

NOVEMBER 2025

Count on us.

City of New Orleans, LA



Cantrell Administration Accomplishments

1 Cantrell Administration Accomplishments

The accomplishments below are sorted by the administration's budget priorities. Each accomplishment is also listed in and organized by the individual department summaries that follow (department in parenthesis).

1.1 Public Safety and Public Health

- Secured \$32.5 million to support police recruitment and retention, ensuring adequate staffing and sustainable compensation aligned with long-term budget forecasts (New Orleans Police Department/Chief Administrative Office)
- Achieved measurable reductions in violent crime and continued progress toward full compliance with the federal consent decree (New Orleans Police Department)
- Directed \$50 million in ARPA funding toward human services, violence-reduction, and neighborhood-safety initiatives (Chief Administrative Office/Office of Criminal Justice Coordination)
- Allocated \$10 million in ARPA resources to expand the ThriveKids program for youth mental health and school-based medical care (New Orleans Health Department)
- Launched Family Connects, a universal home-visiting program for new parents, and expanded the Mobile Crisis Unit and Justice Technology Modernization Project to improve coordinated emergency response (New Orleans Health Department/Office of Homeland Security and Emergency Preparedness/CAO)
- Maintained essential services and public-safety operations through major crises, including hurricanes, the Hard Rock Hotel collapse, cyberattacks, and the January 1 terrorist attack (Office of Homeland Security and Emergency Preparedness)
- Expanded behavioral-health, opioid-response, and trauma-recovery services through partnerships with hospitals and nonprofit providers (New Orleans Health Department)
- Launched the Sobering Center, hospital-based intervention teams, and a Citywide gun-safe-storage initiative to reduce preventable harm (New Orleans Health Department/Criminal Justice Coordination)
- Achieved the lowest number of new HIV diagnoses in decades through program expansion and same-day treatment (New Orleans Health Department)
- Introduced a medical-debt-relief initiative to eliminate financial barriers for residents seeking care (New Orleans Health Department)
- Strengthened domestic-violence and sexual-assault response through the Blueprint for Safety and Advocacy-Initiated Response framework (New Orleans Health Department/Office of Criminal Justice Coordination)
- Reaccredited with a perfect score through Project Public Health Ready and published health-impact reports on maternal care, chronic disease prevention, food security, and reproductive health (New Orleans Health Department)
- Expanded postpartum mental-health programs, nutrition support, and chronic-disease prevention in partnership with more than 200 community organizations (New Orleans Health Department)

- Implemented cancer-prevention measures for firefighters through new decontamination procedures, screening protocols, and turnout-gear upgrades (New Orleans Fire Department)
- Modernized emergency-response fleets by procuring new engines, ladders, rescue units, and specialized vehicles in accordance with the capital-replacement plan (New Orleans Fire Department/Equipment Maintenance Division)
- Renovated fourteen fire stations and opened a new Fire Headquarters at 401 City Park Avenue (New Orleans Fire Department/Department of Property Management)
- Established Wildland Firefighting and Medical Sprint Units to strengthen emergency coverage and reduce response times (New Orleans Fire Department/New Orleans Emergency Medical Services)
- Added a full-time mental-health coordinator for firefighters and expanded peer-support and counseling programs across public-safety divisions (New Orleans Fire Department)
- Launched the nation's first municipal pre-hospital blood-transfusion program, reducing mortality for penetrating trauma and serving as a national model (New Orleans Emergency Medical Services)
- Expanded advanced emergency-medical training, including rapid-sequence intubation, ultrasound, and umbilical-vein catheterization, enabling hospital-level care in the field (New Orleans Emergency Medical Services)
- Developed an EMT recruit and training pipeline offering paid certification to expand workforce capacity (New Orleans Emergency Medical Services/Civil Service)
- Introduced 24/7 licensed clinical support and peer counseling for paramedics and emergency personnel (New Orleans Emergency Medical Services)
- Implemented a modern emergency-alert and flood-warning system with 26 weather stations, sonar-based sensors, and a NOLA Ready mobile app reaching more than 400,000 residents (Office of Homeland Security and Emergency Preparedness)
- Completed elevation of more than 100 flood-prone homes with funding secured for over 300 additional properties (Office of Homeland Security and Emergency Preparedness)
- Updated the City's Hazard Mitigation Plan and established a Disaster Recovery Framework to guide federal reimbursements and resilience projects (Office of Homeland Security and Emergency Preparedness)
- Expanded NOLA Ready outreach, introduced a disaster-accessibility coordinator, and developed the concept of resilience hubs powered by solar energy (Office of Homeland Security and Emergency Preparedness/Office of Resilience & Sustainability)
- Recaptured Urban Areas Security Initiative funding to sustain public-safety technology and coordination systems (Office of Homeland Security and Emergency Preparedness)
- Enhanced situational awareness through the Real-Time Crime Center, receiving national recognition for innovation (Public Safety Support Services)
- Upgraded the public-safety radio system to a unified modern network connecting all first responders (Public Safety Support Services/Information Technology & Innovation)
- Supported major events, including Mardi Gras, the Taylor Swift Eras Tour, and Super Bowl LIX through coordinated emergency planning and staging (Office of Homeland Security and Emergency Preparedness/New Orleans Emergency Medical Services)
- OPSE developed procedures and policies designed to serve the needs of customers, NOPD personnel, OPSE staff, and the citizens of New Orleans (Office of Police Secondary Employment)
- OPSE complies with Public Records Requests and consent decree regulations on operations

