Over 300 neighborhood leaders, representing more than 275,000 citizens engaged with more than 20 City Departments to find ways to strengthen the quality of life of all neighborhoods.

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)	Year-End Actual	Year-End Target	Status
Number of community and public meetings addressing citizen priorities	**2014**	**39**	**51**	**33**	**86**	**209**	**≥210**	🔺
	2013	45	33	45	26	149	≥125	
	2012	73	91	70	63	297	≥20	
	2011	7	2	24	14	47	≥14	

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

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of state legislative priorities accomplished during legislative session~	**2014**	**-**	**22**	**-**	**-**	**22**	**≥15**	🟢
	2013	-	20	-	-	20	≥15	

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable

MS Management Statistic (Workload Indicator)	N/A Not Available
- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Mayor's Office   Brooke Smith, Chief of Staff

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of visits by foreign dignitaries*	**2014**	**38**	**15**	**26**	**38**	**117**	**≥83**	
	2013	9	109	22	42	182	≥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	**$5,320,689**	133	2101, 2102, 2112, 2115, 2117, 2173-2177, 2193

🟢 On Target	⚠ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

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

Performance Highlights

- In 2014, the NOMTRCB celebrated its 50th anniversary of serving the residents of New Orleans.
- In the spring of 2014, NOMTRCB purchased a new warehouse on Hayne Boulevard, which will provide critical space to support their operations.
- NOMTRCB continues to monitor the rapid spread of the chikungunya virus. NOMTRCB has developed response plans, initiated education and outreach efforts, and identified operational resources in preparation for the potential introduction of this dangerous virus.

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)	Year-End Actual	Year-End Target	Status
Average number of business days to respond to rodent service requests	**2014**	**1.3**	**1.2**	**1.6**	**1.5**	**1.4**	**≤3**	🟢
	2013	1.6	1.6	1.3	0.9	1.3	≤3	
The Department responded to 892 requests.								
Average number of business days to respond to mosquito service requests	**2014**	**1.8**	**3.2**	**3.1**	**3.0**	**3.0**	**≤3**	🟢
	2013	N/A	1.8	2.7	2.5	2.4	≤3	
The Department responded to 512 requests. Rainy weather affected the service time.								

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

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

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of rodent bites or disease transmission	**2014**	**0**	**0**	**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**	**1**	**0**	**1**	**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
Mosuito, Termite, and Rodent Control	$3,201,173	$3,174,488	$2,743,581	**$2,870,091**	389	6850, 6856, 6858, 6860-6871

Municipal Court Honorable Desiree Charbonnet, Chief Judge

Performance Highlights

• Municipal Court created specialty courts for cases involving mental health issues, those dealing with homelessness, and for individuals facing prostitution charges. These courts bring together community partners and service providers to help offer non-punitive paths for rehabilitation.

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)	Year-End Actual	Year-End Target	Status
Number of City misdemeanor cases filed	**2014**	**5,598**	**5,218**	**5,066**	**4,262**	**20,144**	**Management Statistic**	-
	2013	6,537	5,906	7,037	6,536	26,016	Management Statistic	
This number is decreasing as a result of NOPD efforts to focus on more severe State charges instead of relatively minor City charges.								
Number of State misdemeanor cases filed	**2014**	**1,337**	**1,477**	**1,517**	**1,355**	**5,686**	**Management Statistic**	-
	2013	1,475	1,421	1,500	1,373	5,769	Management Statistic	
Ratio of new City misdemeanor cases disposed to cases filed	**2014**	**90%**	**97%**	**93%**	**87%**	**92%**	**Not Set**	-
18,550 cases were disposed, and 20,144 cases were filed.								
Ratio of new State misdemeanor cases disposed to cases filed	**2014**	**86%**	**86%**	**93%**	**89%**	**89%**	**Not Set**	-
5,045 cases were disposed, and 5,686 cases were filed.								

🟢 On Target   ⚠ ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Municipal Court Honorable Desiree Charbonnet, Chief Judge

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Average number of days from filing date to first trial setting	**2014**	**73**	**70**	**70**	**66**	**70.0**	**Management Statistic**	-
	2013	68	66	62	58	64.3	Establishing Baseline	
4,010 trials were set. This measure increased from 2013 because days previously open to trials have been designated for specialty court hearings.								
Average number of days to disposition in all cases	**2014**	**160**	**184**	**206**	**189**	**184**	**Management Statistic**	-
	2013	292	292	147	152	223	Management Statistic	
23,593 cases were disposed.								
Average number of days to disposition in cases for which no warrants are issued	**2014**	**56**	**64**	**56**	**56**	**58.2**	**Management Statistic**	-
	2013	83	99	57	48	73.3	Establishing Baseline	
10,121 cases were disposed.								
Average number of days to disposition in City misdemeanor cases	**2014**	**167**	**194**	**220**	**202**	**195**	**Management Statistic**	-
18,540 cases were disposed.								
Average number of days to disposition in State misdemeanor cases	**2014**	**129**	**144**	**161**	**149**	**147**	**Management Statistic**	-
5,405 cases were disposed.								
Percent of sentences issued with community service	**2014**	**11.2%**	**8.6%**	**9.5%**	**8.2%**	**9.5%**	**Not Set**	-
	2013	N/A	9.0%	8.9%	8.8%	8.9%	Establishing Baseline	
678 of 7,149 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   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

New Orleans Museum of Art Susan Taylor, Director

Performance Highlights

• NOMA had several major additions, including sculpture by Roy Lichtenstein (Five Brushstrokes, placed in front of the main entrance) and others donated by Sydney and Walda Besthoff. The museum and adjoining Sydney and Walda Besthoff Sculpture Garden have been a hub of performance of a less abstract nature, hosting two lively NOLA Project theater productions in 2014.

• In 2014, NOMA, in partnership with IberiaBank, conducted a city-wide arts education initiative called "Art Makes Me" that encourages people of all ages to post their stories of experiences with art on Facebook, Twitter and Instagram using the hashtag #ArtMakesMe. The aim of the new initiative was to increase conversation on the importance of art.

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)	Year-End Actual	Year-End Target	Status
General attendance*	2014	50,902	64,863	47,705	64,820	228,290	≥200,000	🟢
	2013	47,705	67,335	55,933	53,215	224,188	≥160,000	
Attendance increased in Q4 due to a very popular exhibition along with an increase in out-of-state visitors.								
School children attendance*	2014	1,590	5,765	1,108	4,313	12,776	≥10,000	🟢
	2013	2,534	4,686	199	731	8,150	≥12,000	
In Q4, NOMA Rceived a grant for free busing of public school children.								
Number of traveling exhibitions	2014	1	2	2	2	7	≥6	🟢

🟢 On Target 🔺 ≤10% Off Target 🔷 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline New Measure with insufficient historical data to set target

New Orleans Museum of Art Susan Taylor, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of out-of-state institutions viewing NOMA exhibitions	2014	0	1	2	3	6	≥8	🔴
NOMA is in the process of organizing the exhibitions expected to travel over the next 4 years.								
Number of in-state institutions viewing NOMA exhibitions	2014	4	1	1	1	7	≥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	**$128,931**	399	6890

🟢 On Target 🔺 ≤10% Off Target 🔴 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline New Measure with insufficient historical data to set target

New Orleans Recreation Development Commission Victor Richard, Chief Executive Director

Performance Highlights

- NORDC completed a reorganization and reclassification of several positions to bring salaries up to a competitive level. As a result, they have already been able to fill several key positions which substantially increased the organization's capacity.
- NORDC procured and began rolling out RecCheck, a data sharing and reporting system. The roll out will continue into 2015.
- NORDC substantially ramped up their teen and cultural programming in 2014, and they plan to increase youth and outdoor programming in the coming year. They have also partnered with the New Orleans Ballet Association on programming for seniors and people with mental and physical challenges.

