

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.

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.

Results Maps

Result Area: Public Safety Goal: Ensure the public's safety and serve our citizens with respect and dignity.	
<i>Objectives and Strategies</i>	<i>Outcome Measures</i>
Rebuild citizen confidence in public safety offices 1. Reform NOPD policies and operations 2. Employ proactive policing and positive community engagement 3. Support oversight entities to promote transparency, accountability, and trust	• Percent compliance with consent decrees • Citizens reporting feeling safe in their neighborhood (NOCC survey) • Citizen confidence in NOPD (NOCC survey)
Ensure safe and secure neighborhoods, and reduce the murder rate 1. Prevent illegal activity 2. Intervene when conflicts occur to resolve them non-violently 3. Enforce the law with integrity 4. Effectively and fairly administer justice 5. Rehabilitate the incarcerated so that they do not recidivate 6. Coordinate the criminal justice system	• Homicide rate • Violent crime rate • Property crime rate • Felony recidivism rates • Average time to disposition • Fatal traffic accidents per 1,000 population
Prepare for, mitigate, and effectively respond to emergencies 1. Respond to emergencies, including fire and medical, effectively 2. Plan and prepare for disasters	• Fires per 1,000 structures (with detail on residential, commercial, and industrial structures) • Fatalities due to fire • Cardiac arrest with pulse at delivery to hospital • Percent of City plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant

Result Area: Open and Effective Government

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

<i>Objectives and Strategies</i>	<i>Outcome Measures</i>
Exercise effective management and accountability for the City's physical resources 1. Effectively steward the City's financial resources 2. Manage the City's information and analyze the City's performance data 3. Manage vendor relationships and provide oversight of City contracts 4. Responsibly support the City's capital assets	• Bond ratings (S&P, Fitch, Moody's) • Comprehensive Financial Statement Audit Opinion • Property tax collection rate (two year) • Satisfaction with ITI services • Average number of respondents to bids and RFPs
Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service 1. Cultivate a high-quality City workforce 2. Provide fair and reasonable benefits to City employees and retirees	• Turnover rate • Employee engagement and satisfaction (specific questions TBD from an internal survey)
Facilitate the legal, administrative, and policy work of governmental bodies serving City residents 1. Govern the City with integrity and accountability 2. Defend the City's legal interests 3. Promote civic engagement 4. Facilitate, link, and leverage resources with external organizations	• Citizen satisfaction with overall government services (UNO Quality of Life Survey) • Philanthropic resources secured

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.

<i>Objectives and Strategies</i>	<i>Outcome Measures</i>
Improve health outcomes for City residents 1. Improve access to healthcare for city residents (including access to mental health services) 2. Provide public health services to City residents, including community health education and preventing the spread of communicable diseases	• Rate of low birth weight babies • County Health Ranking (University of Wisconsin) • American Fitness Index ranking (metro) (American College of Sports Medicine)
Support the development of strong and resilient youth and families, including children in schools 1. Support increased student achievement and school success, including closing achievement gaps 2. Encourage the development of strong and resilient families 3. Support the social and emotional needs of youth	• Graduation rate • LEAP test passage rates • Teen pregnancy rate • Truancy rate
Provide high-quality cultural and recreational opportunities to City residents and visitors 1. Support cultural institutions and experiences 2. Provide recreational opportunities to residents	• Citizen satisfaction with culture and recreational opportunities (UNO Quality of Life Survey) • Registered arts and culture nonprofit organizations per 100,000 population
Facilitate the provision of effective human services to City residents 1. Provide quality, secure housing to residents and reduce homelessness 2. Ensure a safety net of needed services is available to all residents 3. Ensure residents' access to a variety of healthy nutritional options 4. Honor the service of veterans and wounded warriors by recognizing their unique needs	• Point-in-Time homelessness count • Food Insecurity Rate (US Department of Agriculture, Feeding America)

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.**

<i>Objectives and Strategies</i>	<i>Outcome Measures</i>
Promote business growth and job creation 1. Foster a business-friendly regulatory environment, including streamlining the permitting process 2. Promote an environment of equal opportunity for a diverse supplier pool 3. Aggressively seek to attract new business and retain existing businesses 4. Provide support for world-class special events	• Job growth (metro) • High wage job growth • Cultural industry job growth • Tourism growth (metro) • Population growth • Value of residential and commercial construction • Office, retail, and warehouse space occupancy rates (deviation from mean of benchmark jurisdictions) • Sales taxes generated • Occupational license growth
Develop and train the local workforce, and connect residents with jobs 1. Provide access to work opportunities to youth and other vulnerable populations 2. Promote workforce development and skills training to meet employers' needs 3. Link employers to the local workforce	• Unemployment rate • Average annual wages • Gross Metro Product (GMP) per job • Educational attainment (proportion of population with some college, and bachelor's degree or higher) • Size of the City's middle class (proportion of households by national income quintiles) • Median household income by race and ethnicity

Result Area: 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.

<i>Objectives and Strategies</i>	<i>Outcome Measures</i>
Maintain and improve public infrastructure 1. Maintain and improve road surface infrastructure 2. Consistently implement Complete Streets philosophy in streets investments 3. Effectively administer the City's capital improvements program 4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	• Citizen perceptions of condition of streets (UNO Quality of Life Survey) • Mean travel time to work (American Community Survey) • Percentage of workers commuting to work by means other than driving alone (including carpooling, public transportation, biking, and walking)
Promote Quality Neighborhoods 1. Reduce blighted properties by 10,000 by the end of 2014 2. Provide effective sanitation services to residents and businesses 3. Protect and preserve parks and other green spaces 4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties	• Blighted residential addresses or empty lots (GNOCDC analysis of USPS data) • Citizen perceptions of parks and recreation (UNO Quality of Life Survey) • Citizen perceptions of trash pickup (UNO Quality of Life Survey) • Citizen perceptions of general quality of life (UNO Quality of Life Survey) • ParkScore (based on acreage, service and investment, and access) (Trust for Public Land)
Promote energy efficiency and environmental sustainability 1. Restore the City's marshes and coastline 2. Promote green energy and other sustainability measures 3. Remediate brownfields, lead, and other environmental hazards	• Percentage of days with healthy air quality (EPA) • Health based drinking water violations (EPA) • Certified green buildings (US Green Building Council) • Land acres in Orleans Parish (US Geological Survey)

Result Area: Innovation**Goal: Develop and implement innovative programs that transform the City, improve City services and promote efficiency*****Objectives and Strategies*****Implement projects that enable the achievement of citywide outcomes and that provide long-term value**

1. Implement projects that improve stewardship of the City's assets
2. Implement projects that improve relationships with the City's customers
3. Implement projects that cultivate a high-quality City workforce
4. Implement projects that integrate the City's financial information
5. Implement projects that improve the quality of the City's technology investments
6. Implement projects that improve the selection and oversight of vendors

Outcome Measures

- Marginal value generated (through increased revenues or decreased cost) from Innovation Project Management Office projects
- Funded Innovation Project Management Office projects that achieve milestones on-time and on-budget