- OPSE has managed an average of 64,000 details per year, successfully processed 200+ payrolls with over 7,500 personnel payments, and billed more than \$90 million (Office of Police Secondary Employment)
- OPSE revenues exceed expenses by \$200,000 annually (Office of Police Secondary Employment)
- OPSE has been able to process payroll and earnings statements more efficiently, leading to more up-to-date compliance tracking. OPSE developed software tools to improve efficiency, including a reduction in the time required to send earnings statements from three days to two hours (Office of Police Secondary Employment)
- OPSE built compliance analysis checks into the payroll process (Office of Police Secondary Employment)
- Coordinated Coverage: Maintains closure of encampments (no sleeping outside) and engages unhoused individuals for diversion and rapid exit services, shelter access, rehousing pathways, and the Heat Response Initiative (Office of Homeless Services and Strategy)
- Distribution of cold drinking water at City encampments and to other unhoused residents (Office of Homeless Services and Strategy)
- OHSS is on track to meet its goal of housing 1,500 people by the end of 2025 (Office of Homeless Services and Strategy)
- OHSS successfully closed six encampments as of August 2025 (Office of Homeless Services and Strategy)
- A Permanent Supportive Housing (PSH) case manager supports clients with daily living and tenancy skills, health services, mainstream supports, income growth, and transition from intensive PSH services (Office of Homeless Services and Strategy)
- Special ACT/ICM teams are comprised of multi-disciplinary teams, including peer support; teams provide intensive services for clients in behavioral health rehousing programs (Office of Homeless Services and Strategy)
- As of October 2025, OHSS has housed 197 residents from the shelter RRH program (Office of Homeless Services and Strategy)
- Thousands of hygiene kits were obtained from UPS and the New Orleans Baptist Seminary (Office of Homeless Services and Strategy)
- OHSS developed an action plan to deliver and sustain an optimized rapid response system, including:
 - 2025: Action plan to stop and prevent street sleeping
 - 2025-2026: Structural adjustments to strengthen operations and ensure timely service delivery
 - 2026-2034: Building an optimized system through continuous quality improvement; (Office of Homeless Services and Strategy)
- Part of the plan is low to no street homelessness by the end of 2025, with a goal of 1,500 people housed; OHSS has housed 1,400 people as of October 2025 (Office of Homeless Services and Strategy)
- Aerial larviciding began via helicopter in July 2025, dramatically improving treatment reach and efficiency. NOMTRCB acquired and currently operates a helicopter to support ongoing aerial larvicide and adulticide operations (Mosquito, Termite and Rodent Control Board)
- Achieved dual ground and aerial larviciding capacity, enabling rapid deployment across wide areas (Mosquito, Termite and Rodent Control Board)
- Established area-wide larviciding capacity, enabling faster, more effective mosquito population control during outbreaks (Mosquito, Termite and Rodent Control Board)

