



FIRST PROGRESS REPORT

2018 PLATFORM



JANUARY 2020



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INTRODUCTION

Forward New Orleans (FNO) is a coalition of 25 civic, neighborhood, and business organizations united in their expectation of excellence in city government through efficiency, accountability, transparency, fiduciary responsibility and best practices. Since 2010, FNO has created issue-based platforms surrounding municipal elections; in conjunction with the 2018 municipal elections, FNO released an updated platform for specific action on six priority issues. FNO sought pledges of support from mayoral and City Council candidates, and those candidates' pledges became post-election mandates for action. We now release FNO's First Progress Report on our elected officials' progress toward achieving the platform's objectives. The 2018 Municipal Elections Platform and this progress report can be found at forwardneworleans.com.

As in previous progress reports, we assign a ● when elected officials have fulfilled the mandate or made significant progress to reasonably support a conclusion that the mandate will be filled during the current term, a ◆ when they have made credible progress toward all or a portion of the mandate, and a ● when insufficient progress has been made. At the release of this report, elected officials had fulfilled or made significant progress on 43% of the Platform directives.

Since the release of the Platform, a new Mayor has taken office, and five new Councilmembers have joined the City Council. The Mayor set as her first-year priorities: improving public safety, investing in infrastructure, expanding economic opportunity, and changing the culture of City Hall – all of which are goals shared by FNO. The City Council, for its part, has been vocal and active on issues of infrastructure, inclusion, and public safety. City accomplishments of note include increased investment in green infrastructure and stormwater management, including advancing projects that will delay the flow of up to 30 million gallons of water into the drainage system during a rain event; continued investment in public safety technology and analytics, including crime cameras, the Real-Time Crime Center, and the Analytics Unit, which allow for smarter policing and serve as force multipliers; and ongoing support for small and minority-owned businesses, including the unbundling of large contracts to allow smaller businesses the opportunity to serve as prime contractors.

We commend the City and its many partners for accomplishing significant progress in many Platform areas thus far. But, serious issues remain. Recruiting and retaining a sufficient number of police officers continues to be a challenge. The City continues the fiscally imprudent practice of using one-time money for recurring expenses. Adopted civil service reforms have yet to be meaningfully implemented, making it difficult for City departments and agencies to hire the talent they need to operate effectively. Vendors and contractors still face inexcusable payment delays for goods and services provided to the City. With over two years left in this term, the City is poised to develop thoughtful and strategic plans to address these critical issues, and FNO stands ready to provide any useful support.

FNO will stay vigilant in monitoring and advocating for continued action where it is needed most. Thank you for standing with us in this cause.

SYMBOL KEY



Elected officials have fulfilled the mandate or made significant progress to reasonably support a conclusion that the mandate will be fulfilled during the current term.



Elected officials have not fulfilled the mandate but have made credible progress towards all or a portion of the mandate.



Elected officials have not fulfilled the mandate and have made insufficient progress toward the action items pledged or the results required by the mandate.

ISSUE 1 Public Safety

— NOPD —

DEVELOP STRATEGY TO REDUCE VIOLENT CRIME

- Publish multi-year strategy to reduce violent crime
- Collaborate with local and national experts to identify most critical programs and units for reducing violent crime; build expert staff
- ◆ Complete implementation and protected funding
- Develop and publish metrics, measure success

GROW NOPD THROUGH ROBUST RECRUITMENT, RETENTION, HUMAN RESOURCES, AND TRAINING

- ◆ Professional recruiting program with full-time director and staff
- ◆ Human resources department with full-time director
- ◆ Recruiting plan that engages top candidates and tracks recruiting efforts
- HR policies to reduce attrition
- ◆ Nationally competitive salary and promotion opportunities
- ◆ State-of-the-art training facility with top director and staff
- Net increase in force of 50 officers per year

INVEST AND SCALE TECHNOLOGY

- Full implementation and maintenance of purchased technology
- Fully staff Crime Analytics Unit
- Invest in technology to improve efficiency and ease manpower demands

EMPOWER SUPERINTENDENT TO LEAD

- Appoint top-tier Superintendent
- ◆ Publish Superintendent performance guidelines, including metrics on recruitment, attrition, response times, and reduction of violent crime
- ◆ Demonstrate consistent progress
- Afford Superintendent sufficient policy-making discretion

IMPROVED INFRASTRUCTURE AND EQUIPMENT

- Recognize importance of infrastructure and include in decisions
- Commitment to fund fleet development
- ◆ Funding for infrastructure upgrades, including shooting range
- ◆ Replace outdated equipment; create master inventory list
- Evidence storage facility

— CRIMINAL JUSTICE SYSTEM —

INTEGRATED STRATEGIC PLANNING PROCESS

- ◆ Convene council of criminal justice agency heads within 12 months of taking office
- Robust support for diversion and re-entry
- Framework for regular communication among agency heads
- ◆ Depoliticize budget process

INSTITUTIONALIZE CONSENT DECREE REFORMS

- Commit to proactive policing
- Preserve court-approved objectives
- Annual reports on Consent Decree to Criminal Justice Committee
- Promote investment in reforms

SUPPORT OPSO CONSENT DECREE

- ◆ Support full implementation, including adequate medical and mental health housing
- ◆ Collaborate with Compliance Director to data-driven decisions on infrastructure and capacity
- ◆ Support consensus criminal justice plans

CITYWIDE PUBLIC SAFETY IMPROVEMENT PLAN

- ◆ Implement Citywide Public Safety Improvement Plan
- ◆ Timing and benchmarks to measure progress
- Ensure dedicated Convention Center funding is used strategically
- Recurring revenue for Real Time Crime Center
- ◆ Regular community outreach on citywide plan

PUBLIC-PRIVATE PARTNERSHIP FOR YOUTH AND FAMILY SERVICES

- ◆ Create and fund a public-private partnership for youth and family services
- Best-practice models to inform structure and mission
- Board of local experts, coordinate with healthcare, public schools, NORDC
- Strategic plan for coordinated service delivery

ISSUE 2 Infrastructure

DILIGENTLY ADMINISTER CAPITAL IMPROVEMENT PLAN

- ◆ Responsibly deploy \$2.4 billion of FEMA funding
- ◆ Preserve existing project prioritization
- ◆ Track spending on project basis
- Coordination with contractor community
- Track performance measure, report to City Council

- ◆ Plan for closing multi-billion-dollar gap needed for all infrastructure problems

IMPROVE COMMUNITY ENGAGEMENT

- Searchable website with street repair information
- Real-time updates on street closures
- Track streetlight and pothole repairs
- ◆ Robust community engagement

LEAD ON STORMWATER MANAGEMENT AND RESILIENCE

- ◆ Prioritize stormwater and green infrastructure across City agencies
- ◆ Long-term funding and workforce capacity
- Incorporate stormwater management wherever possible
- Incentivize stormwater retrofits on plots less than 5,000 square feet
- ◆ Implement and update Resilient New Orleans strategy

REVENUE SOURCE TO FUND DRAINAGE INFRASTRUCTURE

- ◆ Adopt S&WB's 10-Year Financial Plan
- ◆ Thorough analysis of funding options, including stormwater management fee
- ◆ Work with national experts on fee funding structure
- Community outreach and education on necessity of additional funding

FUNDING SOURCE FOR PREVENTATIVE MAINTENANCE

- ◆ Preserve \$2.4 billion for streets by funding a maintenance plan
- Spend street and traffic signal funds on dedicated purpose
- Fund preventative maintenance at \$30 to \$35 million per year
- Spend street related revenue on streets before seeking additional funds
- Safeguard and spend on streets

ISSUE 3 Economic Opportunity

EMPOWER NOLABA AS PRIMARY ECONOMIC ENGINE

- Commit to funding NOLABA at current or higher levels
- Make NOLABA the City's economic development arm
- Create a "closing fund"
- Develop performance measures around NOLABA programming
- Semi-annual reports to City Council

SUPPORT FOUNDATIONAL AND EMERGING INDUSTRIES

- Leader in foundational drivers, Port of New Orleans, Louis Armstrong Airport
- ◆ Promote and sustain hospitality industry
- ◆ Capitalize on emerging industries
- Work with local employers to respond to workforce needs

MAINTAIN OFFICE OF SUPPLIER DIVERSITY

- Support current funding and staffing for OSD
- Maintain aggressive goals for DBE participation
- Use B2GNOW to track DBE certifications
- Report on DBE participation to City Council
- Encourage DBE participation with trainings and capacity building
- Targeted outreach to DBEs on opportunities

PAY CITY CONTRACTORS TIMELY

- Ensure contractors who perform City work consistently paid in accordance with contract terms and Public Bid laws
- Relieve cash flow problems for small and disadvantaged businesses caused by delayed payment cycle
- Use existing technology to track and publicly report contractor payments
- ◆ Utilize mobilization fund to complement contractor payments

PRESERVE PROCUREMENT REFORMS AND INCREASE TRANSPARENCY ON CITY PROJECTS

- Continue reformed contracting procedures for City projects, RFQs, RFPs
- Go beyond Public Bid law notice requirements, develop opt-in notifications
- Use portal for outreach on new projects, bid delays, selection committee meetings, project cancellations, and other information
- Make City portal primary source of information for pre-award notification

ISSUE 4 City Services

CREATE STRATEGIC MOBILITY PLAN

- ◆ Participate in development, adoption, and implementation of RTA's 20-year Strategic Mobility Plan
- ◆ Advocate for responsible use of tax dollars to increase connectivity
- ◆ Collaborate with surrounding parishes on public transit
- ◆ Implement 4 regional connections by 2021

PARTNER WITH HOUSINGNOLA TO IMPLEMENT HOUSING FOR RESILIENT NEW ORLEANS FIVE-YEAR STRATEGIC PLAN

- Develop 7,500 affordable housing units by 2021
- Preserve existing measures on homeownership and affordable rental units
- ◆ Incentivize transit-oriented development
- ◆ Collaborate on implementation on five-year strategic plan

EXPAND COMMUNITY ENGAGEMENT AND INPUT ON LAND USE AND QUALITY OF LIFE

- Increase community participation in land use and development decisions
- Request CPC to study Neighborhood Participation Program
- Introduce legislation based on CPC study
- Up-to-date official neighborhood maps