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)	Year-End Actual	Year-End Target	Status
Percent of recreation center operating hours that include programming	**2014**	**59.7%**	**76.7%**	**69.7%**	**54.2%**	**64.6%**	**≥50%**	🟢
	2013	50.0%	59.7%	51.9%	36.0%	43.6%	≥50%	
Summer camps in July increases programming for all facilities. St. Bernard Rec Center only had programming in August. Gernon Brown opened August 19, 2014.								
Number of recreation center program participants*	**2014**	**5,480**	**4,836**	**5,772**	**5,072**	**21,160**	**≥19,750**	🟢
Number of active teen program participants	**2014**	**32**	**35**	**85**	**150**	**150**	**≥75**	🟢
The Teen Program Manager position was filled and new recruiting events such as Teen Dances and skate nights significantly contributed to participation.								
Average daily number of teen camp participants*	**2014**	**-**	**756**	**756**	**-**	**756**	**≥800**	🔺
	2013	-	660	776	-	718	≥760	
NORDC implemented new recruitment strategies in Q4. This number represents any and all teens that have participated in at least one NORDC Teen Program event from October to December.								

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

New Orleans Recreation Development Commission Victor Richard, Chief Executive Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Average daily number of youth camp participants*	**2014**	**-**	**3,182**	**3,182**	**-**	**3,182**	**≥3,200**	🔺
	2013	-	3,007	2,769	-	2,888	≥3,500	
Number of youth athletic program registrants	**2014**	**2,317**	**2,278**	**3,078**	**203**	**7,876**	**≥7,500**	🟢
	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	
Quarterly target may need to be seasonally adjusted – Volleyball is the only sport that took place in Q4.								
Average number of pool users per hour*	**2014**	**18**	**87**	**39**	**6**	**35**	**≥127**	🔴
	2013	0	231	214	92	203	≥251	
	2012	0	251	125	10	251	≥251	
The pool at the Treme Center was closed the entirety of the 4th quarter. In addition, the Joe W. Brown pool was closed for 3 weeks in the middle of the quarter.								
Number of structured aquatics program participants*	**2014**	**5,945**	**16,608**	**7,992**	**2,958**	**33,503**	**≥45,000**	🔴
The pool at the Treme Center was closed the entirety of the 4th quarter. In addition, the Joe W. Brown pool was closed for 3 weeks in the middle of the quarter.								
Number of cultural events offered*	**2014**	**26**	**29**	**16**	**32**	**103**	**≥78**	🟢
	2013	10	15	8	24	57	≥66	
	2012	14	26	7	29	76	≥66	
	2011	N/A	7	12	26	45	≥80	
Number of cultural program participants	**2014**	**1,848**	**1,718**	**3,535**	**4,071**	**11,172**	**≥3,800**	🟢
The implementation of NOBA's new toddler dance camp as well as the senior fitness dance program greatly increased participation numbers over that which was targeted. With Gernon Brown programming continually developing, participation expectations were exceeded. Lastly, the addition of painting Workshops at Lyons, Gernon, and Treme Centers has increased participation as well.								

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

New Orleans Recreation Development Commission Victor Richard, Chief Executive Director

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	**$1,267,160**	430	7001
Miscellaneous-NORDC Director & Management (Federal Emergency Management Agency)	-	$195,579	-	**-**	431	7001
Miscellaneous-NORDC Director & Management (Louisiana Department of Health)	-	-	-	**$1,000,000**	430	7001
Miscellaneous-NORDC Cultural Programs	$1,014,903	$1,424,196	$1,342,304	**$1,274,041**	430	7002
Miscellaneous-NORDC Maintenance (General Fund)	$1,993,707	$2,213,936	$2,274,554	**$2,698,185**	430	7003
Miscellaneous-NORDC Maintenance (New Orleans Recreation Development Commission)	-	-	-	**$250,000**	430	7003
Miscellaneous-NORDC Athletics Programs (General Fund)	$1,186,084	$1,544,842	$1,418,577	**$1,486,250**	430	7004
Miscellaneous-NORDC Athletics Programs (New Orleans Recreation Foundation)	-	-	-	**$61,486**	430	7004
Miscellaneous-NORDC Centers	$537,442	$523,111	$942,375	**$1,276,133**	430	7005
Miscellaneous-NORDC Aquatic Programs	$2,382,622	$1,449,340	$1,277,197	**$1,230,044**	430	7006
Miscellaneous-NORDC Summer & Special Programs	-	$1,918,112	$1,210,036	**$1,183,992**	431	7007
New Orleans Recreation Development Commission Total	$8,084,188	$10,446,486	$9,544,002	**$11,727,291**		

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	On Target		≤10% Off Target		Off Target	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	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 2014, NORA sold 333 former Road Home properties, bringing the total number of former Road Home properties sold to 3,352. As of December 31st, 2014, 2,008 former Road Home properties remain on NORA's inventory.
- In 2014, NORA inspected 100% of the properties that reached their sales agreement deadline in 2014 and sent 112 cure letters to those found to be non-compliant.
- In 2014, NORA met its year-end target goal of returning at least 300 properties to commerce through disposition programs.

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)	Year-End Actual	Year-End Target	Status
Number of properties returned to commerce through disposition programs	**2014**	**79**	**147**	**13**	**108**	**347**	**≥300**	🟢
	2013	113	165	43	192	513	≥500	
In 2014 most of the closings occurred from NORA's successful Absolute Auctions held on March 29th and October 25th.								
Percent of sales where agreements were successfully completed by the end user	**2014**	**50.7%**	**32.4%**	**68.8%**	**52.0%**	**47.6%**	**Management Statistic**	-
Of the 473 properties that reached their agreement expiration dates, end users met the terms of their agreements for 225. 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. Because the success of each agreement relies on the individual or organization who purchases the property from NORA to fulfill the agreement by building a house or greening a side lot, the rate of success can fluctuate widely from quarter to quarter. Results from Q1 and Q2 2014 were updated in October to exclude properties that had reached their sales agreement expiration prior to the reporting period but received an extension deadline in Q1 or Q2 2014.								
Percent of total development costs that is leveraged investment	**2014**	**73.7%**	**72.9%**	**73.0%**	**69.7%**	**72.5%**	**Management Statistic**	-
	2013	73.7%	93.9%	91.6%	90.1%	87.9%	Management Statistic	
$3,044,825 of $4,202,148 was leveraged investment.								