- Procured eight new adulticide spray units and three larvicide units, fully funded without using General Fund resources (Mosquito, Termite and Rodent Control Board)
- Collected and disposed of over 100,000 tires, eliminating significant mosquito breeding sources
- Responded to multiple West Nile virus-positive mosquito pools with targeted adulticide spraying and community notifications (Mosquito, Termite and Rodent Control Board)
- Continued advanced mosquito and rodent pathogen surveillance, as well as bloodmeal analysis and insecticide resistance testing (Mosquito, Termite and Rodent Control Board)
- Reported a notable reduction in West Nile virus cases, attributed to integrated surveillance and treatment strategies (Mosquito, Termite and Rodent Control Board)
- Secured CDC and state grants to support response capacity for Zika, chikungunya, dengue, West Nile virus, malaria, and other vector-borne diseases (Mosquito, Termite and Rodent Control Board)
- Selected by the CDC as a national training center and awarded an \$8.5 million, five-year project to build vector control capacity (Mosquito, Termite and Rodent Control Board)
- Received supplemental funding from collaborators for product testing; current revenue-generating contracts include those with Syngenta, Corteva, and BASF (Mosquito, Termite and Rodent Control Board)
- Received supplemental funding for providing termite treatments to state and federal buildings as well; current revenue-generating contracts for this include the Louisiana Military Department for termite treatments at Jackson Barracks and Algiers Development District for termite treatments at Federal City (Mosquito, Termite and Rodent Control Board)
- Facilitated annual household hazardous waste collection day (Sanitation Department)
- Facilitated four public shred day events per year (Sanitation Department)
- Transitioned responsibility for private special events from the City to the event host, reducing clean-up costs and reallocating resources (Sanitation Department)
- Restored NOPD's Victim & Witness Division; championed Pre-Trial Services at Criminal District Court (Criminal Justice Coordination)
- Sustained >17% jail-population reduction since SJC; lowest point 760, 55% below 2010 baseline (Criminal Justice Coordination)
- Led Sequential Intercept Mapping and created a Jail Release Navigator embedded in jail healthcare (Criminal Justice Coordination)
- Launched the Youth Justice Collaborative (with OYF), seeded by \$4.45 million in ARPA funding to transform youth-justice infrastructure (Criminal Justice Coordination)
- Selected Family Center of Hope (FCH) as Youth Assessment Center operator and NAC as Technical Assistance provider; pilot opened Aug 18, 2025 (Criminal Justice Coordination)
- Expanded Evening Reporting Center (ERC) capacity (including New Orleans East satellite) as an alternative to incarceration for up to 120 youth/year (Criminal Justice Coordination)
- Developed weekly, monthly, quarterly, and annual jail-population reports to drive data-informed decisions (Criminal Justice Coordination)
- Expanded to three police districts with an 88% recidivism decrease among enrolled clients (Criminal Justice Coordination)
- Won \$50,000 NACCHO grant to develop a Violence Prevention Action Team (Criminal Justice Coordination)