SUPPORT HIGH QUALITY EDUCATION OPPORTUNITIES

- ◆ Align with Forward New Orleans for Public Schools
- Fund high-quality summer internships and career development
- ◆ Collaborate with OPSB to increase alignment between public education and workforce needs
- Advocate and financially support expanded early childhood programming

SUPPORT NORDC

- Preserve funding at current levels
- Maintain public-private partnership
- Protect and expand services and programming
- Identify new revenue streams

ISSUE 5 City Finance

COMMIT TO BALANCED BUDGET

- ◆ Maintain balanced budget each fiscal year of term
- ◆ Fidelity to budget practices, including Budgeting for Outcomes, collaboration with City Council and public, regular updates by Department of Finance, and department head accountability
- Work within recurring revenues
- Require four-year fiscal notes for legislation affecting the budget

PERFORMANCE MEASURES AND REPORTING

- Commit to data-driven accountability, performance measurement as budget tool
- Fully staff office dedicated to performance management and open data reporting
- Track department and program goals based on data analysis
- Performance reports to City Council semi-annually to guide budget decisions

LONG-TERM HEALTH OF MUNICIPAL PENSION SYSTEM

- ◆ Within six months of office, act to fund 85% of NOMERS liabilities within 10 years
- Package of reforms that supports long-term sustainability with appropriate oversight and management
- If already passed, implementation within six months of office
- ◆ Vigilantly monitor Fire Department and S&WB Pension systems

ENSURE ROBUST SALES TAX COLLECTION

- ◆ Develop performance measures, including number of audits and revenue collected as a result of audits
- Measure performance against comparable municipalities
- Publicly report on these measures on quarterly basis

IMPROVE CONTROLS FOR TRAFFIC AND MUNICIPAL COURT

- ◆ Legislation to require annual external audit
- ◆ Implement 2016 OIG recommendations, including

funding court operation entirely from general fund appropriations

- ◆ Implement changes in Court Consolidation Plan
- Develop a publicly accessible system that is searchable for case name, docket information, hearing dates, charges, and outstanding warrants/attachments

ISSUE 6 Civil Service

FULLY IMPLEMENT GREAT PLACE TO WORK REFORMS

- Complete meaningful implementation of GPTW within six months
- Publish analysis of rule implementation to date, compare performance with desired outcomes
- Foster atmosphere of collaboration between Civil Service and City departments
- Promote teamwork and innovative solutions to personnel challenges
- Be a change leader and cultivate culture of excellence at City Hall

PRESERVE AND EXPAND PERFORMANCE MEASURES

- ◆ Maintain and expand performance measures from job posting to hiring
- ◆ Use information to decrease hiring delays
- Publish performance measures on STAT dashboard

CONDENSE COMPENSATION AND JOB CLASSIFICATIONS

- Update and streamline salaries and classifications in accordance with study
- Adopt condensed classification system
- Prioritize staffing needs, fund salaries accordingly

ANNUAL EVALUATIONS OF CIVIL SERVICE SENIOR STAFF

- Publish workplans and performance standards for Executive Director and senior staff
- ◆ Ensure Commission and staff goals aligned
- ◆ Require annual evaluations based on performance standards

HOLD CIVIL SERVICE MEETINGS IN COUNCIL CHAMBERS

- Hold meetings in Council Chambers
- Televisе proceedings

ISSUE **1**
Public Safety



Public Safety — NOPD

IMMEDIATELY DEVELOP A SUSTAINABLE, EVIDENCE-BASED STRATEGY TO REDUCE VIOLENT CRIME.

Prioritize development and publication of a proactive, multi-year strategy to reduce violent crime, with clear programmatic priorities. Collaborating with local and national experts and partner agencies, make evidence-based decisions on the programs and units most critical for addressing violent offenders; build the expert staff necessary for uninterrupted operation. Ensure sustainability through complete implementation, with protected funding and resources. Develop and publish metrics to track performance; measure success through a data-driven analysis that identifies the most effective tactics on reducing violent crime.

Responsive to the FNO mandate, the New Orleans Police Department (NOPD) released the “New Orleans Police Department Strategic Plan: A Collaborative Model for Success,” in October 2019. The fundamental objective of the three-year plan is to reduce violent crime by “focus[ing] on chronic violent offenders [and] violent criminal networks in high crime locations to reduce gun violence and create safer communities.” In all, the plan lays out 35 specific strategies NOPD plans to implement to reach each of its six strategic goals, which include: reducing violent crime, Consent Decree compliance, strategic collaborations, community engagement, technology innovation, and ensuring adequate resources. NOPD is advancing this strategic plan through, among other approaches, ongoing collaboration with federal and state-level experts on violent crime, including the National Public Safety Partnership, which allows NOPD to tap into Department of Justice expertise and has contributed to a statistically significant reduction in gang-related crimes.

Correspondingly, Mayor Cantrell has

identified gun violence as a public health crisis in the City, and in August 2019, the Mayor’s Gun Violence Reduction Task Force released “A Generational Gun Violence Reduction Plan,” which calls for renewed focus on solving homicide cases and the creation of a gun violence prevention collective to ensure violence prevention programming is effectively delivered with measurable outcomes. This plan will synchronize City and nonprofit services to fund interventions and partnerships and evaluate the success of violence intervention strategies. The plan also seeks to improve police training, operations, and case management.

FNO has identified data-driven analysis as a best practice and among the most successful strategies for reducing violent crime. To that end, the City Council Criminal Justice Committee publishes on its website five different public safety dashboards, which provide data related to: (1) NOPD Consent Decree progress; (2) NOPD calls for service; (3) Orleans Parish jail population; (4) amounts of bond paid; and (5) traffic camera tickets. The Administration publishes fifteen criminal-justice-related data feeds to its ResultsNOLA website, organized around the objectives of “ensur[ing] criminal justice efforts result in a safer community” and “prevent[ing] crime and end[ing] cycles of violence.” The data is sortable and searchable by crime category, police district, and other fields.

NOPD utilizes Management Analytics for eXcellence (MAX) to identify the most effective policing tactics for improving public safety. At MAX meetings, NOPD leaders consider relevant crime and policing data, optimal management and policing strategies, and how best to engage in community policing in a way that most effectively reduces criminal activity.

FNO commends the progress of NOPD in reducing homicides in 2019 to their lowest level in nearly 50 years. However, non-fatal shootings remain high, increasing slightly in 2019. This development reinforces the continuing

need for effective implementation of a comprehensive, proactive, and data-driven strategy to permanently reduce violent crime in our city.

GROW NOPD THROUGH ROBUST RECRUITMENT, RETENTION, HUMAN RESOURCES, AND TRAINING POLICIES.

Grow the force by developing a robust, professional recruiting program with a full-time recruiting director and staff. Establish a recruiting plan based on existing hiring data with a clear, streamlined hiring process that identifies and actively engages top candidates, tracks recruiting efforts through performance metrics, and includes implementation of a branding campaign. Sufficiently staff a human resources department, with a full-time director, based on modern industry standards. Implement HR policies aimed at reducing attrition. Attract and retain officers through improved personnel policies, including nationally competitive compensation and promotion opportunities for officers designed to incentivize superior, long-term service. Support all officers by continuing to build a state-of-the-art training facility, with a top-tier director and staff, that includes diversified, experiential training and education opportunities. Using these strategies, commit to achieving a target net increase in force size of 50 officers each year.

Police departments nationwide are having difficulty recruiting and retaining officers, and NOPD is no exception. In 2019, NOPD failed to meet its target of 50 net additional officers, adding 109 new officers, while losing 100. NOPD expects 120 new recruits in 2020, but unless it can implement HR policies and strategies designed to retain officers and to reduce attrition, NOPD will again fall short of the net 50-officer target.

Officer pay at NOPD is on par with comparable municipalities, and NOPD operates a modern training facility guided by top-tier staff and offers frequent training opportunities. The department’s “Get Behind the Badge” branding campaign continues to attract applicants from within and outside the New Orleans region, and nearly five years since its relaunch, NOPD plans on

updating and modernizing the marketing campaign. In an effort to lessen the burden on applicants, the City's Civil Service Department added walk-in testing and designated bundle testing days, allowing applicants to complete multiple requirements in a single day. NOPD and Civil Service are also working towards offering long-overdue and promised national testing, which will allow candidates to sit for the police officer exam outside of New Orleans.

Though NOPD effectively attracts a considerable number of applicants, very few make it through the application process. Over 5,400 individuals applied to join NOPD as new recruits in 2019, but fewer than 3% were eventually offered employment. NOPD recruiting department, run by a full-time director and three staff members, must commit to developing a more robust recruiting plan that intentionally engages qualified applicants and focuses its limited resources on attracting the highest priority candidates.

INVEST IN AND SCALE TECHNOLOGY AS A FORCE MULTIPLIER.

Ensure the full implementation, maintenance, and operation of purchased technology. Continue to scale a fully-staffed and appropriately equipped Crime Analytics Unit dedicated to intelligence operations and data-driven enforcement. Identify and invest in the development of modern technology to complement existing measures, increase officer efficiency and effectiveness, and ease manpower demands.

The broad network of over 500 crime cameras installed throughout New Orleans is one of the most significant public safety technologies utilized by the City. Of these, 104 were added in 2019. Live feeds from the cameras are monitored by the staff of the Real Time Crime Center (RTCC), who provide real-time information and support to NOPD, the Fire Department, and Emergency Medical Services. Beyond the City's own cameras, RTCC also utilizes over 300 cameras from businesses and individuals who have shared their feeds under the Safecam program.

RTCC has demonstratively improved public safety and is estimated to have saved more than 6,000 public safety manpower hours. As utilization of the RTCC grows, FNO encourages the City to implement measures that will ensure the security and integrity of collected data, develop crime camera data retention policies, and increase community engagement and education on the capabilities, cost, and location of crime cameras throughout the city.

Consistent with this mandate, NOPD maintains an Analytics Unit at its headquarters. The Analytics Unit has responsibility for, among other things, intelligence briefings, situational awareness analysis, and strategic planning advice. By leveraging the efforts of the Analytics Unit, NOPD can expand its capacity to integrate data analysis into its police work without taking commissioned officers off the street. NOPD's strategic vision calls for embedding a crime analyst in each District, the Homicide Unit, and the Tactical Intelligence Gathering and Enforcement Response (TIGER) Unit.