🟢 On Target   ⚠️ ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

New Orleans Redevelopment Authority Jeff Hebert, Executive Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Amount of NORA direct investment in real estate projects	**2014**	**$498,634**	**$201,680**	**$139,145**	**$317,865**	**$1,157,324**	**Management Statistic**	-
	2013	$5,207,731	$1,994,587	$1,407,170	$1,024,487	$9,633,975	Management Statistic	
The Q1 result was revised in October. In 2014, NORA did not invest in commercial real estate projects; however, NORA approved several commercial projects in 2014 expected to close in 2015.								
Amount of leveraged investment committed to real estate projects	**2014**	**$1,396,173**	**$541,871**	**$375,691**	**$731,090**	**$3,044,825**	**Management Statistic**	-
	2013	$14,581,648	$30,745,414	$15,375,077	$9,328,564	$70,030,703	Management Statistic	
In 2014, NORA continued to invest in residential real estate projects through the Neighborhood Stabilization Program 2.								

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

* Although the Adopted Budget stated $2,000,000, the amount was revised to $1,000,000

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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

Performance Highlights

- Parks and Parkways formally opened the golf course clubhouse at Joseph M. Bartholomew Golf Course in Pontchartrain Park, which included extensive landscaping around the new clubhouse and lagoons.
- Parks and Parkways installed 41 trees on Earhart and 40 trees at St. Claude Avenue, restored turf in Laurence Square and the Mississippi River Heritage Parks, along with improvements at Sophie Wright, Dublin and Palmer Parks.
- In 2014, Parks and Parkways continued its collaboration with the Poydras Sculpture for New Orleans/Helis Foundation partnership, which installs and maintains sculptures along Poydras Street.

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)	Year-End Actual	Year-End Target	Status
Number of acres mowed*	**2014**	**3,283**	**6,146**	**6,346**	**3,026**	**18,801**	**≥19,000**	🔺
	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	
Percent of major corridor acres mowed on a 1-3 week cycle during peak growing season*	**2014**	**-**	**100%**	**100.0%**	**-**	**100%**	**100%**	🟢
	2013	-	75.0%	75.0%	-	75.0%	≥75%	
Parks and Parkways is responsible for the maintenance of 605 acres.								
Number of emergency tree service requests completed	**2014**	**65**	**132**	**150**	**100**	**447**	**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	
Percent of non-emergency tree service requests completed within 260 days	**2014**	**58.1%**	**56.1%**	**64.5%**	**27.0%**	**51.4%**	**≥80%**	🔷
	2013	98.5%	87.8%	90.0%	92.2%	91.3%	-	
Parks and Parkways completed 345 of 578 non-emergency tree service requsts within 260 days.								

🟢 On Target　🔺 ≤10% Off Target　🔷 Off Target　MS Management Statistic (Workload Indicator)　N/A Not Available

* 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)	Year-End Actual	Year-End Target	Status
Number of 18-hole rounds of golf played*	**2014**	**4,401**	**5,775**	**5,789**	**5,608**	**21,573**	**≥25,000**	🔴
	2013	3,965	5,363	6,752	5,184	21,264	≥20,000	
	2012	3,879	6,091	4,869	4,370	19,209	-	
Amount of revenue earned through golf courses*	**2014**	**$150,168**	**$199,423**	**$196,117**	**$195,352**	**$741,060**	**≥$650,000**	🟢
	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	**$7,971,248**	339	6201-6280

🟢 On Target   🔺 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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 and Accountability Oliver Wise, Director

Performance Highlights

- In July 2014, the City of New Orleans was one of 29 jurisdictions recognized for superior performance management efforts by the International City/County Management Association (ICMA) with a Certificate of Distinction from the ICMA Center for Performance Measurement, the highest recognition in performance management awarded by ICMA.
- OPA launched a predictive analytics initiative to use data to improve City performance. The office has begun working with various City departments on issues including blight reduction, fire safety, and flood control.

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)	Year-End Actual	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.								
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.								
Average number of days to release ResultsNOLA reports	**2014**	**-**	**60**	**-**	**58**	**59.0**	**≥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	

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

🟢 On Target   ⚠ ≤10% Off Target   ◆ Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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, Superintendent

Performance Highlights

• NOPD has successfully executed Operation Bloodwork, an enhanced approach to solving crimes that has proven to beneficial in the clearance of property crimes.

• NOPD Community Coordinating Sergeants attended 865 community meetings, building trust and relationships that help the NOPD solve crimes and better serve New Orleans citizens.

• In 2014, NOPD focused on Driving While Intoxicated (DWI) violations, which resulted in a substantial increase in DWI arrests that surpassed the 2014 projection by 118.

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)	Year-End Actual	Year-End Target	Status
Number of complaints about officers made to the NOPD Public Integrity Bureau that were sustained	2014	16	21	56	12	105	Establishing Baseline	-
Percent of police reports reviewed	2014	62.9%	74.2%	70.7%	71.4%	69.5%	Establishing Baseline	-
The NOPD reviewed 2,567 of 3,693 police reports.								

🟢 On Target 🔺 ≤10% Off Target 🔶 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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, Superintendent

Strategy: Employ proactive policing and positive community engagement

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of Neighborhood Watch (Community Coordinating) meetings	**2014**	**139**	**299**	**277**	**150**	**865**	**≥800**	🟢
	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)	Year-End Actual	Year-End Target	Status
Number of integrity checks	**2014**	**60**	**60**	**60**	**60**	**240**	**≥240**	🟢
	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)	Year-End Actual	Year-End Target	Status
Number of recruit classes	2014	0	1	1	0	2	≥5	🔴

An insufficient number of applicants clearing background checks, as well as the holiday season made it difficult to reach the Q4 target.

🟢 On Target 🔺 ≤10% Off Target 🔴 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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, Superintendent

Strategy: Prevent illegal activity by addressing root causes

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Average monthly number of crimes against persons	**2014**	**306**	**317**	**301**	**333**	**314**	**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**	**1,409**	**1,418**	**1,365**	**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)	Year-End Actual	Year-End Target	Status
Clearance rate for crimes against persons	**2014**	**38.0%**	**43.5%**	**37.8%**	**39.4%**	**39.8%**	**≥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 1,125 of 2,828 crimes. NOPD was slightly below their target due to many special events and major holidays in Q4.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Clearance rate for crimes against property	**2014**	**11.1%**	**12.8%**	**16.2%**	**16.5%**	**14.2%**	**≥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 2,240 of 15,745 crimes. The NOPD will continue to implement Operation Bloodwork, which will aid in solving property crimes by using DNA evidence.