- Secured \$960,000 Coronavirus Emergency Supplemental Funding for pandemic response (Criminal Justice Coordination)
- Produced 500+ reentry plans; hosted 20+ legal clinics addressing civil barriers to employment (Criminal Justice Coordination)
- With CEO Works, disbursed \$2,250 stimulus checks to 600+ returning citizens during the COVID-19 pandemic (Criminal Justice Coordination)
- Hosted a warrant clinic addressing 646 cases with \$375,411.50 in fines/fees waived (Criminal Justice Coordination)
- Reduction in critical incidents at JJIC (Juvenile Justice Intervention Center)
- Increases in available programs leading to better outcomes for participating youth, including YAM, Spectrum, Be Loud, TAG Center, Youth Council, Ubuntu Village, Councilman King, New Hope Baptist Church (Juvenile Justice Intervention Center)
- Establishment of the Youth Council to support youth voice in programming services (Juvenile Justice Intervention Center)
- Established Parent Liaison role, which allows parents to meet with the Administration for any areas of concern (Juvenile Justice Intervention Center)
- Children's Hospital Partnership: Ability to provide in-house medical services; JJIC maintains five weekly clinics, contributing to improvements in healthcare success (Juvenile Justice Intervention Center)
- The Cantrell Administration created a Grounds Patrol Department at JJIC for the first time. Previously, JJIC was without dedicated security staff (Juvenile Justice Intervention Center)
- Intensive In-Home Community Supervision Program (IIHCSP; data January-September 2025):
 - Currently enrolled: 28
 - Number of successful completions: 70
 - Number of early program terminations: 35
 - Number of youth re-arrested: 13 (seven employee violations)
 - Number of Curfew Checks: 2,992
 - Number of family engagement sessions: 670
 - Number of school engagement sessions: 148
 - Number of community-based referrals: 95 (Pathways, VOA, Thrive Kids, Cafe Reconcile, On the Right Path Job 1, MSYEP, OSSA, MELLOW, Boss Barber, Credible Messengers, Urban League, BJ Maxon Conference, SACE, Healthy Start, STEM, ERC, YAM, Drone Certification, NORD, Ubuntu Village); (Juvenile Justice Intervention Center)
- Support services (data January – September 2025): 53 legal calls/video, 1,429 legal visits, 478 court appearances, 32 family orientations, 227 family visits, 496 individual sessions, 63 group sessions, 51 restorative circles. Additional services include:
 - Special Programs: 90% of intakes/ ~185 youth (YAM, Spectrum, Be Loud, TAG Center, Youth Council, Ubuntu Village, Councilman King, New Hope Baptist Church; this number does not include youth previously housed, only new intakes)
 - Children's Hospital New Orleans LCSW: 594
 - Children's Hospital New Orleans Psych: 785
 - Children's Hospital New Orleans Medical: 286; (Juvenile Justice Intervention Center)
- Hired a second Procurement Clerk to fully staff the department (Juvenile Justice Intervention Center)
- Re-established timely procurement processes and payment of invoices after the 2024 staff departures left the Fiscal team vacant:

- JJIC's 2026 goal is to codify all processes and procedures into a department manual to secure institutional knowledge
- Improved financial management, timely payment, and processing after periods of reactive processing
- Staffed a vacant financial position/department
- Transitioning from an ad-hoc hiring of programming partners toward more proactive outreach; (Juvenile Justice Intervention Center)
- Improved health, fire, and OJJ inspections: The facility passed successful inspections for upkeep of the facility with no major infractions (Juvenile Justice Intervention Center)
- Fire Marshal final inspection for the Fire Door Mag Locks scheduled for 10/29/25 (Juvenile Justice Intervention Center)
- Nixon Power initiated repairs on generators on 10/15/25, completed a secondary visit on 10/20/25, and is scheduled for an additional visit on 10/29/25 (Juvenile Justice Intervention Center)
- Ms. Carter Pest Inspector: completed inspection and treatment for ants on 10/21/25 (Juvenile Justice Intervention Center)
- Major case highlights:
 - Brown v. Burmaster (EDLA): Following a four-day federal trial involving the fatal shooting of a dog by an NOPD officer, the City obtained a defense verdict on all federal claims, with plaintiffs receiving only \$10,400 in state damages—a fraction of the \$1 million sought
 - Boyd v. NOPD (EDLA): The City secured dismissal of all federal claims arising from an NOPD K9 bite incident. Plaintiff subsequently dismissed federal claims and refiled in state court
 - Morales v. City of New Orleans (EDLA): The City obtained dismissal of a wrongful termination suit; the OIG settled and funded the matter in full, as the plaintiff was its employee
 - Patrick Brown v. Jason Williams, et al. (EDLA): The City successfully obtained judgment dismissing claims against a police officer accused of wrongful conviction
 - Dyer v. NOFD (EDLA): The Court dismissed all but one discrimination claim following disciplinary action against a firefighter; discovery continues on the remaining issue.
 - Barnum v. City of New Orleans (EDLA): The City prevailed on a motion to dismiss a constitutional challenge alleging unlawful arrest and search
 - Savoy v. NOPD (EDLA): The Court dismissed the plaintiff's claims alleging involuntary administration of psychotropic medication
 - Bodin, et al. v. City of New Orleans (EDLA): The City successfully defended its short-term rental (STR) regulations, with the Court dismissing nearly all claims. Plaintiffs' appeal to the Fifth Circuit is pending
 - Hignell-Stark v. City of New Orleans (EDLA/5th Cir.): The Fifth Circuit largely upheld the City's STR ordinances, affirming the City's authority to regulate commercial activity in residential zones and rejecting claims of a fundamental right to short-term rentals—setting a key precedent for future STR litigation
 - Edenfield v. City of New Orleans (EDLA/5th Cir.): The Court dismissed a race discrimination suit by an NOPD sergeant over social media discipline; the Fifth Circuit affirmed the ruling
 - United States v. City of New Orleans (EDLA): The Court moved the NOPD consent decree into a two-year Sustainment Period (Jan. 2025). In October 2025, Judge