EMPOWER AN APPOINTED SUPERINTENDENT TO LEAD WITH AUTONOMY AND ACCOUNTABILITY THROUGH PERFORMANCE METRICS ON PRIORITY ISSUES.

Appoint a top-tier Superintendent committed to cultivating a results-oriented culture of high-quality leadership, strict accountability, and community engagement. Develop, publish, and implement Superintendent performance guidelines designed to ensure a high-functioning force; include metrics around recruitment, attrition, response times, and reduction of violent crime. Demonstrate consistent progress in these key areas. Afford the Superintendent appropriate policymaking discretion and budgetary flexibility based on expertise.

In January 2019, the Mayor appointed Shaun Ferguson as NOPD Superintendent. Superintendent Ferguson has served NOPD in various capacities since 1998, including Commander of the 4th District, Commander of the 2nd District, and Commander of the Educational and Training Division,

which includes oversight of the Police Academy. Superintendent Ferguson identifies the reduction of violent crime and the net increase of officers as his primary goals. However, the Administration has yet to publish any specific performance targets or guidelines for the Superintendent.

During Superintendent Ferguson's first year in the role, the City has seen a decrease in homicides to their lowest numbers in nearly fifty years. In general, personal crimes are on the decline, with the notable exception of non-fatal shootings, which increased in 2019. Property crimes rose in 2019, with vehicle burglaries increasing by nearly 60%. The total number of officers has remained relatively flat, as attrition has kept pace with new recruits during the Superintendent's tenure. The City Council remains supportive of the Superintendent, and Councilmembers have demonstrated patience in allowing the Superintendent sufficient time for his policies and leadership to yield results. The Mayor has similarly shown continued confidence in the Superintendent and has afforded him appropriate policymaking discretion.

MAKE A LONG-TERM COMMITMENT TO IMPROVED INFRASTRUCTURE AND EQUIPMENT.

Recognize the importance of modern, functional infrastructure and equipment in creating a first-class police force, and make decisions around NOPD infrastructure improvements accordingly. Make a long-term funding commitment for fleet development and maintenance. Prioritize funding for necessary infrastructure upgrades, including a shooting range. Replace outdated officer equipment; create a master inventory to ensure efficient and transparent use of funds. Work with the Criminal District Court to improve evidence management, including plans and funding for expeditiously developing an appropriately located and monitored evidence storage facility.

The Administration and NOPD have identified an aging vehicle fleet as an obstacle to effective policing. A proposed 3-mill property tax, which would



have funded fleet replacement, failed to win voter approval in November 2019. The Administration and NOPD continue to publicly declare their commitment to replacing patrol cars and other “aged-out” vehicles, and are now seeking alternative mechanisms to fund the purchase of new vehicles in 2020.

Both NOPD and the City Council frequently note the lack of a shooting range within Orleans Parish as a hardship on officers and an added expense for the City, as officers must seek firing range time in St. Tammany or Plaquemines parishes in order to meet mandatory certification and recertification requirements. The Administration has listed a new shooting range as among its priority public safety infrastructure improvements and anticipates beginning construction in 2020.

NOPD has announced plans to begin construction on a new Crime Lab in early 2020. The facility will allow NOPD to conduct, for the first time, its own DNA analysis. Currently, NOPD must send DNA evidence to the Louisiana State Police crime lab for analysis, which results in significant delays. FNO applauds the City for including DNA analysis as a function of the Crime Lab.

Trial evidence is currently stored in the basement of the Criminal District Court under the supervision of the Clerk of Court. The facility is inadequate, unmonitored, and insufficiently secured. In recognition of this

constantly devolving situation, the Administration says it will commission plans for near-term improvements to the evidence room; however, to the extent the Administration has followed through with its commitment, those plans are not yet public.

Public Safety — Criminal Justice System

LEAD AN INTEGRATED AND STRATEGIC PLANNING PROCESS FOR ALL CRIMINAL JUSTICE AGENCIES.

Convene and participate in a council among criminal justice agency heads, including the Mayor, District Attorney, Sheriff, NOPD Superintendent, Public Defender, Clerks of Court, and Youth Study Center Superintendent, to develop a coordinated strategic plan for improving the criminal and juvenile justice systems within 12 months of taking office. Include robust support for diversion and prevention programming, as well as re-entry initiatives. Promote meaningful collaboration by creating a framework for regular communication among agency heads on these issues. Require a results-oriented approach that de-politicizes the integrated budgeting process, and make budgetary decisions that incentivize optimal interagency performance and public safety.

The Administration did not release a coordinated strategic plan for improving the criminal and juvenile justice systems within 12 months of taking office, as called for by this mandate. Nonetheless, FNO is encouraged by the Administration’s continued engagement in criminal justice coordination across multiple agencies and departments and through numerous programs.

The Mayor’s Office of Criminal Justice Coordination (OCJC) serves in a support role for the Sanford “Sandy” Krasnoff Criminal Justice Council (“SKNOCJC”), a body composed of criminal justice stakeholders including elected officials, agency heads, and community members. SKNOCJC meets bi-monthly to develop policy positions and suggest legislation to the Mayor and the City Council. SKNOCJC also decides the allocation and distribution of criminal justice grant funds for Orleans Parish as the official “pass-through” agency for the Louisiana Commission on Law Enforcement. OCJC also serves in a support role for the local Juvenile Detention Alternatives Initiative Collaborative, a national reform model designed to safely reduce reliance on secure detention of juveniles. OCJC connected over 400 residents re-entering from incarceration to a network of service providers to assist with immediate needs in 2019.

For the 2020 budget cycle, NOPD and the Juvenile Justice Intervention Center (JJIC) transitioned from Budgeting for



Outcomes to Zero-Based Budgeting, which is designed to optimize the use of municipal funds by tying expenditures to identifiable goals and removing duplication of efforts among different departments. All City agencies are expected to participate in Zero-Based Budgeting for the 2021 budget cycle. Theoretically, Zero-Based Budgeting will incentivize de-politicization of the budgetary process for all criminal justice agencies (and all municipal departments) and lead to optimal interagency performance.

INSTITUTIONALIZE AND SUSTAIN NOPD CONSENT DECREE REFORMS.

As the City transitions out of the NOPD Consent Decree, commit to proactive policing within constitutional parameters. Preserve and continue to abide by court-approved objectives, while advocating for an appropriate level of autonomy and flexibility when needed. Require annual reports on maintenance of Consent Decree reforms to the Criminal Justice Committee. Ensure that existing funding dedicated to Consent

Decree compliance and programming is preserved and remains in the NOPD budget; promote investment in reforms as a path to long-term sustainability.

Superintendent Ferguson has re-affirmed NOPD's commitment to proactive policing within constitutional parameters. NOPD actively utilizes the practice as a crime-fighting strategy, both by demonstrating a police presence in areas with elevated levels of criminal activity and by engaging directly with the public to learn their concerns. NOPD has worked to preserve and codify court-approved enhancements to its operations, while also making changes responsive to practical needs of the police force. Among other positive developments during the Cantrell Administration, NOPD has increased officer trainings, improved the quality of the Police Academy, and appointed an LGBTQ relations officer.

The City Council's Criminal Justice Committee requires and receives regular reporting on Consent Decree

progress on a more frequent than annual basis and maintains a dashboard reporting on various measures of NOPD performance in three subcategories related to the Consent Decree: Stop and Search, Misconduct Complaints, and Use of Force. The adopted 2020 budget allocates funds for Consent Decree compliance and programming but reduces such funding by \$1 million from 2019 levels, as compliance activities are further integrated into routine NOPD operations. NOPD reports it anticipates entering the two-year sustained compliance period at the beginning of 2020, meaning active NOPD Consent Decree monitoring should be complete by early 2022. NOPD's Professional Standards and Accountability Bureau is responsible for ensuring NOPD maintains Consent Decree initiatives beyond the conclusion of the sustained compliance period. Correspondingly, the Office of the Independent Police Monitor will continue to monitor constitutional policing on behalf of the community.

SUPPORT AND MONITOR IMPLEMENTATION OF JAIL REFORMS AND OPSO CONSENT DECREE OBJECTIVES.

Support and advocate for full, efficient implementation of court-approved jail plans, including the Medical/Mental Health Housing Plan and Consent Decree Remedial Action Plan. Collaborate with the Independent Jail Compliance Director to promote Consent Decree objectives and to ensure data-driven decision making on infrastructure and capacity. Support operational plans that have achieved consensus among criminal justice agencies. Support ongoing recruitment efforts and mandatory, top-tier training for jail personnel.

The March 2019 jail monitors' report praised ongoing reform efforts to advance towards OPSO Consent Decree compliance, though a majority of its mandates remain in "partial compliance" or "non-compliance." Medical and mental health housing for inmates remains a challenge for OPSO and the City. The Louisiana Department of Public Safety and Corrections informed OPSO that New Orleans inmates with

acute mental health issues, housed at the Elayn Hunt Correctional Center in St. Gabriel, will be removed in April 2020. In response, the U.S. District Court for the Eastern District of Louisiana ordered the City to immediately begin renovation of the existing Temporary Detention Center building to create adequate housing for inmates with serious mental health needs until a permanent facility can be constructed. The City anticipates renovations to the temporary facility to be completed in March 2020. The City is in the design phase for an 89-bed permanent facility for housing inmates with special needs. Though the City has not identified a construction start date, this facility will reportedly be completed in 2022.

Darnley Hodge took over as Jail Compliance Director in January 2018 and has generally maintained the support of the independent jail monitors. While still concerned about the level of violence within the jail, monitors praised Hodge's work to improve communications, training, and recruitment. Data on incidents of inmate violence and self-harm are closely monitored and are used to drive policy decisions on infrastructure and, to some extent, jail capacity.

In 2017, OPSO began offering Louisiana State Peace Officer Standards and Training certification, which upon completion, makes deputies eligible for an additional \$500 per month from the state. The Sheriff reports salary increases have improved deputy retention. Nevertheless, recruitment and retention of jail staff remains a challenge. In 2018, the jail hired 126 new employees and lost 201.

