

OFFICE OF THE MAYOR

EXECUTIVE ORDER HM 26-03

CITYWIDE STREET MAINTENANCE PROGRAM

WHEREAS, safe, reliable streets and sidewalks are essential to public health, safety, mobility, commerce, and neighborhood quality of life;

WHEREAS, the City of New Orleans has an ongoing need for timely street and sidewalk maintenance activities, including pothole repair, base failures, patching, roadway surface maintenance, striping support coordination, and related right-of-way work;

WHEREAS, the City has historically relied on contracted services to complete street and sidewalk maintenance and repair work; and

WHEREAS, the Mayor finds that establishing a permanent, in-house street maintenance unit within the Department of Public Works (“DPW”) can (i) improve responsiveness and accountability, (ii) reduce avoidable costs and delays, (iii) strengthen resilience during emergencies and major events, and (iv) better leverage City personnel and equipment year-round;

NOW THEREFORE, I, HELENA MORENO, pursuant to the authority vested in me as the Mayor of the City of New Orleans by Section 4-206(3) and Section 4-104 of the New Orleans Home Rule Charter and other applicable law, **DO HEREBY ORDER AS FOLLOWS**:

1. **Purpose.** This Executive Order establishes a program to evaluate the creation of a permanent, in-house Street Maintenance Unit within DPW and directs a time-limited assessment and planning process to reduce reliance on outsourcing where appropriate. This Order requires:

- an inventory of DPW’s current in-house street maintenance capacity, staffing, equipment, and productivity;
- an analysis of the City’s outsourcing practices related to street maintenance and identification of functions that can be internalized;
- a multi-year staffing, equipment, and budget plan to support a permanent unit; and
- a 100th-Day Street Maintenance Program Proposal including a recommended staffing model, implementation schedule, and cost and/or cost-savings estimates.

2. Street Maintenance Unit.

A. DPW shall establish a permanent, in-house operational unit to be known as the Street Maintenance Unit (“Unit”), responsible for year-round street maintenance and repair functions as determined by DPW and consistent with law, budget authority, and operational needs.

B. The Unit shall be structured to perform, at a minimum, core activities that may include:

1. pothole response and patching (i.e., hot mix and cold patch, as seasonally appropriate);
2. sidewalks, curbs, ramps, and other concrete work
3. small-area asphalt repairs and roadway surface maintenance;
4. base failure triage and temporary stabilization where appropriate;
5. right-of-way hazard mitigation related to roadway defects (including work zone safety set-up);
6. coordination support for striping and signage restoration after repairs as applicable; and
7. such other street maintenance functions as DPW may assign that are consistent with capability and budget.

C. Nothing herein is intended to limit DPW’s authority to procure contracted services when necessary for specialized work, surge capacity, or major reconstruction projects.

3. Governance and Implementation.

A. DPW shall serve as the lead agency responsible for development and implementation of the Unit and the requirements of this Order.

B. The Deputy Chief Administrative Officer for Infrastructure (or designee) shall provide executive oversight and ensure coordination with relevant departments, including the CAO, Human Resources, Procurement, and Finance.

C. Within 10 days of the effective date, DPW shall designate a Program Lead and establish a cross-functional project team, including representatives from the following departments:

1. DPW operations and street maintenance leadership;
2. CAO;
3. Finance; and
4. Risk Management/Safety.

4. Required Inventory of Current In-House Capacity and Workforce Needs.

A. Within 30 days of the Effective Date, DPW shall complete an inventory of current in-house street maintenance capacity, including:

1. current staffing levels by job classification and assigned duties;
2. current equipment inventory and condition (e.g., trucks, patch trucks, rollers, compactors, signage, personal protective equipment, traffic control devices, tools, etc.);
3. existing work order processes, dispatch/triage protocols, and productivity metrics (e.g., potholes repaired per crew per day);
4. training requirements, certifications, safety protocols, and supervisory capacity; and
5. constraints that limit delivery (e.g., equipment downtime, staffing shortages, materials procurement, routing inefficiencies, etc.).

B. DPW shall also identify workforce needs necessary to support a permanent Unit, including:

1. baseline crew structure and supervisory ratios;
2. projected staffing required for routine operations and surge events;
3. recommended recruiting sources and training pipeline; and
4. proposed changes to job classifications or pay policies needed to support retention and performance (subject to applicable law and approvals).