🟢 On Target	🔺 ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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, Superintendent

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of Driving While Intoxicated (DWI) arrests	**2014**	**349**	**350**	**443**	**331**	**1,473**	**≥1,355**	🟢
	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%**	**32.8%**	**26.2%**	**90.4%**	**100%**	🔺
	2013	14.4%	32.9%	36.4%	16.3%	100%	100%	
	2012	-	-	-	-	-	-	
	2011	18%	26%	25%	28%	100%	100%	
1,026 of 4,540 officers completed training.								

Strategy: Coordinate the criminal justice system

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of grants, initiatives, and programs in compliance with associated conditions	**2014**	**100%**	**100%**	**88.9%**	**85.7%**	**92%**	**100%**	🔺

18 of 21 active grants, intiatives, and programs were in compliance. Two grants were put on hold while LCLE Audits were being completed. Two grant projects started late due to the award acceptance process, as well as the process to set-up grants in the City's system.

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	**$135,319,253**	239	2702-2795

🟢 On Target	🔺 ≤10% Off Target	🔷 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* 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 Secondary Employment Lt. Col. John Salomone, Director

Performance Highlights

- OPSE was established in late 2013, so the first half of 2014 was largely focused on establishing processes, staff, and customer base for the officers participating in secondary employment.
- OPSE introduced a new variable pricing model for clients to choose from one of four pay tiers based upon their budgets and officer needs. Customers choose which of these pay tiers to offer according to their needs, resources, and the local market price of security services.
- Since September of 2014, the OPSE has been operating with a positive revenue stream. After closing out the year-end books, any excess revenue, after accounting for all overhead costs, is mandated to be returned to officers in proportion to the amount they worked, meaning that officers who worked details through OPSE details may receive a year-end revenue distribution.

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)	Year-End Actual	Year-End Target	Status
Number of secondary employment hours worked by police officers	2014	9,358	25,919	42,064	78,821	156,162	Management Statistic	-
Q1-Q2 hours, previously reported as 35,174, revised in January 2015. Four factors in the Fall of 2014 contributed to a doubling of officer hours worked between Aug and Dec: 1) OPSE assumption of control of 100% of time-based details on 1 Sep; 2) Saints season; 3) events at the Smoothie King Center, including Pelicans season; 4) Fall special events in New Orleans								
Net Promoter Score	2014	83	75	57	79	73	Establishing Baseline	-
OPSE collected 100 scores in 2014. 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 (through Sep-13); changed to 7021 in Oct-13

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* 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	MS	Management Statistic (Workload Indicator)	N/A	Not Available
*	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

Performance Highlights

- Significant swings in cold and warm temperatures stressed the HVAC system and led to increases in the Job Order Contract work.
- Property Management is working with other departments in anticipation of increased maintenance associated with the new NORD Sanchez facility, a new elderly facility in Hollygrove, and the new Coroner complex, all of which will be completed in 2015.
- Staffing challenges, especially during the Mardi Gras period, resulted in a high amount of overtime and increased temporary labor costs.

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)	Year-End Actual	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 repair work orders completed	2014	944	987	1,061	782	3,774	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	
Number of over-the counter work orders completed	2014	965	1,404	1,462	1,162	4,993	Management Statistic	-

Property Management George Patterson, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of repair work orders completed within 30 days	**2014**	**88.5%**	**95.9%**	**90.0%**	**95.8%**	**92.4%**	**≥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 3,486 of 3,774 repair work orders within 30 days. Results have been adjusted from the second quarter result to only measure repair work orders.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of repair work orders completed using in-house staff	**2014**	**81.3%**	**91.4%**	**77.6%**	**89.9%**	**84.7%**	**≥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 3,195 of 3,774 repair work orders using in-house staff. Emergency jobs were beyond in-house capabilities and required the use of Job Order Contracting. Most emergencies occurred in police and fire stations. Results have been adjusted from the second quarter result to only measure repair work orders.

Strategy: Effectively steward the City's financial resources

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Amount of revenue collected from the rent of City owned properties	**2014**	**$240,439**	**$228,562**	**$227,489**	**$265,565**	**$962,055**	**$900,000**	🟢
	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
Property Management	$10,156,481	$18,591,665	$7,141,460	**$6,830,024**	309	4511-4576

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Public Defender Derwyn Bunton, Chief District Defender for Orleans Parish

Performance Highlights

• 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**	**N/A**	**N/A**	**Management Statistic**	-
	2013	9,604	2,156	2,293	3,100	17,153	Management Statistic	

Client Services Division (CSD) makes initial contact and performs some bond calls for clients. This measure was removed for fear it overstated CSD advocacy, so OPD limited the measure to specific CSD service requests which includes program referral, program transportation and compliance assistance.

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**	**4,366**	**4,870**	**4,969**	**4,053**	**18,258**	**Management Statistic**	-
	2013	4,008	4,545	4,842	7,330	20,725	Management Statistic	
Cumulative case workload	**2014**	**7,446**	**12,316**	**17,285**	**21,338**	**21,338**	**Management Statistic**	-
	2013	5,674	10,219	15,061	22,391	22,391	Management Statistic	

● On Target	⚠ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Public Defender Derwyn Bunton, Chief District Defender for Orleans Parish

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Cumulative misdemeanor case workload per staff attorney	**2014**	**818**	**560**	**1,774**	**2,041**	**2,041**	**≤450**	🔴
	2013	828	1,479	2,163	3,016	3,016	≤450	
The Public Defender's office added one staff attorney in Q4 of 2014, for total of 5 attorneys. In previous quarters, the workload was divided by 4 staff attorneys.								
Cumulative felony case workload per staff attorney	**2014**	**54**	**146**	**234**	**284**	**284**	**≤200**	🔴
	2013	49	95	126	187	187	≤200	
The workload is larger than in 2013 because of attorney attrition. The Public Defender went from 40 attorneys to 28 in Q3 2014.								
Cumulative capital case workload per staff attorney	**2014**	**8**	**8**	**9**	**12**	**12**	**≤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 defended as part of an indictment through the Group Violence Reduction Strategy	**2014**	**3**	**0**	**12**	**17**	**17**	**Management Statistic**	-

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.

🟢 On Target 🔺 ≤10% Off Target 🔴 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline New Measure with insufficient historical data to set target

Public Works Lt. Col. Mark Jernigan, Director

Performance Highlights

- In 2014, DPW filled over 25,000 potholes, cleaned over 3,000 catch basins and 90 miles of drain lines, and installed over 3,700 new permenant street signs.
- DPW repaired over 3,000 streetlight outages in 2014, resulting in over 95% of streetlights being operational. This is the lowest number of outages since Hurricane Katrina.
- DPW installed over 23,000 LED streetlights, which are more energy efficient and require less maintenance than traditional models. Over 38,000 of the City's streetlights are now LEDs, representing 70% of the streetlight system.