RESPONSIBLY IMPLEMENT THE CITYWIDE PUBLIC SAFETY IMPROVEMENT PLAN.

Undertake responsible implementation of the Citywide Public Safety Improvement Plan. Create specific timing and implementation benchmarks to measure progress. Ensure dedicated funding by the Convention Center Authority is used responsibly and strategically; promote transparency by tracking and reporting spending. Identify

recurring revenue for future maintenance and operation of the Security Camera Command Center and other included initiatives. Engage in regular community outreach to keep citizens and businesses informed on the content and implementation of this citywide plan.

The Administration has declined to adopt in full the Citywide Public Safety Improvement Plan and is currently implementing only certain key portions of this plan, namely requesting dedicated funding on an annual basis for the RTCC and the addition of new security cameras throughout the City. In addition, the Ernest N. Morial New Orleans Exhibition Hall Authority (Convention Center) funded French Quarter security enhancements throughout 2018 and 2019, including the addition of 30 state police officers, security cameras, and strategically-placed bollards on Bourbon Street. Notably, in 2019, the Administration, in partnership with Odyssey House and in coordination with the Health Department, Emergency Medical Services, and NOPD, opened a Sobering Center for intoxicated individuals who would otherwise be processed for arrest or taken to a hospital for treatment. Finally, the Administration has built a robust public relations team that generally keeps residents informed of ongoing public safety improvements.

CREATE AND MANAGE A FUNDED, PUBLIC-PRIVATE PARTNERSHIP DEDICATED TO THE COORDINATION AND PROVISION OF QUALITY YOUTH AND FAMILY SERVICES.

Create and fund a public-private partnership dedicated to coordination and support of youth and family services, with a focus on mentoring, mental health and substance abuse. Use best-practice models from around the country to inform the structure and mission of the partnership. Compose a board of local experts, and coordinate with leaders in healthcare and the public school system, as well as NORDC. Develop a strategic plan for coordinated service delivery and support for existing service providers.

On May 25, 2018, Mayor Cantrell signed Executive Order LC 18-02 establish-

ing the Office of Youth and Families (OYF), which is charged with serving as the City's central coordinating entity for policies and programs that impact youth and families. Among its priorities, OYF seeks to expand access to early childhood education opportunities, increase youth development programs, invest in rehabilitation and reentry for youth involved with the juvenile justice system, and increase behavioral health awareness throughout City programs. To accomplish its goals, OYF provides oversight and support for the JJIC, the New Orleans Recreation Department Commission (NORDC), and New Orleans Public Library.

In 2019, the W.K. Kellogg Foundation awarded OYF a \$1.5 million grant to fund summer employment and year-round workforce assistance for system-involved youth and to conduct a citywide youth master planning process in partnership with the Children and Youth Planning Board and the New Orleans Youth Alliance. Among the programs supporting New Orleans youth was the Mayor's Summer Success program, which connected 100 teens and adults between the ages of 14 and 21 who had been arrested within the past 18 months with paid employment and/or employment readiness training at seven community-based organizations and local businesses, provided them with free bus passes, and referred them to behavioral health services.

As an office created by executive order and therefore not protected by the City's Home Rule Charter, the OYF is vulnerable to dissolution by future administrations. Mayor Cantrell, by signing on to the Platform, pledged to create a public-private partnership to institutionalize and make permanent the delivery of youth and family services. FNO urges the Administration to identify a means of preserving OYF's work program and to reconsider the creation of an enduring public-private partnership. 

ISSUE **2**
Infrastructure



DILIGENTLY ADMINISTER THE COMPREHENSIVE CAPITAL IMPROVEMENT PROGRAM.

Responsibly deploy the \$2.4 billion in FEMA funding dedicated to comprehensive street and infrastructure repair through the Comprehensive Capital Improvement Program. Preserve the existing project prioritization based on the pavement assessment study, and strictly adhere to the established timeline for project implementation and completion. Carefully track and report spending on a project-specific basis. Increase transparency and coordination on project timing and manpower needs with the contractor community to ensure efficiency. Develop and track performance measures around project timing and cost; require quarterly reports to the City Council. Begin financial planning for closing the multi-billion dollar gap in funding required to complete all infrastructure repairs necessitated by the Program.

The City's comprehensive road and infrastructure capital improvement plan, dubbed RoadWork NOLA, is a \$2.4 billion program to improve streets and infrastructure administered by the Department of Public Works (DPW) and the Sewerage & Water Board (S&WB). The program consists of approximately 200 separate projects throughout the City, including FEMA-funded roadwork under the \$2 billion Joint Infrastructure Recovery Request (JIRR) Program, \$250 million in FEMA-funded Hazard Mitigation Grant Program (HMGP) projects, and \$141 million in HUD-funded National Disaster Resiliency Competition (NDRC) grant projects. In 2019, DPW and S&WB completed nine JIRR projects worth \$25 million and moved another 11 projects worth \$65 million into construction. The Administration also advanced several stormwater storage projects funded under HMGP and NDRC.

Swift project approval and commencement have become the primary objectives in the utilization of federal funds. At present, the City has spent only a fraction of the available FEMA funds and is facing a June 2023 deadline to deploy all remaining FEMA funds on FEMA-approved projects. Unspent

FEMA funds will not be available for new projects beyond the deadline. Therefore, the Administration is working to streamline the FEMA approval process, to press for accelerated project timelines, and to support greater coordination between DPW and S&WB on street and drainage repairs.

In keeping with this Platform mandate, the Administration considers the results of the pavement assessment study in its project prioritization; it also takes into account "the availability of local and federal funding sources, the status of project designs, the current conditions of the underground water, sewer and drainage lines, and federal judgments such as the requirements of the [S&WB]'s Consent Decree." As for available funding sources, the Administration has stated it intends to use \$250 million of the \$500 million in bonding authority, approved by voters in November 2019, for drainage and infrastructure improvements.

The Administration continues to operate in a transparent manner regarding project costs and completion timelines, reporting to the City Council more frequently than quarterly and making available detailed, updated data on a project-specific basis at roadwork.nola.gov.

IMPROVE COMMUNITY ENGAGEMENT AND TRANSPARENCY ON INFRASTRUCTURE PROJECTS AND REPAIRS.

Maintain an up-to-date web site that allows citizens searchable access to block-by-block information about project timelines, work schedules, anticipated street closures, and types of repairs. Provide real-time updates on street closures and infrastructure work via social media and established traffic application providers. Continue to publicly track and report pothole and streetlight repairs. Commit to robust community engagement, designed to ensure that all voices are heard, in the development and implementation of infrastructure projects.

The Administration nearly fulfilled this mandate in its entirety through the provision of up-to-date information on projects, locations, time-

lines, progress, and closures via the roadwork.nola.gov website; timely and relevant updates on street closures and infrastructure work via social media, email, and at streetwise.nola.gov; and current statistics on pothole and streetlight repairs via ResultsNOLA at datadriven.nola.gov.

The Administration continues to make substantial effort to inform communities of current and future infrastructure projects, and the Office of Neighborhood Engagement frequently works directly with neighborhood associations to ensure community voices are heard. FNO would like to see the negative impacts on businesses and residents considered in the development and design stages at the outset of infrastructure projects, rather than waiting for community complaints.

BE A LEADER ON STORMWATER MANAGEMENT AND RESILIENCE STRATEGIES.

Prioritize stormwater and green infrastructure projects across City agencies, including robust implementation of the Urban Water Plan. Establish long-term funding and workforce capacity for project maintenance and care. Incorporate stormwater management best practices on capital projects, where possible. Work with experts to identify best practices for incentivizing stormwater retrofits and expanding stormwater management criteria to business and residential plots less than 5,000 square feet. Continue to implement and update the Resilient New Orleans Strategy.

FNO is encouraged by the City's attention to stormwater management and its commitment to the development of resilience strategies. Under the Cantrell Administration, City agencies have begun to prioritize stormwater management and green infrastructure projects on a more consistent basis, including advancing projects capable of delaying the flow of over 30 million gallons of stormwater into the City's drainage system.

In 2019, the City received \$16.3 million in funding for the Mirabeau Water Garden Project, which will store up to 10 million gallons of stormwater. The

City is also in the final design phase, with construction expected to begin in 2020, for the Broadmoor DPS 01 Project, which will store up to 13 million gallons of stormwater. Construction has begun on the \$15.5 million Pontilly Neighborhood Stormwater Network, which will store 9 million gallons, and on the \$7.1 million Hagan Lafitte project, which will store 1.3 million gallons. Finally, the Administration was able to move \$85 million of projects for the Gentilly Resilience District into the design phase in 2019 and hopes to begin construction in 2020. In addition, the Administration continues to increase utilization of permeable pavement, bioswales, and small-scale stormwater retention projects. The City Council, for its part, approved an ordinance requiring all new surface non-residential off-street parking spaces to be permeable.

The City is working to establish long-term funding sources for drainage project maintenance. Notably, the City Council enacted legislation providing for the creation of an infrastructure maintenance fund, and the Mayor, as part of the Fair Share Agreement, worked with the State Legislature to pass a bill authorizing a vote on a short-term rental tax in New Orleans designed to generate revenue for the infrastructure maintenance fund. In fall 2019, voters approved the levy of a tax of up to 6.75% on short-term rentals, which is expected to generate up to \$7.8 million per year. The Fair Share Agreement also established the Infrastructure Advisory Board, which is charged with reviewing revenue deposited into the infrastructure maintenance fund and making recommendations as needed to the Mayor, the Governor, the City Council, and the Louisiana Legislature regarding any identified improvements or reforms necessary to ensure the S&WB is a high performing utility.

In March 2018, the City amended its Comprehensive Zoning Ordinance to require commercial and certain multifamily lots with 5,000 square feet or more of impervious surface to retain

or detain and filter the first one and one quarter inch (1.25") of stormwater runoff during each rain event. However, the Administration has yet to develop comprehensive incentives for stormwater retrofits on commercial or residential lots or to expand stormwater management criteria to business and residential plots less than 5,000 square feet. FNO urges the City to expeditiously enact legislation consistent with this mandate as an important component of an expansive stormwater management strategy.