5. Analysis of Outsourcing Practices and Internalization Opportunities.

A. Within 60 days of the Effective Date, DPW, in coordination with the CAO, shall prepare an analysis of the City's outsourcing practices related to street maintenance, including:

1. inventory of relevant contracts, scopes of work, vendors, contract terms, unit prices, performance measures, and renewal timelines;
2. historical and current spending and funding sources (including operating versus capital; grants where applicable);
3. performance assessment of outsourced functions (e.g., response times, quality, warranty/defects, change orders, and administrative overhead); and
4. operational dependencies and constraints that drive outsourcing (e.g., equipment gaps, staffing gaps, seasonal demand, and specialized capabilities).

B. The foregoing analysis shall identify functions that can be internalized, in whole or in part, and make recommendations regarding barriers to implementation, including:

1. work types suitable for City crews (e.g., pothole patching, small asphalt repairs, hazard mitigation, limited base stabilization);
2. work types that should generally remain outsourced due to specialization, scale, or capital nature (e.g., major resurfacing, full-depth reconstruction, specialized pavement testing);
3. a recommended “make vs. buy” framework for DPW decision-making; and
4. operational and legal considerations affecting internalization (procurement rules, labor agreements, safety requirements, and budget controls).

6. **Cost, Cost-Savings, and Budget Impact Estimates.** As part of the program, DPW, in coordination with the CAO, shall develop cost and/or cost-savings estimates for internalizing identified functions, including:

- labor costs (i.e., wages, benefits, overtime assumptions, and training);
- equipment acquisition and lifecycle costs (i.e., purchase/lease, maintenance, depreciation where applicable);
- materials costs (e.g., asphalt, aggregate, concrete, barricades, signage, PPE, etc.);
- indirect/overhead costs (i.e., supervision, administrative support, facilities);
- projected contract reductions or avoided future contract escalations; and
- qualitative benefits (i.e., faster response, better accountability, resilience) and how they will be measured.

7. **Multi-Year Staffing, Equipment, and Budget Plan.** As part of the program, DPW shall develop a multi-year implementation plan (covering a minimum three years) for the Unit, including:

- phased hiring plan;
- equipment acquisition plan and replacement schedule;
- materials supply strategy (including procurement approach for asphalt and related materials);
- training and safety program plan;
- operations model (including dispatch/triage, work order intake, routing, performance management);
- performance metrics and reporting schedule; and
- budget plan identifying operating and capital funding needs and potential funding sources.

The multi-year plan shall identify immediate opportunities that can be implemented within existing authority and resources, and longer-term initiatives requiring budget or policy changes.

8. Final Deliverable: Street Maintenance Program Proposal.

A. No later than 100 days from the Effective Date, DPW shall submit to the Mayor, through the Deputy CAO for Infrastructure and the CAO, a Street Maintenance Program Proposal that includes, at minimum:

1. an executive summary and stated goals;
2. capacity inventory;
3. outsourcing/internalization analysis;
4. cost and/or cost-savings estimates with assumptions;
5. multi-year staffing, equipment, and budget plan; and
6. a recommended staffing model for the Unit

B. The proposal shall include recommended accountability mechanisms, including monthly reporting of key performance indicators (“KPIs”) such as:

1. pothole repair cycle time;
2. number of repairs completed;
3. crew productivity metrics;
4. safety incidents; and
5. cost per repair (including in-house vs. outsourced comparisons where feasible).

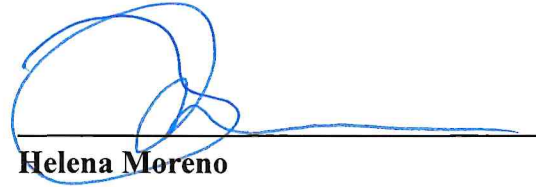
9. Cooperation; Data and Reporting. All City departments and offices shall cooperate with DPW in providing data and assistance needed to fulfill this Order. DPW shall maintain documentation supporting its analyses and assumptions and shall provide periodic updates as requested by the Mayor, Deputy CAO for Infrastructure, or CAO.

10. Effective Date. This Order is effective immediately upon signature.

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

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

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



Helena Moreno
Mayor
City of New Orleans