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)	Year-End Actual	Year-End Target	Status
Percent of streetlights functioning	**2014**	**91.4%**	**89.8%**	**93.4%**	**96.4%**	**92.8%**	**≥90%**	🟢
	2013	90.8%	92.8%	94.7%	93.7%	93.0%	-	
	2012	87.8%	87.8%	86.7%	87.4%	87.4%	-	
Number of streetlight outages restored	**2014**	**548**	**148**	**1,197**	**1,794**	**3,687**	**≥8,000**	🔴
	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	-	
DPW began work on the Energy Smart Streetlight Conversion Program on June 30, and is converting 1,000 streetlights to LED's per week.								
Percent of 311 streetlight service requests completed within 90 days	**2014**	**41.6%**	**58.4%**	**24.4%**	**6.4%**	**26.9%**	**Establishing Baseline**	-
DPW completed 1276 of 4744 streetlight 311 service requests within 90 days.								
Number of potholes repairs completed	**2014**	**6,450**	**9,359**	**9,359**	**0**	**25,168**	**≥20,000**	🟢
	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	
The DPW contract for asphalt expired at the end of Q3, accounting for the significant drop in Q4.								

🟢 On Target   🔺 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Public Works Lt. Col. Mark Jernigan, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of catch basins cleaned	**2014**	**1,491**	**727**	**562**	**398**	**3,178**	**≥3,500**	🔺
	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	

One of the trucks used to clean catch basins was inoperable during part of Q4.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of 311 abandoned vehicle service requests completed within 30 days	**2014**	**68.9%**	**68.0%**	**69.3%**	**87.4%**	**73.3%**	**≥80%**	🔺
	2013	64.5%	64.3%	66.5%	73.0%	66.9%	-	

DPW completed 2,348 of 3,202 abandoned vehicle 311 service requests within 30 days.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of permanent street name signs installed	**2014**	**172**	**427**	**286**	**231**	**1,116**	**≥1,500**	🔶

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of DPW construction projects delivered on or ahead of schedule	**2014**	**75.0%**	**72.7%**	**83.3%**	**92.9%**	**81.0%**	**≥80%**	🟢

DPW delivered 68 of 84 projects on or ahead of schedule.

🟢 On Target	🔺 ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Public Works Lt. Col. Mark Jernigan, Director

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)	Year-End Actual	Year-End Target	Status
Number of permanent traffic signs installed	2014	458	486	1,071	906	2,921	≥1,500	🟢

Strategy: Enforce the law with integrity

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of parking citations issued	**2014**	**74,182**	**53,937**	**67,158**	**61,997**	**257,274**	**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**	**1,062**	**1,817**	**7,632**	**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**	**4,531**	**4,515**	**17,578**	**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	

🟢 On Target 🔺 ≤10% Off Target 🔶 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* Seasonally Affected ~ Measured Annually ^ Sporadic, Quarterly Progress is Variable - Not Relevant/ Not Measured Establishing Baseline New Measure with insufficient historical data to set target

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)	Year-End Actual	Year-End Target	Status
Percent of DPW construction project contract value awarded to Disadvantaged Business Enterprises	2014	37.4%	35.1%	36.1%	36.1%	36.0%	≥35%	🟢

The City committed $18.4 million of $51.1 million to Disadvantaged Business Enterprises for Public Works Construction Projects in 2014.

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	**$16,924,570**	333	5001-5359
Miscellaneous-Public Works PDU	-	-	$2,272,796	**$1,870,946**	431	7099
Public Works Total	$22,948,637	$21,079,760	$18,815,076	**$18,795,516**		

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Registrar of Voters Sandra Wilson, PhD, Orleans Registrar

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)	Year-End Actual	Year-End Target	Status
Percent of city population 18 or older who are registered to vote	2014	91.3%	91.1%	93.7%	90.4%	91.7%	Management Statistic	-
242,378 of 268,004 citizens 18 or older were registered to vote as of the end of Q4.								
Percent of citizens 65 or older registered for the 65+ Seniors Absentee Vote Program	2014	8.94%	8.83%	8.78%	9.15%	8.93%	≥10%	🔴
3,738 of 40,832 citizens 65 or older were registered for the program as of the end of Q3. 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%	-	99.8%	97.0%	98.9%	≥90%	🟢
4,325 of 4,373 early voters surveyed in 2014 reported satisfaction with the process.								

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

🟢 On Target 🔺 ≤10% Off Target 🔴 Off Target MS Management Statistic (Workload Indicator) N/A Not Available

* 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	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline	New Measure with insufficient historical data to set target

Risk Management Al Delaparte, Risk Manager

Performance Highlights

• In 2014, Risk Management designed and began implementation of a transitional duty program where an employee who has suffered a worker's comp injury can be transferred to new positions that will accommodate their specific restrictions. The program provides employees comradery, encourages physical rehabilitation, and offers higher wages than what workers comp payments provide.

• Risk Management changed processes to ensure that employees use the Second Injury Fund, which will save the city considerable expenditures each year.

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)	Year-End Actual	Year-End Target	Status
Number of general liability claims	2014	N/A	N/A	N/A	57	57	Establishing Baseline	-
Number of worker's compensation claims	2014	173	175	164	175	687	Establishing Baseline	-
Average number of days to submit injury forms	2014	14.0	16.7	N/A	11.3	10.5	Establishing Baseline	-
Number of worker days lost per claim was changed to this Average number of days to submit injury form measure								
Number of traffic accidents in law enforcement vehicles	2014	33	33	23	15	104	Establishing Baseline	-

🟢 On Target	⚠️ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Risk Management Al Delaparte, Risk Manager

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**		

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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

Performance Highlights

• Safety and Permits and the One Stop Shop continued to demonstrate that the City of New Orleans is serious about helping individuals and companies launch their businesses easily and with a minimum of "red tape." In 2014, more than 50% of building permits were issued within one day and the average wait time in the one-stop shop for any permit was 15 minutes.

• In 2014, Safety and Permits relocated the Taxi and For-Hire Vehicles Bureau to the One Stop Shop to enhance the Bureau's focus on customer service.

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)	Year-End Actual	Year-End Target	Status
Amount of revenue generated from permits	**2014**	**$2,611,070**	**$1,745,249**	**$2,714,421**	**$2,417,752**	**$9,488,493**	**≥$10,000,000**	🔺
	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**	**16.6**	**14.5**	**13.8**	**≤15**	🟢
	2013	9.9	12.3	13.1	12.4	11.9	≤42	
Safety and Permits issued 9,028 commercial permits.								
Average number of days from residential permit application to issuance	**2014**	**7.64**	**6.55**	**8.64**	**7.89**	**7.72**	**≤8**	🟢
	2013	6.91	6.36	8.09	7.66	7.25	≤17	
Safety and Permits issued 19,998 residential permits.								
Percent of building permits issued within one day of receipt	**2014**	**47.6%**	**57.2%**	**48.5%**	**44.3%**	**49.4%**	**Management Statistic**	-
	2013	75.7%	62.8%	56.4%	46.3%	60.7%	Management Statistic	
Safety and Permits issued 3,300 of 6,679 building permits within one day.								