Finally, using the Resilient New Orleans Strategy as a guide, Mayor Cantrell's Office of Resilience and Sustainability (ORS) works with other City departments and agencies to advise on the strategic pursuit of comprehensive resilience priorities across environmental, social, economic, and infrastructural improvement goals. The City's first resilience district, the Gentilly Resilience District, is a combination of efforts across Gentilly to reduce flood risk, slow land subsidence, and encourage neighborhood revitalization.

IDENTIFY AND SECURE A STABLE, LONG-TERM REVENUE SOURCE TO FULLY FUND MAINTENANCE OF THE CITY'S DRAINAGE INFRASTRUCTURE.

Adopt the financial analysis set forth in the S&WB's 10-Year Financial Plan on the additional revenue necessary to fully fund drainage system capital improvements through 2026. Perform a thorough analysis of viable options, including imposition of a stormwater fee, to close the gap between funds generated by the existing drainage millage and total funding required for ongoing drainage operations and maintenance. Work with local and national experts to develop a fee or funding structure that fairly distributes cost among properties based on demand. Engage in meaningful community outreach and education on the necessity of additional funding to continue drainage operations.

FNO recognizes both the irrefutable importance and the extraordinary challenge of fully funding a vast drainage system that has been underfunded and

undermaintained for generations. The S&WB's 10-year financial plan calls for approximately \$3 billion in capital improvement projects across the water, sewerage, and drainage systems. In its 2019 adopted budget, S&WB identified \$583 million in needed capital expenditures for the year; however, S&WB also recognized that it could only expect \$167 million, or less than one-third of the amount needed, from the available funding sources. Repeated underfunding of capital improvements leads to the deferral of critical maintenance and further degrades the drainage system. For 2020, S&WB has proposed a capital budget of \$325 million, and as of the publication of this report, the 2020 capital budget is only 71% funded.

FNO commends the Administration's efforts to secure additional sources of revenue to support the drainage system, including the Fair Share Agreement, which provides \$52 million in one-time income and up to \$27 million annually for drainage infrastructure. The one-time funds were consumed largely by overdue payments to vendors, and the recurring funds will largely be used to maintain the drainage system at its current level. Fully funding the drainage infrastructure and necessary improvements to the system will likely require identifying and implementing additional revenue sources, including the imposition of a stormwater management fee. Mayor Cantrell has raised the potential imposition of a user fee paid by all property owners in New Orleans who utilize the drainage system. And, to that end, she convened a small-group whiteboarding session with civic leaders and City Councilmembers to consider the viability and potential development of a stormwater fee. Correspondingly, as part of its next rate study, the S&WB requested proposals for the design of a stormwater user fee.

The City Council has established a special committee to, among other things, examine whether tax exempt properties, as defined by the Louisiana Constitution, should be required to pay a parcel fee to support City services



from which they benefit. The committee has charged a task force comprised of a cross-section of non-profit representatives with determining how such a fee might be structured and reporting back to the committee in time to consider a ballot measure in 2020. Each member of the City Council, the Mayor, and the City's Chief Administrative Officer (CAO) have appointed representatives to the task force. FNO encourages the Administration and the City Council to continue to work collaboratively to develop a funding structure that fairly distributes the cost of drainage infrastructure maintenance among property owners. The process must include consultation with local and national experts as well as robust community outreach and education on the necessity of additional drainage funding. FNO stands ready to deliver whatever assistance it can to further these efforts.

IDENTIFY AND SECURE A STABLE, LONG-TERM REVENUE SOURCE FOR PREVENTATIVE STREET MAINTENANCE.

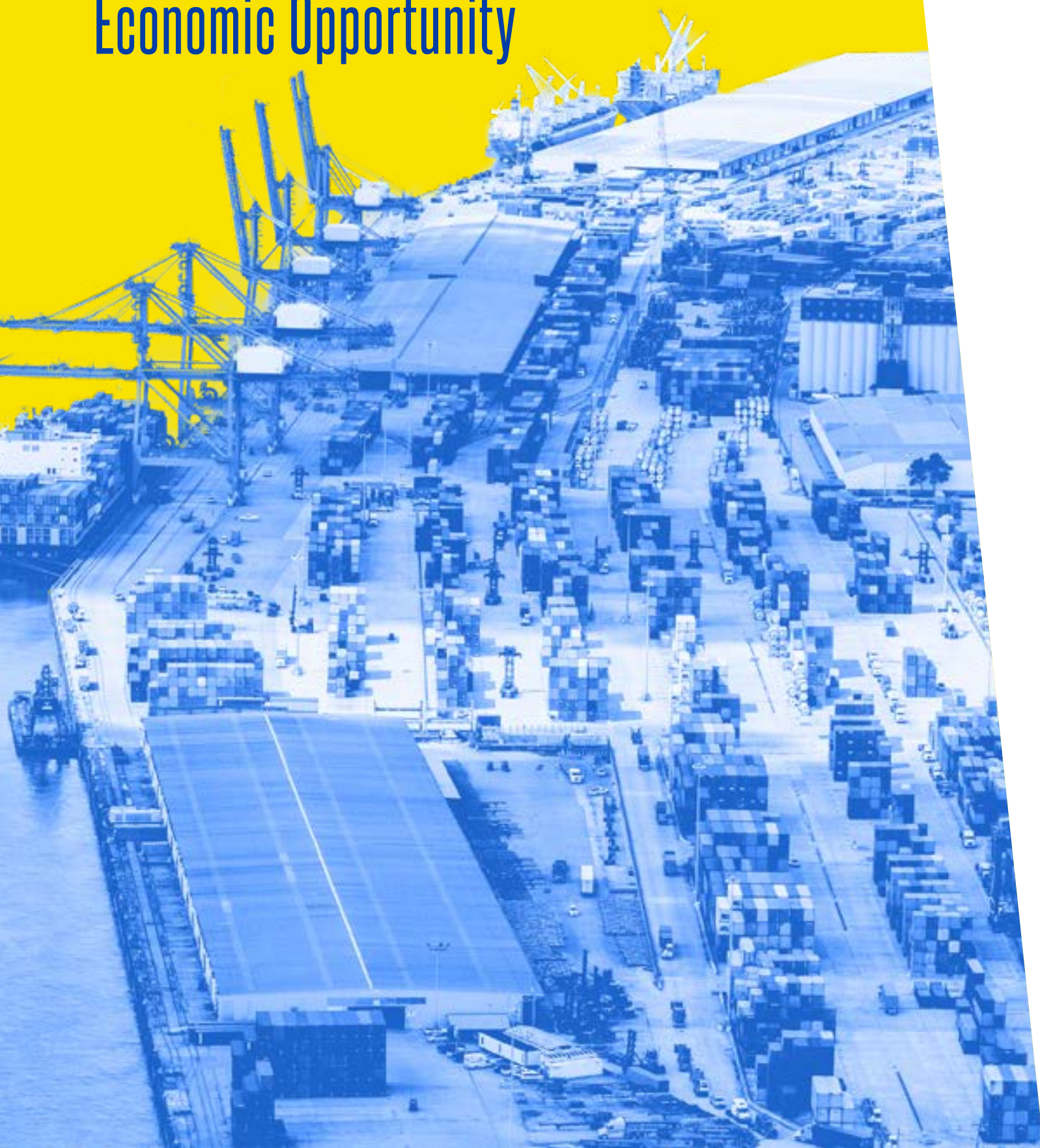
Protect and preserve the one-time \$2.4 billion capital streets investment by fully funding a preventive maintenance plan for streets. Through improved budgeting and accounting procedures, ensure the City spends all revenues currently dedicated to streets and traffic signals on their dedicated purposes. Supplement existing dedicated revenues with additional funding to achieve the City's estimated, annual preventive maintenance requirement of \$30 to \$35 million. Mine existing revenue sources before seeking new dollars from citizens; give priority consideration to use of existing street related revenue, or at a minimum its annual net growth, for street related expenses. Safeguard this revenue, once identified, to ensure it is available annually for preventive maintenance.

As discussed earlier, the City continues

to prioritize the \$2.4 billion program for improvement of streets and infrastructure, which will be executed primarily by the DPW. The City has two dedicated funding sources available for preventive street maintenance: a \$2.3 million annual dedication from the State's fuel tax receipts and a 1.9-mill property tax, rolled back to 1.77 mills for 2020, for streets and traffic signals the City estimates will generate \$6.5 million. All funds currently available for preventive maintenance still fall short of the estimated \$30-\$35 million required annually. Thus far, the Administration has not sought dedication of street related revenues exclusively for street maintenance. 

ISSUE **3**

Economic Opportunity



EMPOWER THE NEW ORLEANS BUSINESS ALLIANCE AS THE PRIMARY ECONOMIC ENGINE FOR THE CITY.

Commit to fund NOLABA at the current or increased level and maintain the current structure as a public-private partnership. Provide NOLABA with the tools necessary to operate as the City's economic development arm, while collaborating with regional and state economic development organizations. Dedicate a portion of the Economic Development Fund to a "closing fund," used exclusively for closing deals where City capital is required to secure significant new business or expand existing business. Develop performance measures around NOLABA programming, including workforce development, with an aim to impact and reduce unemployment. Require semi-annual updates on performance to the City Council.

FNO commends the City's continued commitment to supporting and empowering NOLABA as the City's leading economic development organization. NOLABA updates the City Council's Economic Development Committee on its progress at least quarterly, and both the Administration and City Council have demonstrated their commitment to providing NOLABA with adequate funding to carry out its economic development mission going forward. NOLABA reported revenues of \$8.6 million for fiscal year 2018-19, including \$3.6 million from the City.

NOLABA continues to operate as a public-private partnership and outside of direct city control. It is, however, worth noting CAO Gilbert Montaña was appointed as NOLABA's Chair; his appointment has the potential to give the City outsized influence over NOLABA's work program and to shift NOLABA closer toward City control and away from operating as a self-directed public private partnership.

Pursuant to this mandate, NOLABA is in the process of raising capital for its Business Attraction Investment Fund, to which the City has committed \$500,000 for 2020. NOLABA has named: (1) business retention and development; (2) small business growth; (3) workforce development; and (4)

strategic neighborhood development as its target focus areas. NOLABA expects to release objective performance measures with respect to each of these economic growth areas in early 2020.

