

2018 FNO PLATFORM











INTRODUCTION

WHO WE ARE.

Forward New Orleans is a diverse coalition of civic, community and neighborhood organizations united in their vision of excellence in city government. Coalition members differ in their respective missions and areas of focus, but find common ground in their belief that citizens deserve a highly effective local government that translates into a better quality of life for all New Orleanians.

WHAT WE DO.

Since 2010. Forward New Orleans has framed the debate in municipal elections by creating issue-based platforms guided by the basic tenets of good government: accountability, efficiency, and fiduciary transparency, responsibility. The coalition identifies the priority issues facing our city and develops a plan of well-researched, specific action items for each issue. We then present the platform to candidates for elected office and seek written pledges of support. Before the election, Forward New Orleans widely publishes a scorecard that shows each candidate's willingness, or lack thereof, to align on each issue.

Post-election, the elected officials' pledges become mandates for action, effectively setting an agenda for the term. To hold officials accountable, Forward New Orleans then publishes detailed reports that assess both progress and shortcomings on achieving platform objectives. Along the way, coalition members stand ready to help our local leaders translate the platform into successful action.

WHY WE DO IT.

As citizens, we are compelled to remain aware, informed, and engaged in local government. Forward New Orleans is a vehicle for setting high expectations on the issues that matter most and demanding performance from the leaders we elect. It is a unified voice asking our elected officials to engage with the community, make data-driven decisions, increase transparency, and commit to the core values of integrity, determination and courage that will continue to improve our great city. We do this to move New Orleans forward. **Join us.**

www.forwardneworleans.com @Forward_NO

PUBLIC SAFETY

Endorsing Partners

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 and Lodging Association

Greater New Orleans Housing Alliance

Greater New Orleans, Inc.

Metropolitan Crime Commission, Inc.

New Orleans Crime Coalition

New Orleans Hispanic Chamber of Commerce

New Orleans Chamber of Commerce

New Orleans Convention and Visitors Bureau

New Orleans Police and Justice Foundation

New Orleans Regional Black Chamber of Commerce

Stand for Children

Urban League of Louisiana

Vieux Carre Property Owners, Residents and Associates

Youth Empowerment Project



Increased public safety is crucial to the continued growth and success of our vibrant city. City leadership must work together to strategically reduce violent crime through both prevention and enforcement.

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.



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.

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.

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.

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.

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 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.

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.

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.

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.

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.

INFRASTRUCTURE

Endorsing Partners

RIDE New Orleans
Stand for Children

Algiers Economic Development Foundation
Business Council of New Orleans and the River Region
Citizens for 1 Greater New Orleans
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Greater New Orleans Hotel and Lodging Association
Greater New Orleans Housing Alliance
Greater New Orleans, Inc.
Louisiana Associated General Contractors
New Orleans Hispanic Chamber of Commerce
New Orleans Chamber of Commerce
New Orleans Chamber of Commerce
New Orleans Chamber of Commerce

Urban League of Louisiana Vieux Carre Property Owners, Residents and Associates Water Collaborative of Greater New Orleans

New Orleans Regional Black Chamber of Commerce

The future of New Orleans depends on the health of its infrastructure. Elected officials must dedicate and administer the resources necessary to operate, maintain, and improve our roads, drainage, sewerage, and water systems.



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.

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.

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.

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.

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.



ECONOMIC OPPORTUNITY

Endorsing Partners

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Common Good

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Vieux Carre Property Owners, Residents and Associates

Young Leadership Council

To become a global leader, New Orleans must create conditions that attract, retain, and grow thriving businesses in a variety of sectors – and ensure access across all demographics to the opportunities that economic growth creates.



Commit to fund NOLABA at the current or an 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



Economic Opportunity



workforce development, with an aim to impact and reduce unemployment. Require semiannual updates on performance to the City Council.

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.

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. 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.

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.



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, project cancelations, 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.

