

Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion. We provide unbeatable customer service 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 and financial assets. We leave the city in better physical and fiscal condition than when we got here.

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.

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.

Result Area: Public Safety
Goal: Ensure the public's safety and serve our citizens with respect and dignity.
Objective 1.1 Reduce the number of murders to the lowest number in a generation by 2018
Key Outcome Measures <ul style="list-style-type: none"> • Number of murders
Strategies <ul style="list-style-type: none"> ★ 1.1.1 Implement NOLA FOR LIFE, the City's comprehensive murder reduction strategy
Objective 1.2 Ensure safe and secure neighborhoods
Key Outcome Measures <ul style="list-style-type: none"> • Rate of violent crime per 100,000 population • Rate of property crime per 100,000 population • Average number of minutes from receipt of top priority police calls to arrival on scene
Strategies <ul style="list-style-type: none"> 1.2.1 Prevent illegal activity 1.2.2 Intervene when conflicts occur to resolve them non-violently 1.2.3 Enforce the law with integrity 1.2.4 Effectively and fairly administer justice ★ 1.2.5 Increase the size of the New Orleans Police Department (NOPD) through recruitment and retention to improve the presence and responses of officers
Objective 1.3 Rebuild citizen confidence in the NOPD
Key Outcome Measures <ul style="list-style-type: none"> • Percent of citizens reporting feeling safe in their neighborhood (NOCC survey) • Percent of citizens reporting confidence in NOPD (NOCC survey) • Percent of citizens rating police protection good or very good (UNO Quality of Life Survey)
Strategies <ul style="list-style-type: none"> ★ 1.3.1 Update NOPD policies and operations and comply with NOPD consent decree 1.3.2 Employ proactive policing and positive community engagement 1.3.3 Support oversight entities to promote transparency, accountability, and trust
Objective 1.4 Prepare for, mitigate, and effectively respond to emergencies and special events
Key Outcome Measures <ul style="list-style-type: none"> • Number of fires per 1,000 structures (residential, commercial, and industrial)
Strategies <ul style="list-style-type: none"> 1.4.1 Respond to emergencies, including total response for fire, medical, and police, effectively 1.4.2 Plan and prepare for disasters ★ 1.4.3 Deploy assets effectively and efficiently and within expected resources ★ 1.4.4 Maintain high quality building standards
Objective 1.5 Right size the jail population to focus resources on the offenders that pose the highest risk to public safety
Key Outcome Measures <ul style="list-style-type: none"> • Average daily number of inmates in the Orleans Parish Prison • Average number of days from case acceptance to disposition by the court
Strategies <ul style="list-style-type: none"> ★ 1.5.1 Increase the use of pretrial assessment and supervision ★ 1.5.2 Introduce risk-based probation supervision practices and reduce the time violators await a hearing with sentencing judge ★ 1.5.3 Identify court and case processing efficiencies, such as simultaneous prosecution of pending charges, reduction in continuances, reduction in the time between arrest and arraignments and procedures to monitor court calendars ★ 1.5.4 Increase use of municipal summonses in lieu of arrest for appropriate crimes ★ 1.5.5 Facilitate transfer of state and out-of-parish detainees to the appropriate jurisdictions 1.5.6 Coordinate the criminal justice system

1.5.7	Rehabilitate the incarcerated so that they do not recidivate
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Result Area: Open, Effective, and Innovative Government

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

Objective 2.1 Exercise effective management and accountability for the City's fiscal and physical resources, and facilitate the legal and administrative work of governmental bodies serving City residents

Key Outcome Measure

- Bond ratings (S&P, Fitch, Moody's)
- Percent of General Fund unreserved fund balance target and emergency reserve account funded

Strategies

- ★ 2.1.1 Effectively steward the City's financial resources including reigning in long-term liabilities, effectively collecting all revenues, and right-sizing budgets to better meet the needs of citizens
- 2.1.2 Manage the City's information and analyze and use the City's performance data to improve decision-making and promote accountability
- 2.1.3 Manage vendor relationships and provide oversight of City contracts
- 2.1.4 Responsibly maintain and track the City's capital assets
- ★ 2.1.5 Enshrine into law the best-practice reforms of the City's procurement system
- 2.1.6 Govern the City with integrity and accountability
- 2.1.7 Defend the City's legal interests
- 2.1.8 Promote civic engagement
- 2.1.9 Facilitate, link, and leverage resources with external organizations
- 2.1.10 Implement innovative projects that enable the achievement of citywide outcomes and that provide long-term value, including projects that improve technology and relationships with City's customers

Objective 2.2 Attract, develop, and retain public servants, throughout City government, empowered to deliver high-quality customer service through the Great Place to Work initiative

Key Outcome Measures

- Percent of employees engaged and satisfied

Strategies

- 2.2.1 Cultivate a high-quality City workforce
- 2.2.2 Provide fair and reasonable pay and benefits to City employees and retirees
- ★ 2.2.3 Promote and implement staff training and leadership development

Objective 2.3 Provide top-notch customer service

Key Outcome Measure

- Percent of citizens rating overall government services good or very good (UNO Quality of Life Survey)

Strategies

- ★ 2.3.1 Continue to improve and add services for the One Stop Shop for permitting and licensing
- ★ 2.3.2 Continue development and enhancement of NOLA311 call center for complaints and information and service requests

Result Area: 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.