SUPPORT FOUNDATIONAL AND EMERGING INDUSTRIES, AND CHAMPION WORKFORCE DEVELOPMENT INITIATIVES IN THOSE SECTORS.

Continue efforts to position New Orleans as a global leader by supporting foundational drivers, including the Port of New Orleans and the Louis Armstrong International Airport. Promote and sustain the hospitality industry as critical to the health of the local economy and continue to back hospitality initiatives. Capitalize on the growth of emerging industries, including healthcare and technology, through policymaking and resource dedications. Continue to improve connections between the local workforce and private sector by collaborating extensively with significant local employers to identify and respond to training and personnel needs.

On November 6, 2019, the new \$1 billion terminal opened at Louis Armstrong International Airport. While the project began under the previous administration, the Cantrell Administration and City Council were responsible for shepherding the project to completion. It is widely expected the improved airport will help drive new regional economic development and create new jobs for the Greater New Orleans region. Councilmember Brossett led efforts to unbundle airport concessions contracts to allow for greater small business participation in commercial activity at the new airport.

An April 2019 report by LSU Economics & Policy Research Group and JLL Ports, Airports and Global Infrastructure determined the Port of New Orleans (Port NOLA) directly creates 8,880 jobs, including \$609 million in income, \$1 billion in value-added services, and \$2.3 billion of economic output. Port NOLA saw a 12% year-on-year increase in container volume and a 23% increase in intermodal transportation for fiscal

year 2019. Port NOLA is currently working with City officials and other interested stakeholders to advance the Port Inner Harbor Economic Revitalization Plan (PIER Plan), which it anticipates will spur job growth and business development in key neighborhoods, such as New Orleans East, while revitalizing the Inner Harbor and surrounding communities.

Several initiatives to support the growth and development of the hospitality industry advanced as part of the Fair Share Agreement. HB 617 allows for major expansion and development of the Convention Center, including the construction of a hotel, which was approved by its governing authority as part of a five-year \$557 million master plan for comprehensive renewal of the Convention Center. HB 43 authorized a short-term rental tax that is anticipated to generate \$2.6 million annually to support New Orleans & Co. and its mission of marketing New Orleans as a premier tourism and convention destination. Finally, the consolidation of the New Orleans Tourism and Marketing Corporation with New Orleans & Co. as of January 1, 2020 will significantly improve coordination and management of tourism marketing and promotion activities and bring New Orleans & Co. in line with major tourism promotion organizations throughout the United States.

The Administration's efforts to revive the BioDistrict New Orleans offer the potential for diversifying the economy, attracting new investment, and creating high-paying jobs. The BioDistrict is a state-enabled economic development district (with taxing and bonding authority) charged with the responsibility of growing both the programmatic and physical development components of the biosciences sector of the New Orleans economy. Through summer of 2019, the BioDistrict was largely inactive; the Administration has recently reconstituted the BioDistrict board of the directors and has urged it to restart its work in developing the biosciences economy in New Orleans.



MAINTAIN AND SUPPORT THE MISSION OF THE OFFICE OF SUPPLIER DIVERSITY.

Support the Office of Supplier Diversity by continuing current levels of funding and staffing, including a full-time compliance officer. Maintain commitment to aggressive goal-setting for DBE participation, and continue to track participation in City contracts, committed DBE award values, and payments made to DBEs for work on City projects. Using the B2GNOW technology, track new DBE certifications and first-time DBE participation on a project-by-project basis. Maintain regular reporting of these measures to the City Council. Encourage small and disadvantaged business participation in the marketplace through training and capacity building programs. Engage in targeted outreach to the DBE community on meaningful contract opportunities.

FNO applauds the work of the City to support diversity and inclusivity in City contracting. New Orleans has an overall goal of 35% utilization of socially and economically disadvantaged businesses for all public spending or private projects that rely on public funding

and/or incentives (City Ordinance No. 25369). The Office of Supplier Diversity (OSD) closely monitors and regularly reports on progress towards achieving the 35% DBE participation target on both an overall and project-specific basis. OSD employs full-time compliance officers, who conduct announced and unannounced site visits to ensure contract compliance. It utilizes the B2GNOW Compliance Monitoring system for reporting DBE participation as well as for compliance reports required from each contractor and subcontractor on a monthly basis.

Since May 2018, OSD has held numerous information sessions targeted at the DBE community and focusing on the certification process and identifying contracting opportunities with the City. Both the Administration and the City Council are actively working on initiatives to break procurement contracts into smaller components so that DBEs can directly contract with the City, rather than continually working as subcontractors of larger non-DBE

companies.

PAY CITY CONTRACTORS TIMELY.

Make the changes necessary to ensure that contractors who perform City work are consistently paid in accordance with contractual terms and in compliance with the Louisiana Public Bid laws. Enable small and disadvantaged businesses to participate in City projects by relieving the cash flow problems created by slow contractor payments. Use existing technology, such as the B2GNOW program, to track and publicly report contractor payments. Utilize a mobilization fund to complement, rather than replace, timely contractor payments.

Vendors and contractors report inconsistent and delayed payments from the City, though they have noted improved responsiveness by City staff when requesting assistance. In 2019, the Office of Procurement implemented the Budget, Requisition & Accounting Services System (BRASS) for administering bid solicitation, contracts, amendments, purchase orders, and invoices. According to the City, BRASS



was expected to increase its ability to regularly pay contractors in a timely manner, but instead resulted in an immediate months-long payment delay for City contractors that extended throughout the second half of 2019.

The Administration has initiated policies and programs that attempt to support local businesses, such as quarterly Infrastructure Industry Days aimed at keeping local companies informed of upcoming projects and programs. In addition, the City has allowed small businesses and DBEs to bid on City contracts as prime contractors from \$20,000 to \$5 million, no longer limiting them to working as sub-contractors. Recognizing that delays in contractor payments disproportionately impact DBEs and small businesses, the Administration created a mobilization fund in 2019 designed to provide working capital of up to \$250,000 per loan while awaiting payment. In the first year of the program, the mobilization fund extended only nine loans, but the Administration expects a signif-

icant increase in utilization for 2020. While useful, FNO continues to have concerns the mobilization fund may be utilized as a workaround solution for the more fundamental issue of delayed contractor payments.

Finally, complying with this mandate, the City allows searching and reviewing of contracts via contracts.nola.gov; however, reporting of contractor payments is inconsistent and not easily accessible to the public.

PRESERVE PROCUREMENT REFORMS AND INCREASE TRANSPARENCY ON CITY PROJECTS.

Mandate continued use by all departments of the reformed contracting procedures for professional services contracts, requests for qualifications, and requests for proposal. Go beyond the minimum Public Bid Law notice and advertising requirements for City projects by developing an opt-in notification process or portal for contractors and utilizing media outlets. Use the portal for outreach on new projects, bid delays, selection committee meetings, projects cancel-

lations, and other important information. Increase transparency by making the portal the City's primary source of information for pre-award notifications, and continuously update it with timely information.

Other than implementing the BRASS system, the Administration has largely left unchanged from the previous administration the procedure for contracting for professional services, issuing requests for qualifications, or issuing requests for proposals. Submissions are evaluated by panels consisting of representatives from across relevant City departments, and DBE participation remains a strong component for vendor selection. The BRASS portal affords transparency with respect to contract content and also serves as a hub for all contract-related notifications. 📄

ISSUE **4**
City Services



ADVOCATE FOR THE CREATION AND IMPLEMENTATION OF A STRATEGIC MOBILITY PLAN THAT PRIORITIZES QUALITY TRANSIT SERVICES AND REGIONAL CONNECTIVITY.

Participate in the development, adoption and implementation of the Regional Transit Authority's 20-year Strategic Mobility Plan. Advocate for responsible use of taxpayer dollars to increase citywide and regional connectivity, access to jobs, improved services, and fewer service interruptions. Collaborate with surrounding parish authorities on public transit options to and from housing, employment, and education hubs, including New Orleans East, major hospitals, the Louis Armstrong International Airport, downtown New Orleans, and refineries. Implement a minimum of four regional connections by 2021.

FNO is encouraged by the City's progress in regional transit coordination and planning. Most significantly, the Regional Transit Authority (RTA) has partnered with Jefferson Transit and the Regional Planning Commission to start the "New Links" network redesign. This is the most significant short-term recommendation of the RTA's Strategic Mobility Plan, which calls for 129 implementable actions addressing transparency, equity, improving the rider experience, reliability, connectivity, and sustainability.

The New Links redesign will provide detailed proposals for changes to the regional transit network, including improvements to existing bus lines and more direct regional connections. Already, one regional connection has been established, running from downtown New Orleans to Ochsner Medical Center in Jefferson Parish. New Links should allow the City to meet the Platform's mandate of a minimum of four regional transit connections by 2021. New Links planners will lead community conversations through spring 2020 and a final proposal is expected in the summer of 2020.

The Administration also released its own high-level strategic mobility plan, which it calls "Moving New Orleans," in May 2019. Among other things, the

Administration's plan calls for greater regional connectivity and providing direct access from residential neighborhoods in New Orleans East and Algiers to major employment centers in the Central Business District and the University Medical Center. Moving New Orleans is in alignment with and prioritizes several elements of the RTA's Strategic Mobility Plan.

CONTINUE TO PARTNER WITH HOUSINGNOLA ON IMPLEMENTATION OF THE HOUSING FOR A RESILIENT NEW ORLEANS FIVE-YEAR STRATEGIC PLAN.

Remain committed to the established goal of developing 7,500 affordable housing units by 2021. Preserve existing performance measures on homeownership development and completion of affordable rental units. Incentivize and promote transit-oriented development. Continue to collaborate with local organizations and developers on implementation of the City's five-year strategic plan to increase high-quality affordable housing and reduce blight, including development of financial and other incentives to spur appropriate development.

FNO is concerned the City is not on pace to meet its target of delivering 7,500 additional affordable housing units by 2021. Although new housing units are coming into service as a result of programs administered by the Louisiana Housing Corporation, any gains in affordable housing are offset by a decrease in the utilization of Housing Choice Vouchers from the Housing Authority of New Orleans.