City Services

CITY SERVICES

Endorsing Partners

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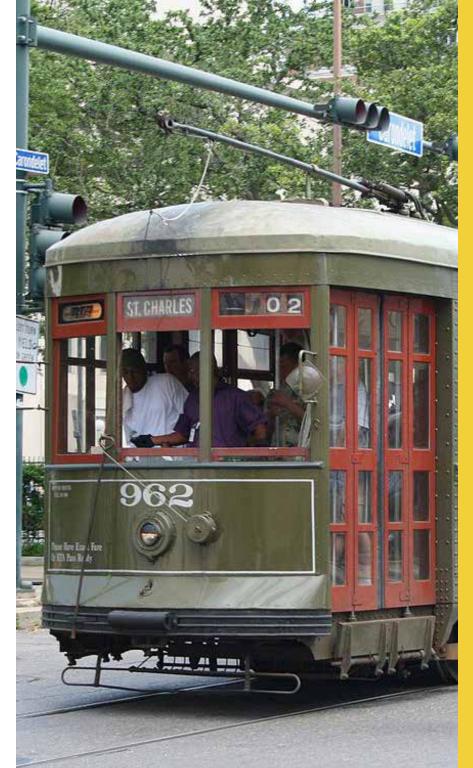
Young Leadership Council

To provide an improved quality of life for all New Orleanians, our leaders must foster citywide connectivity through transportation, housing, education, and community engagement.



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 4 regional connections by 2021.

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.

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.

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, www. schools.forwardneworleans.com, 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.

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.

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.

CITY FINANCE

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To guarantee the financial health of our city and the continuation of critical city services, elected officials must act as responsible fiduciaries of taxpayer funds.



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.





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.

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 ten 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.

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.

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.

CIVIL SERVICE SYSTEM

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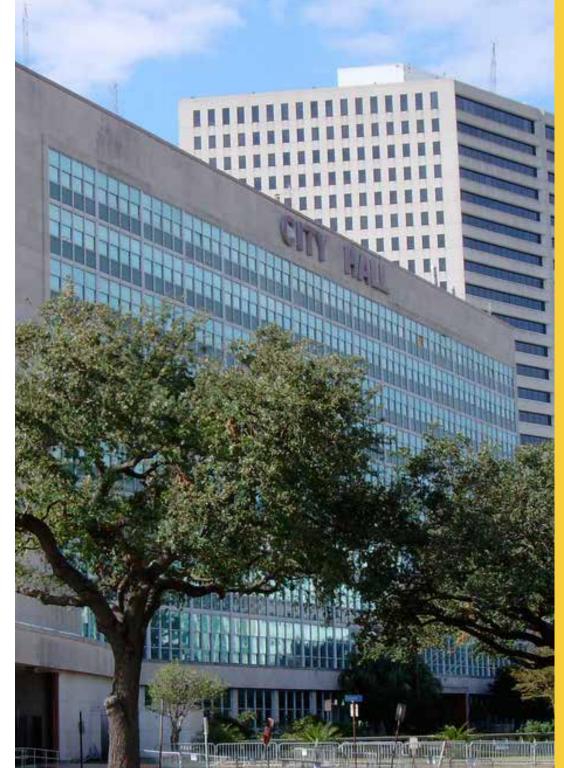
Vieux Carre Property Owners, Residents and Associates

Excellence in government begins with a motivated, well-equipped public work force. Meaningful implementation of civil service reforms is critical to enable functional, effective City agencies that are optimally staffed to provide basic services.

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.





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.

CONDUCT ANNUAL PERFORMANCE EVALUATIONS OF CIVIL SERVICE SENIOR STAFF.

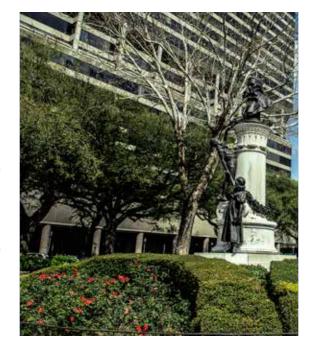
Develop and publish workplans and performance standards for the Civil Service Executive Director and senior staff. Ensure that Commission and staff work priorities and goals are aligned. Immediately require the Commission to perform annual evaluations based on identified standards.

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.

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.







COALITION PARTNERS

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