🟢 On Target	🔺 ≤10% Off Target	🔷 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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)	Year-End Actual	Year-End Target	Status
Average number of days to complete initial commercial building permit plan reviews	**2014**	**N/A**	**N/A**	**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**	**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**	**16.3**	**17.1**	**16.0**	**≤18**	🟢
The One Stop Shop assisted 28,416 customers applying for any license or permit.								
Average wait time (in minutes) to apply for a new building permit	**2014**	**21.7**	**20.5**	**20.2**	**21.5**	**21.0**	**≤18**	🔴
The One Stop Shop assisted 8,061 customers applying for a new building permit.								
Average wait time (in minutes) to apply for a new occupational license	**2014**	**21.9**	**20.9**	**20.3**	**22.8**	**21.4**	**≤18**	🔴
The One Stop Shop assisted 2,522 customers applying for new occupational licenses.								
Average wait time (in minutes) to make a payment	**2014**	**6.3**	**7.0**	**5.7**	**4.9**	**5.9**	**≤5**	🔴
The One Stop Shop assisted 6,867 customers making payments. Payment wait times alleviated by the hiring of a new staffer in Q4.								
Percent of permit and license applications received online	**2014**	**22.9%**	**23.9%**	**24.0%**	**26.2%**	**24.2%**	**≥20%**	🟢
The One Stop Shop received 7,724 of 31,975 applications online.								

🟢 On Target   🔺 ≤10% Off Target   🔴 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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

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)	Year-End Actual	Year-End Target	Status
Average number of days to respond to building complaints	**2014**	**24.7**	**22.3**	**2.4**	**2.1**	**11.7**	**≤7**	◆
	2013	7.2	1.9	1.8	23.1	6.8	≤4	
Safety and Permits responded to 742 building complaints.								
Average number of days to respond to zoning complaints	**2014**	**94.7**	**52.4**	**11.5**	**6.6**	**45.2**	**≤7**	◆
Safety and Permits responded to 194 zoning complaints.								
Average number of days to respond to building inspection requests	**2014**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**≤1**	●
Safety and Permits responded to 35,425 building inspection requests.								

Safety and Permits Jared Munster, PhD, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Average number of days to respond to license inspection requests	**2014**	**8.2**	**6.5**	**6.8**	**9.7**	**7.7**	**≤7**	⚠
	2013	9.9	7.5	7.1	8.0	8.0	≤7	
Safety and Permits responded to 714 license inspection requests.								
Percent of adjudication cases that result in compliance	**2014**	**N/A**	**N/A**	**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	**$4,601,763**	227	2601-2617

🟢 On Target	⚠ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

Sanitation Cynthia Sylvain-Lear, Director

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, Mardi Gras, 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 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)	Year-End Actual	Year-End Target	Status
Number of miles of streets mechanically swept	2014	1,665	2,316	2,066	2,085	8,132	Establishing Baseline	-

Q1 number adjusted in October 2014.

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)	Year-End Actual	Year-End Target	Status
Number of illegal dumping sites cleared*	2014	317	697	1,018	800	2,832	≥1,000	🟢
	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%	95.4%	94.9%	91.5%	≥80%	🟢
	2013	88.9%	91.6%	92.4%	72.3%	86.1%	Establishing Baseline	

Sanitation completed 1955 of 2136 requests within 30 days. Sanitation experienced significant equipment downtime for front end loaders and dump trucks.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Percent of households registered for recycling	2014	34.3%	35.2%	36.2%	37.0%	37.0%	≥36%	🟢

49,884 of 134,891 households were registered at the end of 2014.

🟢 On Target   ⚠️ ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Sanitation   Cynthia Sylvain-Lear, Director

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Amount of landfill cost savings resulting from recycling	2014	$59,015	$53,757	$56,626	$57,058	$226,455	≥$210,000	🟢

Q1 and Q2 numbers adjusted in October 2014. Due to landfill savings, the City will recoup its initial investment in recycling carts in 2015.

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Amount of landfill disposal costs*	2014	$1,305,307	$1,482,936	$1,353,684	$1,240,291	$5,382,219	≤$5,600,000	🟢
	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	
Amount of special event costs*	2014	$1,311,140	$60,666	$22,162	$15,168	$1,409,137	≤$1,000,000	🔴
	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	-	
Number of tons of recyclable material collected	2014	1,907	1,737	1,830	1,843	7,317	≥6,500	🟢
	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	

Recycling tonnage in Q1 and Q2 2014, previously reported as 1850 and 1884, were adjusted in February 2015.

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   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Sheriff Honorable Marlin Gusman, Sheriff

Performance Highlights

- The Sheriff's Office was unable to provide Q3 and Q4 performance data by the publication date.

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)	Year-End Actual	Year-End Target	Status
Average daily number of inmates	**2014**	**2,187**	**2,224**	**N/A**	**N/A**	**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**	**N/A**	**N/A**	**67**	**Management Statistic**	-
	2013	N/A	81	83	70	78	Management Statistic	
Average number of days of detainee stay	**2014**	**68**	**65**	**N/A**	**N/A**	**67**	**Management Statistic**	-
	2013	69	66	64	67	66	Management Statistic	

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Sheriff Honorable Marlin Gusman, Sheriff

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of assaults on inmates (via inmates)	**2014**	**89**	**138**	**N/A**	**N/A**	**227**	**Not Set**	-
	2013	N/A	N/A	174	133	307	-	
Number of assaults on staff (via inmates)	**2014**	**18**	**6**	**N/A**	**N/A**	**24**	**Not Set**	-
	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	**$24,184,338**	539	8501, 8503, 8520

● On Target   △ ≤10% Off Target   ◇ Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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 2014, Safety and Permits relocated the Taxi and For-Hire Vehicles Bureau to the One Stop Shop to enhance the Bureau's focus on customer service.

• The Taxi Bureau implemented operational improvements at the For-Hire Inspection Station which resulted in an increase in staffing from 36 hours per week to 60 hours per week.

• In 2014, the Taxicab Bureau successfully integrated into the City's 311 service, which allows taxi riders the opportunity to quickly notify the City of lost items or raise issues about their taxi experience.

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)	Year-End Actual	Year-End Target	Status
Number of new Certificates of Public Necessity and Convenience (CPNCs) issued	**2014**	**2**	**10**	**10**	**6**	**28**	**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**	**1,230**	**938**	**4,683**	**≥4,000**	🟢
	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**	**$531,973**	**546,543**	**$2,003,930**	**≥$2,200,000**	🔺
Number of citations issued	**2014**	**225**	**277**	**86**	**132**	**720**	**Management Statistic**	-
	2013	132	104	65	135	436	Management Statistic	
	2012	192	147	141	-	480	≥500	

🟢 On Target	⚠️ ≤10% Off Target	🔶 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target

Taxicab Jared Munster, PhD, Director of Safety and Permits

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of Certificates of Public Necessity and Convenience (CPNCs) revoked	**2014**	**0**	**2**	**3**	**0**	**5**	**Management Statistic**	-
	2013	2	1	15	2	20	Management Statistic	
	2012	8	45	36	-	148	N/A	
0								
Number of driver permits revoked	**2014**	**1**	**6**	**2**	**7**	**16**	**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	**$661,855**		

● On Target	⚠ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available	
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target	

Traffic Court Honorable Robert E. Jones III, Chief Administrative Judge

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.