As a means of spurring additional investment in affordable housing, the Mayor supported an amendment to the Louisiana State Constitution, which would have allowed the City to offer *ad valorem* tax exemptions as an incentive for development. The measure failed in a statewide vote in October 2019. In furtherance of the effort increase the affordable housing stock, the Administration intends to utilize \$25 million of the \$500 million bonding authority approved by voters in November 2019 to fund affordable housing development, but details of its

plan are not yet publicly available.

Positive developments on this mandate include the publishing of data relevant to existing performance measures regarding homeownership and completion of new affordable rental units. Additionally, the Administration has instituted a \$3 million "soft second" mortgage program to provide down payment and closing cost subsidies to eligible first-time homebuyers whose income does not exceed 80% of the area median income.

The Administration recently announced the allocation of \$3,885,686 in Low-Income Housing Tax Credits (LIHTC) and \$24,509,820 in Community Development Block Grant (CDBG) funding, meant to produce 751 affordable residences over the next 36 to 60 months. While FNO is encouraged by the City's stated commitment to affordable housing, the City must address immediate needs that have seen housing insecurity increase and have directly led to a loss of population.

EXPAND THE CONCEPTS OF COMMUNITY ENGAGEMENT AND INPUT IN LAND USE AND QUALITY OF LIFE DECISIONS.

Increase community participation in making well-informed and balanced land use and development decisions. Request the City Planning Commission to undertake a study and recommendations on full implementation of the Neighborhood Participation Program, as set forth in Chapter 15 of the Master Plan within 12 months of taking office. Introduce, support and vote for appropriate legislation based on the CPC's study and recommendations. Bring the City's official neighborhood maps up to date to accurately reflect neighborhood boundaries and identities to help further economic development, neighborhood preservation, and community engagement.

Although the Administration has held multiple public meetings throughout the City to inform the community of certain transportation and housing developments, little effort has been made to increase direct community participation in land use and development decisions more broadly.



Specifically, the City's community engagement activities largely involve the work of the City Planning Commission, periodic informational meetings with neighborhood organizations, the work of the Office of Neighborhood Engagement, and public comments related to development projects and zoning change requests that take place at City Council meetings. Neither the Administration nor the City Council have taken steps to implement the Neighborhood Participation Program or to bring neighborhood maps up to date, as designated in the Platform.

SUPPORT HIGH-QUALITY EDUCATION AND OPPORTUNITIES FOR ALL PUBLIC SCHOOL STUDENTS.

Align with the principles and action items in Forward New Orleans for Public Schools to promote high-quality education for all public school students. Continue funding high-quality summer internship and career development programs for public high school students. Collaborate with schools and the OPSB to increase alignment between public education and workforce

needs. Advocate for and financially support efforts to expand quality early-childhood programming citywide.

The current iteration of the Forward New Orleans for Public Schools platform calls on officials to act in support of school choice, the charter school system, and greater school accountability. FNO urges the City to better collaborate with school leadership and NOLA Public Schools for the benefit of the City's children and families, specifically on the issues of improved transportation safety and access to social and mental health support services.

In line with this mandate, the Administration hosted a cohort of 660 summer interns in high-quality positions in 2019, of which 100 were system-involved youth. The City continues to provide job-seeking youth with assistance through the JOBI program and to support the \$1.1 million Cooperative Endeavor Agreement with YouthForce NOLA to place 925 New Orleans students into paid internships through 2020. The City Council passed a resolution in November 2018 supporting

the work of the New Orleans Career Center, which provides half-day college and career training for Orleans Parish high school students. Arguably the City's most notable education-related achievement, the Administration and the City Council allocated \$1.5 million for early childhood education during the 2019 budgeting process and \$3 million in 2020.

SUPPORT NORDC AS AN INTEGRAL PROVIDER OF YOUTH AND RECREATION SERVICES.

Preserve and dedicate funding at current levels for the continued operation of the New Orleans Recreation Development Commission. Maintain and support the current public-private partnership structure. Protect and expand existing services and programming based on community interest and need. Identify and implement new, dedicated revenue streams to supplement current dedications and ensure adequate funding for ongoing, quality operations.

To date, the City has maintained dedicated funding for NORDC at or above previous levels and has preserved



NORDC's public-private partnership structure with the NORD Foundation. In May 2019, voters approved a parks millage that authorized up to 1.95 mills dedicated specifically to funding NORDC each year. In addition, the City continues to allocate general funds for the operation of NORDC, including an increase in the adopted 2020 budget of approximately \$1.25 million over 2019. NORDC has successfully maintained and expanded programming; in 2019, youth sports participation increased by 22% and outdoor activities increased by 29% from 2018 levels. [f](#)



ISSUE **5**
City Finance



COMMIT TO MAINTAINING A BALANCED BUDGET.

Commit to achieving and maintaining a balanced budget for each fiscal year during your term. Pledge fidelity to the budgetary practices that have resulted in a balanced budget and an A+ or better credit rating by Standard and Poors, including: implementation of the Budgeting for Outcomes process; meaningful collaboration among the Administration, City Council and public on a year-round basis; regular, public budget updates by the Department of Finance; and holding department heads accountable for operating within their budgetary limits. Work within the boundaries of recurring revenues. Require four-year fiscal notes when considering legislation that affects the operating budget, and use projections to improve resource allocation.

Pledging officials have completed two budget cycles since taking office in 2018, adopting a \$702 million operating budget for 2019 and \$726 million for 2020. Each adopted budget continued previous administrations' practice of relying on one-time revenue to fill budget gaps. The amount dropped from \$47.6 million in the 2019 budget to only \$30.2 million in the 2020 budget; the City's CAO reports his office is working towards eliminating the practice entirely.

The Administration has maintained fidelity to many of the budgetary practices that resulted in the City's general obligation bond rating rise to A2 under Moody's and AA- under Standard and Poor's. Department heads are expected to operate within budget allocations, and additional funding requests are subject to CAO approval. The Administration and City Council meaningfully collaborate on budgetary matters, and the City's Department of Finance provides regular public updates to the City Council's Budget, Audit, and Board of Review Committee. While the Administration and the City Council utilize the media and direct public outreach to keep citizens informed of budgetary developments, FNO encourages City officials to make greater effort to meaningfully collaborate with the

public on a year-round basis.

In support of the Platform, Mayor Cantrell pledged to support and continue the practice of Budgeting for Outcomes. However, for fiscal year 2020, the Administration piloted a Zero-Based Budgeting process for NOPD, DPW, NORDC, JJIC, and the Department of Safety and Permits. The Administration aims to scale the process citywide for fiscal year 2021. The goal of Zero-Based Budgeting is to optimize public spending by asking departments to articulate next year's goals and quantify the funding required to provide the services necessary to meet those goals. The full consequences of this policy shift will not likely be known before 2022. FNO is supportive of this budgetary management practice provided it results in responsible and transparent fiscal supervision by the City. FNO will closely monitor the policy's implementation and effectiveness.

Finally, to date, neither the Administration nor the City Council have taken action to require four-year fiscal notes for legislation affecting the operating budget. FNO urges swift action to comply with this mandate.

RECOGNIZE PERFORMANCE MEASUREMENT AND REPORTING AS KEY COMPONENTS TO EFFECTIVE AND BALANCED FISCAL GOVERNANCE.

Commit to data-driven accountability by preserving performance measurement as a governing and budgetary tool. Maintain an independent, fully staffed office dedicated to performance management and open data reporting. Continue to track department and program goals based on data analysis through this office. Require performance reports, including underlying data, to the City Council semi-annually to guide budgetary decision making.

The mission of the Office of Performance and Accountability (OPA) is to utilize City data in order to set goals and track performance across multiple departments. FNO is encouraged the Administration has maintained OPA at the same budget and staffing levels

since taking office and that OPA has allowed access to its current work program through datadriven.nola.gov. OPA continues to measure many critical data points across multiple departments, most notably MAX for NOPD and roadwork.nola.gov for the DPW and S&WB. OPA presents data and analysis of interest to the City Council more frequently than semi-annually.

IDENTIFY AND SUPPORT THE REFORMS NECESSARY TO ENSURE THE LONG-TERM HEALTH OF MUNICIPAL PENSION SYSTEMS.

Within six months of taking office, work collectively with the Administration, New Orleans Municipal Employee Retirement System Board, and City employees to develop, introduce, and adopt a package of amendments to the existing municipal employee pension system that will position NOMERS to be 85% funded within 10 years, while maintaining reasonable benefits for current and future employees. Ensure the package supports long-term functionality and sustainability, with appropriate oversight and management. If already passed, ensure implementation of reforms within the first six months of taking office. Be vigilant in monitoring the New Orleans Fire Department and S&WB pension systems; work with their governing bodies to make proactive adjustments where necessary.

In the 2014 Platform, FNO asked elected officials to manage pension costs to sustainable levels. FNO specifically called for the reform of pension plan governance structures where control was misaligned with funding obligations as well as the development of a workable solution to reduce and eliminate unfunded liabilities. In addition, the mandate asked the City to learn from successful pension reform models and seek best practices. In response and subsequent to the release of the current Platform, the City passed City Ordinance No. 31,833 (12/1/17). The law adjusted the way NOMERS calculates benefits for new hires and prevents any retirees from receiving cost-of-living adjustments until the system is 95% funded. The law did not change the way existing employees at the time of



adoption earn benefits, and it did not alter their retirement eligibility.

The enacted NOMERS reforms did not require the system to attain an 85% funding status within 10 years, as is required under this mandate. However, FNO publicly supported the process the City Council took in reforming NOMERS because it directly aligned with the mandate in other respects, including making adjustments to reflect sustainable benefits and implement best management practices. Neither the Administration nor the City Council has taken any additional action to modify NOMERS since the 2017 reforms. Because the adjustments required by City Ordinance No. 31,833 are relatively new, it is too early to assess whether additional changes are needed. In the event they are, FNO expects the City Council will again provide meaningful opportunity for stakeholders and other interested parties to offer input on further adjustments.