Objective 3.1 Improve health outcomes for City residents, becoming one of the top 10 fittest cities by 2018

Key Outcome Measures

- Percent of adults reporting fair or poor health
- Life expectancy
- American Fitness Index ranking (metro) (American College of Sports Medicine)
- Percent of citizens rating health services good or very good (UNO Quality of Life Survey)

Strategies

- 3.1.1 Improve access to healthcare for city residents including access to primary care and mental health services
- 3.1.2 Provide public health services to City residents, including community health education and preventing the spread of communicable diseases

Objective 3.2 Provide high-quality cultural and recreational opportunities to City residents and visitors

Key Outcome Measures

- Percent of citizens satisfied with parks and recreation (UNO Quality of Life Survey)
- Amount of private and philanthropic funds raised to support the New Orleans Recreation Development Commission (NORDC)

Strategies

- 3.2.1 Provide recreational opportunities to residents
- 3.2.2 Support cultural institutions, individuals and experiences
- ★ 3.2.3 Achieve national accreditation of NORDC

Objective 3.3 Support the development of strong and resilient citizens, including youth, becoming the first city with no failing schools by 2018

Key Outcome Measures

- Percent of schools with an academically acceptable letter grade
- High school graduation rate
- LEAP test passage rates
- Percent of population who are active library cardholders

Strategies

- 3.3.1 Support increased student achievement and school success, including closing achievement gaps
- 3.3.2 Encourage the development of strong and resilient families
- 3.3.3 Support the social and emotional needs of youth
- ★ 3.3.4 Institute the Welcome Table initiative on race and racial disparities
- ★ 3.3.5 Create convenient access to places that provide children and families with technology, reading materials and community space to improve literacy

Objective 3.4 Facilitate the provision of effective human services to City residents, ending chronic and family homelessness by 2020

Key Outcome Measures

- Homeless Point in Time Count
- Food Insecurity Rate (US Department of Agriculture, Feeding America)
- Percent of population with low access to a grocery store

Strategies

- 3.4.1 Reduce homelessness by implementing the Mayor's Ten-Year Plan to End Homelessness
- 3.4.2 Ensure a safety net of needed services is available to all residents
- 3.4.3 Ensure residents' access to a variety of healthy nutritional options
- 3.4.4 Honor the service of veterans and wounded warriors by recognizing their unique needs

Result Area: Sustainable and Resilient Communities

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

Objective 4.1 Maintain and improve public infrastructure

Key Outcome Measures

- Percent of citizens rating condition of streets good or very good (UNO Quality of Life Survey)
- Mean travel time to work
- Percentage of workers commuting to work by means other than driving alone (including carpooling, public transportation, biking, and walking)
- Percent of citizens rating drainage/flood control good or very good (UNO Quality of Life Survey)
- Percent of citizens rating public transportation good or very good (UNO Quality of Life Survey)
- Percent of citizens rating control of traffic congestion good or very good (UNO Quality of Life Survey)

Strategies

- ★ 4.1.1 Maintain and improve road surface infrastructure, including implementation of Recovery Roads program and Sewerage and Water Board water and sewer line replacement
- 4.1.2 Consistently implement the Complete Streets philosophy in streets investments
- ★ 4.1.3 Effectively administer the City's capital improvements program to include significant investments in parks, playgrounds, libraries, community centers, and public safety facilities
- ★ 4.1.4 Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods, including implementation of the Urban Water Plan
- ★ 4.1.5 Expand transportation options for residents to encourage mass transit, including bus and streetcar development, and bike sharing

Objective 4.2 Promote and maintain quality neighborhoods and green spaces

Key Outcome Measures

- Percent of parcels in fair or good condition
- Percent of citizens rating control of trash and litter / trash pickup good or very good (UNO Quality of Life Survey)
- ParkScore (based on acreage, service and investment, and access) (Trust for Public Land)
- Percent of citizens rating zoning good or very good (UNO Quality of Life Survey)
- Percent of households paying more than 30% of income on housing