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)	Year-End Actual	Year-End Target	Status
Value of incoming infractions	**2014**	**$6,191,133**	**$7,186,601**	**$7,980,368**	**$4,330,248**	**$25,688,350**	**Management Statistic**	-
	2013	$8,606,368	$8,983,389	$8,550,078	$7,964,360	$34,104,195	Management Statistic	
Traffic Count began transition to a new case management system in Q4. Some data for the period is not yet available.								
Amount of collections	**2014**	**$2,791,824**	**$2,201,800**	**$2,163,583**	**$1,905,440**	**$9,062,647**	**Management Statistic**	-
	2013	$3,176,428	$2,935,682	$2,585,926	$2,382,683	$11,080,719	Management Statistic	
Litigant satisfaction rating~	**2014**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**Establishing Baseline**	-
	2013	N/A	N/A	N/A	N/A	N/A	Establishing Baseline	

🟢 On Target	⚠ ≤10% Off Target	◆ Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available		
* Seasonally Affected	~ Measured Annually	^ Sporadic, Quarterly Progress is Variable	- Not Relevant/ Not Measured	Establishing Baseline New Measure with insufficient historical data to set target		

Traffic Court Honorable Robert E. Jones III, Chief Administrative Judge

Measure	Year	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Year-End Actual	Year-End Target	Status
Number of incoming infractions	**2014**	**27,548**	**30,547**	**34,247**	**19,327**	**111,669**	**Management Statistic**	-
	2013	46,340	47,000	46,268	49,030	188,638	Management Statistic	
Traffic Count began transition to a new case management system in Q4. Some data for the period is not yet available.								
Number of incoming traffic tickets	**2014**	**11,879**	**14,247**	**16,937**	**8,428**	**51,491**	**Management Statistic**	-
	2013	13,747	15,805	18,430	14,164	62,146	Management Statistic	
Traffic Count began transition to a new case management system in Q4. Some data for the period is not yet available.								

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	**$437,587**	523	8361

🟢 On Target   🔺 ≤10% Off Target   🔷 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* Seasonally Affected   ~ Measured Annually   ^ Sporadic, Quarterly Progress is Variable   - Not Relevant/ Not Measured   Establishing Baseline New Measure with insufficient historical data to set target

Vieux Carré Commission Lary Hesdorffer, Director

Performance Highlights

- After 3 years without a building inspector, the VCC resumed regular inspections and citations in Q3 of 2014.
- 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 in 2015.

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)	Year-End Actual	Year-End Target	Status
Average number of days to review staff approvable applications	**2014**	**5.88**	**8.05**	**12.73**	**7.57**	**8.66**	**≤5**	🔶
	2013	N/A	N/A	4.00	8.68	6.93	Establishing Baseline	
The VCC reviewed 738 staff approvable applications. VCC plans to fill several staff vacancies which are expected to speed up approval times in future months.								
Percent of closed enforcement cases closed due to voluntary compliance	**2014**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**Establishing Baseline**	-
VCC staff is working to compile this 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	**$413,231**	359	6501

🟢 On Target   🔺 ≤10% Off Target   🔶 Off Target   MS Management Statistic (Workload Indicator)   N/A Not Available

* 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 | MS Management Statistic (Workload Indicator) | N/A Not Available |
| * Seasonally Affected | ~ Measured Annually | ^ Sporadic, Quarterly Progress is Variable | - Not Relevant/ Not Measured | Establishing Baseline New Measure with insufficient historical data to set target |

Youth Study Center Glenn Holt, Superintendent

Performance Highlights

- YSC is working to develop a new electronic case management system.
- Staff shortages and unfilled vacancies have been a major problem for they YSC, resulting in an over-reliance of overtime. Recruitment and retention has been designated as a priority for 2015.

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)	Year-End Actual	Year-End Target	Status
Number of major incidents involving physical assault*	**2014**	**24**	**0**	**15**	**15**	**54**	**≤48**	🔴
	2013	14	13	23	15	65	≤48	
60% of the major incidents involved one youth.								
Percent of confinements exceeding 8 hours	**2014**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**≤8%**	🟢
	2013	8.33%	0.00%	5.88%	0.00%	4.19%	≤8%	
The number of overall room confinement decreased in Q4 by 26%.								
Percent of days exceeding capacity	**2014**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**≤5%**	🟢
	2013	0.00%	0.00%	14.44%	0.00%	3.61%	≤5%	
2014 had lower average daily population than in previous years.								

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	**$2,938,532**	287	3801, 3810, 3821, 3822, 3871-3881

🟢 On Target	⚠️ ≤10% Off Target	🔴 Off Target	MS Management Statistic (Workload Indicator)	N/A Not Available
* 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 | MS Management Statistic (Workload Indicator) | N/A Not Available |
| * 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. The year-end data will be the average of the daily counts, not the average of quarterly averages.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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. Data currently excludes bids and RFPs for which a waiver was issued, and does not yet reflect all bids and RFPs for which a contract was amended.
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 new 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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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^	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.

237 ResultsNOLA 2014 Year End Report

Organization	Measure	About This Measure
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.
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	Heath 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. Enrollees may reside in Orleans, Jefferson, Plaquemines, or St. Bernard Parishes. Estimates of Affordable Care Act marketplace enrollment are for New Orleans only. 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

Organization	Measure	About This Measure
		the reporting period.
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.

Organization	Measure	About This Measure
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.
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 or 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

Organization	Measure	About This Measure
		period.
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.

Organization	Measure	About This Measure
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
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 by Law within 30 days of contracts executed during the period by the total number of contracts that were reviewed by the Law Department contracts executed during the period. This is to account for additional time review time that may occur in the event the contract is rejected at a later approval stage.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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

Organization	Measure	About This Measure
		sexual battery cases. Victimization studies indicate that many crimes go unreported and, therefore, are excluded.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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-

Organization	Measure	About This Measure
		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.
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	Average number of days to submit injury forms	This is the average number of days between workplace accidents and the submittal of I-A-1 First Notice of Injury form for reporting of Workers' Compensation claims incidents. Timely, complete and accurate claims reporting is important to be able to provide the best service to injured employees by allowing quick validation of claims, providing quick and appropriate medical care, and the intervention of professional claims representatives to guide the process. Late reporting can lead to employee dissatisfaction and significant extra expense for the City. A First Notice of Injury should be submitted immediately for any incident which causes injury or may reasonably be expected to cause injury.
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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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 thiis 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.

Organization	Measure	About This Measure
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.
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.