In a well-publicized and historic

compromise between the City and its firefighters, the parties agreed to arrest ballooning unfunded pension liabilities. According to the most recently available reports, the New Orleans Firefighters' Pension & Relief Fund (Fund) has largely stabilized, with assets exceeding liabilities. The City closely monitors the reforms introduced by the compromise through receipt of semi-annual reports from the Fund on its financial health and progress towards being fully funded.

A 15-member board of trustees, including all nine S&WB directors, administers the Sewerage and Water Board of New Orleans Pension Trust Fund, employing the services of actuarial and financial advisors. Despite contributions in line with actuarial recommendations, monthly withdrawals have exceeded both employee contributions and S&WB contributions by an average of \$710,000 in 2019. FNO calls on the Administration and City Council to encourage S&WB to reform its pension fund in accordance with best practices

to contain costs and ensure workforce stability.

ENSURE ROBUST COLLECTION OF SALES TAX REVENUE.

Work with the Department of Revenue to develop performance measures around sales tax collection, including: the total number of sales tax audits performed, internally and by external auditors; the amount of revenue collected as a result of internally and externally performed audits; overall sales tax revenue collected; and the cost of external audits. Measure performance against comparable municipalities. Publicly report on these measures to the City Council on a quarterly basis.

Sales tax collection continues to improve steadily year-over-year, with 2018 sales tax collections totaling \$230 million and anticipated 2019 collections reaching \$232 million. However, to date, the Administration has yet to make the information called for in this mandate available to the public. The Administration also has not pub-



lished performance metrics in relation to comparable municipalities. Nevertheless, in its 2020 budget presentation, the Department of Finance stated it is in the process of implementing new discovery technology software to identify unreported or under-reported sales tax revenues utilizing data mining and data analytics. The City also requested approval of several new auditing positions in 2019 for the express purpose of increasing sales tax collection efforts.

IMPROVE FINANCIAL AND OPERATIONAL CONTROLS FOR THE CONSOLIDATED MUNICIPAL AND TRAFFIC COURT.

Develop, introduce, and support legislation requiring an independent, external audit of the Municipal and Traffic Court on an annual basis. Continue to implement the financial controls identified in the OIG's 2016 report on municipal court funding, including funding court operations entirely through general fund appropriations. Implement the changes detailed in the Court Consolidation

Plan. Support the development of a publicly accessible court data system that includes searchable information, including the following: case name and docket information; scheduled hearing dates; municipal charges; and outstanding warrants/attachments.

Municipal Court and Traffic Court (MTCNO) merged into a single entity in January 2017. As part of the Court Consolidation Plan, the newly merged court system was to combine operations and facilities. In 2019, the City allocated \$11.8 million in capital projects outlays for purposes of renovating court facilities in accordance with the Court Consolidation Plan.

According to an audit for fiscal year 2018, the City fully funds the cost of MTCNO personnel services and benefits. However, MTCNO still relies on fines and fees to fund approximately \$1 million in annual operating expenses, despite the New Orleans Office of Inspector General's call in a 2016 report for MTCNO to remit all fines to the City and for the City to fully fund the

entire MTCNO personnel and operating budget.

At present, there is no online system for the public to access court dates or the status of warrants. To learn of upcoming municipal court dates or outstanding warrants, an individual must telephone the Municipal Court - Clerk of Court's office on a weekday between the hours of 9 a.m. and 5 p.m. While MTCNO has increased the public's ability to look up and pay tickets online, FNO urges the City to make progress towards creating a publicly accessible court data system. [7](#)

ISSUE **6**
Civil Service



FULLY IMPLEMENT THE GREAT PLACE TO WORK REFORMS IN SUBSTANCE AND SPIRIT.

Complete meaningful implementation of the Great Place to Work reforms within six months of taking office. Undertake and publish an analysis of rule implementation to date; compare performance with desired outcomes and address outstanding items. Foster an atmosphere of collaboration among Civil Service and City departments and agencies to achieve outstanding objectives, with an emphasis on increased managerial discretion. Promote teamwork and innovation to overcome personnel challenges. Embrace change and be a leader in cultivating a culture of excellence at City Hall.

In 2014, the Civil Service Commission adopted a suite of rules, the “City of New Orleans Great Place to Work Initiative: Civil Service” (GPTWI), designed to modernize civil service systems and functions. The rules promote a merit-based employment structure where decisions about hiring, promotion, and pay are made based on the individual employee’s abilities and performance. Among other things, GPTWI allows department heads to consider a candidate’s full experience when making hiring and promotion decisions rather than being limited to a list of predetermined candidates, as was previous practice.

Since its adoption, the goals and objectives of GPTWI have, for the most part, failed to materialize. Department heads complain of difficulty in receiving approval from Civil Service staff for new positions that do not easily match an existing classification and for upward starting salary adjustments for positions that pay below market rates. Civil Service staff complains that departments are requesting changes to job descriptions and salaries that are not allowed by Civil Service rules. Streamlining Civil Service is critical to the improvement of delivery of municipal services, and the lack of progress towards full implementation is concerning.

Although, the Mayor and her senior staff continue to express their com-

mitment to fully implementing the objectives of GPTWI, the Administration has made insufficient progress towards the fulfillment of this mandate and has offered no plan for how it intends to achieve measurable improvement to the Civil Service system.

PRESERVE AND EXPAND CIVIL SERVICE -RELATED PERFORMANCE MEASURES.

Maintain existing Civil Service-related performance measures and use recently created compliance metrics to develop additional measures around the following: average time between eligibility list posting and hiring date for new employees and percent of job creation requests that are deferred to Commission-level review. Use the information generated to further decrease hiring delays. Require staff to track and publish performance measures on a regular basis, through a Civil Service STAT program or before the City Council.

Civil Service maintains a STAT dashboard that tracks the number of job applications, requisitions, and new hires by City departments. Applications for civil service positions are reviewed by Civil Service staff, and applicants who have the requisite qualifications for a position are placed on a list of eligible candidates. A requisition is an electronic document authorizing a new hire, promotion, or other personnel transaction. The department wishing to make a new hire or promotion prepares and submits the requisition to the CAO for approval; once approved, Civil Service returns the requisition to the department with a list of eligible applicants. Each department is responsible for interviewing candidates and making offers of employment. As of December 2019, the average age of open requisitions awaiting further departmental action is 145 days. Civil Service has not produced any metrics on the percent of job creation requests deferred to Commission-level review. It is unclear to what extent, if any, Civil Service uses data it tracks to decrease hiring delays.

MODERNIZE AND CONDENSE CITY COMPENSATION AND JOB CLASSIFICATIONS IN LINE WITH BEST PRACTICES.

Work with the Commission to update and streamline City salaries and job classifications pursuant to best-practice recommendations generated by the citywide compensation and classification study, once complete. Use information generated from the study to develop and adopt a condensed classification system that allows for increased flexibility on pay and salary increases. Prioritize staffing needs, and fund salary increases accordingly.

In October 2017, SSA Consultants completed a Classification and Compensation Study that recommended a 10 percent raise in employee salaries, annual cost of living adjustments with the opportunity for annual merit raises, and the ability to offer new hires more than the minimum salary for their positions. As part of the study, a thorough review of the Civil Service classification system and salary structure was not performed, nor were recommendations made as to how the classification system can be condensed and streamlined for greater efficiency. The study recommended eliminating only a handful of unused job classifications and creating advanced positions in certain job tracks.

The City has implemented the recommended 10 percent raise for employees, eliminated the few unused classifications, and added new advanced positions to certain job tracks. However, the classification and salary structure remains overly complex, and starting a highly qualified employee above the minimum salary still requires a manager to complete a lengthy and burdensome administrative process, which can and does lead to an inability to quickly hire the most qualified candidate for a position. While early progress towards implementing the limited recommendations of the study was encouraging, little to no progress has been made towards adopting a condensed classification system that truly increases pay flexibility. FNO urges the Administration to update the classification system and pay structure in order to effect meaningful changes to the Civil Service system.

CONDUCT ANNUAL PERFORMANCE EVALUATIONS OF CIVIL SERVICE SENIOR STAFF.

Develop and publish workplans and performance standards for the Civil Service Executive Director and senior staff. Ensure that Commission and staff work priorities and goals are aligned. Immediately require the Commission to perform annual evaluations based on identified standards.

Since the release of the Platform, the Personnel Director and senior Civil Service staff have participated in regular performance appraisals. Under the current procedure, the chair of the Civil Service Commission works with the Personnel Director to set priorities and performance expectations for the year, and at the conclusion of the appraisal period, the Personnel Director provides a self-assessment against the agreed-upon goals. The full Commission reviews the self-assessment and

discusses performance with the Personnel Director annually. Reportedly, workplans and performance standards for senior staff are developed between staff and the Personnel Director. Neither the workplans for the Personnel Director nor senior staff are currently publicly available. Therefore, FNO and the broader public cannot evaluate whether performance goals and priorities align with GPTWI or whether the Commission is applying the performance standards appropriately. FNO urges full and transparent compliance with this mandate as soon as possible.

HOLD CIVIL SERVICE COMMISSION MEETINGS IN THE CITY COUNCIL CHAMBER.

Immediately begin holding Civil Service Commission meetings in the City Council chamber to increase public accessibility

and transparency. Modernize proceedings by televising the public/business agenda of each meeting as a tool to increase citywide education on the role of the Civil Service system in local government.

Shortly after taking office in May 2018, the City Council adopted a resolution requesting the Commission hold its regular meetings in Council Chambers at City Hall to allow greater community engagement. Televised Commission meetings have taken place in Council Chambers since August 2018. [f](#)





Coalition Members

Algiers Economic Development Foundation
Business Council of New Orleans and the River Region
Citizens for 1 Greater New Orleans
Committee for a Better New Orleans
Common Good
Court Watch NOLA
CrimeStoppers
Greater New Orleans Foundation
Greater New Orleans Hotel & Lodging Association
Greater New Orleans Housing Alliance
Greater New Orleans, Inc.
Louisiana Associated General Contractors
Metropolitan Crime Commission, Inc.
Hispanic Chamber of Commerce of Louisiana
New Orleans Chamber of Commerce
New Orleans & Company
New Orleans Crime Coalition
New Orleans Police & Justice Foundation
New Orleans Regional Black Chamber of Commerce
RIDE New Orleans
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