Strategies

- ★ 4.2.1 Maintain current strategies and launch new strategies for blight
- 4.2.2 Provide access to quality, affordable, secure housing
- 4.2.3 Provide effective sanitation services to residents and businesses
- 4.2.4 Protect and preserve parks and other green spaces
- 4.2.5 Regulate land use to support safe, vibrant neighborhoods and preserve historic properties
- ★ 4.2.6 Enhance access and use of the riverfront area to improve the quality of life of riverfront neighborhoods including development of Crescent Park and other public green spaces along the Mississippi River
- ★ 4.2.7 Implement plans to spur investment along the Claiborne Corridor including Choice neighborhoods investments in the greater Iberville/Tremé neighborhood
- ★ 4.2.8 Develop an implementation strategy for the next phase of the Lower 9th Ward
- ★ 4.2.9 Bring transformational commercial redevelopment projects to underserved neighborhoods, such as New Orleans East
- ★ 4.2.10 Develop and implement a master plan for lakefront communities, including West End and the Municipal Yacht Harbor
- ★ 4.2.11 Implement the Comprehensive Zoning Ordinance
- ★ 4.2.12 Improve commitment to monitoring and enforcing environmental health

Objective 4.3 Promote energy efficiency and environmental sustainability to improve resiliency

Key Outcome Measures

- Percent of days with healthy air quality (EPA)
- Number of health based drinking water violations (EPA)
- Number of certified green buildings (US Green Building Council)
- Number of land acres in Orleans Parish (US Geological Survey)
- Percent of City's streetlight network retrofitted with LED technology

Strategies

- 4.3.1 Restore the city's marshes and coastline
- 4.3.2 Promote green energy and other sustainability measures
- 4.3.3 Remediate brownfields, lead, and other environmental hazards
- ★ 4.3.4 Replace and repair streetlights with energy efficient technology
- ★ 4.3.5 Develop and implement a resiliency master plan under the direction of a Chief Resiliency Officer
- ★ 4.3.6 Promote recycling
- ★ 4.3.7 Develop an effective solid waste management plan and implement new strategies in order to increase the services available to residents

Result Area: Economic Development	
Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.	
Objective 5.1 Promote business growth and job creation	
Key Outcome Measures <ul style="list-style-type: none"> • Population • Number of jobs • Number of high wage jobs • Number of cultural industry jobs • Amount of tourism spending • Amount of sales taxes generated 	
Strategies <ul style="list-style-type: none"> ★5.1.1 Implement ProsperityNOLA, a plan to drive economic growth for 2018, with a focus on advanced manufacturing, bioinnovation and health services, creative digital media, sustainable industries, and transportation trade and logistics ★5.1.2 Use major projects to drive job growth, including the Armstrong International Airport terminal rebuild, the Sewerage and Water Board rebuild, the World Trade Center redevelopment, and other large projects 5.1.3 Ensure predictable, transparent, and efficient permitting processes 5.1.4 Provide support for world-class special events ★5.1.5 Continue to attract, retain, and incentivize development of retail ★5.1.6 Create an enabling environment for a strong entrepreneurial ecosystem ★5.1.7 Expand small business education 	
Objective 5.2 Develop and train the local workforce, and connect residents with jobs, to ensure low unemployment rates	
Key Outcome Measures <ul style="list-style-type: none"> • Unemployment rate • Workforce participation rate by race and gender • Percent of population with some college, and bachelor's degree or higher • Percent of households in the middle class • Median household income by race and ethnicity • Amount of private and philanthropic funds raised to support JOB1 Business and Career Solutions 	
Strategies <ul style="list-style-type: none"> 5.2.1 Provide access to work opportunities to youth and other vulnerable populations 5.2.2 Promote workforce development and skills training to meet employers' needs 5.2.3 Link employers to the local workforce ★5.2.4 Ensure the people of New Orleans rebuild New Orleans through policies and programs aimed at keeping jobs for local residents ★5.2.5 Expand re-entry employment services to support ex- offenders' efforts to integrate back into society ★5.2.6 Encourage the private sector to invest in summer youth employment 	
★Objective 5.3 Promote an environment of equal opportunity for socially and economically disadvantaged businesses	
Key Outcome Measure <ul style="list-style-type: none"> • Percent of City contract value awarded to disadvantaged business enterprises (DBEs) 	
5.3.1 Expand and institutionalize the disadvantaged business enterprises program 5.3.2 Monitor new and existing contracts and bidding schedules in an effort to identify opportunities for DBEs 5.3.3 Ensure DBEs have access to all recognized Charter entities, including boards and public benefit corporations, and contract opportunities	

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| 5.3.4 | Implement an ongoing outreach program with a focus on targeted opportunities for DBEs |
| 5.3.5 | Enhance collaboration with partners and stakeholders |