Organization	Measure	About This Measure
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.
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

Civil Service	The Percent of employees selected from eligible lists who satisfactorily complete their initial probationary periods has been changed to a Management Statistic.
Coastal and Environmental Affairs: *Number of participants in coastal sustainability events*	Measure changed to *Number of participants in coastal sustainability and other resilience focused events*.
Coastal and Environmental Affairs: *Number of neighborhoods assisted in developing strategies in accordance with the Best Practices Manual for Development in Coastal Louisiana and*	Measure changed to *Number of neighborhoods assisted in developing increased awareness of the multiple lines of defense approach for managing hurricane flood risk*

the Louisiana Coastal Land Use Toolkit	
Criminal District Court: *Average number of days from case acceptance to disposition by court*	Measure dropped because the court lacks an automated reporting system.
Criminal Justice Coordination: *Number of Group Violence Reduction Strategy participants whose risk level is reduced by at least one level through service provision*	Measure dropped because it is not yet measurable because the service provider has not adopted a risk-based assessment tool.
Economic Development: *Number of youths employed through Summer Youth Employment Programs*	Measure changed to Number of youths employed through NOLA Youth Works because NOLA Youth Works is the specific program that the data is capturing.
Economic Development: *Percent of summer youth applicants who were offered paid summer work or work readiness opportunities through NOLA Youth Works*	Measure is changed to Percent of summer youth applicants who were offered paid summer work through NOLA Youth Works. The percent is showing how many applicants that received the work readiness training as well as went on to be employed in summer positions.
Finance: *Average number of business days to process requisitions*	Measure changed to *Average number of business days to process purchase orders* because the requisition stage of the process is predictably low, while purchase order processing can vary more widely.
Health: *Percent of WIC mothers who initiate*	Target increased from 14% to 25% because the calculation

breastfeeding	methodology was changed to include only postpartum mothers, rather than all mothers.
ITI: *Average 311 Customer Satisfaction rating*	The name of this measure was changed from "Rate of 311 customer satisfaction" to "Average 311 Customer Satisfaction rating" which more accurately reflects how it is calculated.
Juvenile Court: *Average number of court proceedings per case*	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.
Law: *Average number of Municipal and Traffic Court cases per attorney per month*	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.
Law: *Amount of funds generated through tax litigation*	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.
Library: *Percent of adult literacy program participants progressing by at least one grade level*	Measure dropped because the program is not administered or funded by the Library. Measurement was contingent on supplemental funding that was not approved.
New Orleans Recreation Development Commission: *Number of recreation center program participants*	Target increased from 6,000 to 20,250 because tennis center program participation was not considered in setting the original target.
New Orleans Police	Target increased from 3 to 5 because

Department: *Number of recruit classes*	funding was provided for 5 classes.
Safety and Permits: *Average wait time (in minutes) to apply for any license or permit*	Target changed from 12 to 18 because the original target was determined to be too ambitious and, therefore, unachievable.
Safety and Permits: *Average wait time (in minutes) to apply for a new building permit*	Target changed from 12 to 18 because the original target was determined to be too ambitious and, therefore, unachievable.
Safety and Permits: *Average wait time (in minutes) to apply for a new occupational license*	Target changed from 12 to 18 because the original target was determined to be too ambitious and, therefore, unachievable.
Safety and Permits: *Average wait time (in minutes) to make a payment*	Target changed from 3 to 5 because the original target was determined to be too ambitious and, therefore, unachievable.
Traffic Court: *Conviction rate*	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.
Risk Management	*Number of worker days lost per claim was changed to this lag report measure*
Traffic Court: *Number of traffic citations received*	Measure changed to *Number of incoming traffic tickets*.
Traffic Court: *Number of citations*	Measure change to *Number of incoming infractions*.
Traffic Court: *Amount of assessed fines and fees*	Measure changed to *Value of infractions*.
Traffic Court: *Ratio of assessed fines and fees to fines and fees*	Measure changed to Amount *of collections*.

collected	
Youth Study Center: *Number of major incidents involving physical assault*	Target changed from 12 to 48 because the original target was set based on the expected number per quarter, rather than the year.

Citywide Outcome Measure Changes

Children and Families: *Teen birth rate*	Measure removed because current data is not available
Children and Families: *Percent of population with low access to a grocery store*	Measure removed because current data is not available
Children and Families: *Rate of food insecurity*	Measure removed because current data is not available

Glossary of Acronyms

ABO	Alcohol Beverage Outlet
AIDS	Acquired Immune Deficiency Syndrome
AQI	Air Quality Index
BFO	Budgeting for Outcomes
CAO	Chief Administrative Officer
CEA	Coastal and Environmental Affairs
CJIS	Criminal Justice Information Sharing
CoC	Continuum of Care
CPA	Capital Projects

	Administration
CPNC	Certificate of Public Necessity and Convenience
CPC	City Planning Commission
CPR	Cardiopulmonary Resuscitation
CSD	Client Services Division
CZO	Comprehensive Zoning Ordinance
DA	District Attorney
DBE	Disadvantaged Business Enterprise
D-CDBG	Disaster Community Development Block Grant
DOJ	Department of Justice
DPW	Department of Public Works
DWI	Driving While Intoxicated
EMD	Equipment Maintenance Division
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
GFOA	Government Finance Officers Association
GNOCHC	Greater New Orleans Community Health Connection
GO	General Obligation

GVRS	Group Violence Reduction Strategy
HDLC	Historic Districts Landmark Commission
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICMA	International City/County Management Association
ILEAP	Integrated Louisiana Educational Assessment Program
ITI	Information Technology and Innovation
LEAP	Louisiana Educational Assessment Program
LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
NIMS	National Incident Management System
NOEMS	New Orleans Emergency Medical Services
NOFD	New Orleans Fire Department
NOHD	New Orleans Health Department
NOHSEP	New Orleans Office of Homeland Security and Emergency Preparedness
NOMTRCB	New Orleans Mosquito, Termite, and Rodent Control Board

NOMA	New Orleans Museum of Art
NOPD	New Orleans Police Department
NOPJF	New Orleans Police and Justice Foundation
NORA	New Orleans Redevelopment Authority
NORDC	New Orleans Recreation Development Commission
OCD	Office of Community Development
OPA	Office of Performance and Accountability
OPD	Orleans Public Defenders Office
OPSE	Office of Police Secondary Employment
OSHA	Occupational Safety and Health Administration
PIT	Point in Time Homelessness Count
PSH	Permanent Supportive Housing
RCS	Revenue Collection System
ROSC	Return of Spontaneous Circulation
RPC	Regional Planning Commission
RTA	Regional Transit Authority
SLA	Service Level Agreement
VCC	Vieux Carré Commission
WIC	Women, Infants, and

	Children Program
WNV	West Nile Virus
YSC	Youth Study Center
YTD	Year-To-Date

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Useful Links

City of New Orleans website: www.nola.gov
OPA website: www.nola.gov/opa
City open data portal: data.nola.gov
Capital and Recovery Projects
Comprehensive Annual Financial Reports
NOPD Crime Maps

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.