Morgan indicated readiness to grant a joint motion to terminate the decree, pending procedural remand—signaling the near end of the federal oversight initiated in 2012

- *Henry v. City of New Orleans* (CDC): The City prevailed at trial, defeating a claim over alleged defects in a Bourbon Street wedge barrier
- *Cole v. New Orleans EMS* (CDC/4th Cir.): The City and NOFD won at trial and on appeal, with the Louisiana Supreme Court denying the plaintiff's writ
- *Gallagher v. Kirkpatrick* (CDC): The City secured judgment in a public records dispute.
- *McGraw v. City of New Orleans* (CDC/4th Cir.): The Court affirmed the City's ownership rights and authority to remove Confederate monuments
- *Alexandra Land v. City of New Orleans* (CDC/4th Cir.): The Court denied an injunction, affirming the City's authority to proceed with the demolition of the long-blighted Plaza Tower
- *Daniel "Matt" Ryan v. New Orleans City Council* (CDC): Multiple suits challenging the River District Development were dismissed, including one for lack of jurisdiction and another voluntarily withdrawn by the plaintiff
- *Pilotland Neighborhood Association v. City of New Orleans* (CDC): The Court dismissed a challenge to zoning variances for a 75-unit affordable housing project; plaintiffs' appeal is pending
- *Just Say Nix, LLC v. City of New Orleans* (CDC): The City prevailed in defending the issuance of a renovation permit for a medical marijuana retail development
- *City of New Orleans v. MPERS & State Treasury* (19th JDC): The City obtained a preliminary injunction preventing the State Treasury from withholding City funds related to actuarial disputes with MPERS; (Law Department)
- Supported efforts that have reduced overall violent crime by approximately 20% for the past 2 years (New Orleans Police Department)
- Obtained a new headquarters building at the DXC building (2024), a new Crime Lab building (2022), a new 4th Police District Station (2024), and a new 2nd Police District Station (2018); (New Orleans Police Department)
- Purchased a new \$26 million fleet of police vehicles from 2022 through 2024 (New Orleans Police Department)
- Sustained the Consent Decree and worked toward imminent termination (New Orleans Police Department)
- Recently seated 32 new officers, one of the highest academy classes in years (New Orleans Police Department)
- Acquired four drones and trained 10 pilots for use in suspect tracking, crime scene, and vehicle crash documentation, as well as disaster response (New Orleans Police Department)
- Invested \$1.64 million in ARPA funds to procure new horse trailers, dogs, kennels, and a hot walker for the NOPD's K9 & Mounted units (New Orleans Police Department)
- Invested \$3.65 million in ARPA funds for NOPD operations to support improved service delivery and design consultation for the Crime Lab facility (New Orleans Police Department)
- Supported the FEMA door-to-door mass feeding program (Project Delivery Unit)

1.2 Comprehensive Infrastructure Investments

- Completed the \$1 billion North Terminal project at Louis Armstrong New Orleans International Airport, featuring a 972,000 square-foot terminal with 35 gates, three concourses, and new short-term and long-term parking facilities (New Orleans Aviation Board)
- Introduced valet parking, reservation systems, and parking guidance technology to improve traveler experience (New Orleans Aviation Board)
- Added a new Military Lounge serving over 25,000 service members and launched a musician-in-residence program with live terminal performances (New Orleans Aviation Board/Office of Cultural Economy)
- Implemented the Fair Share Initiative, securing \$50 million in one-time and \$27 million in recurring revenue, enabling \$300 million in City bond sales for infrastructure projects (Chief Administrative Office/Department of Finance)
- Delivered \$2.4 billion in FEMA Joint Infrastructure Recovery projects and \$150 million in hazard-mitigation funding for drainage and streets (Department of Public Works/CAO Project Delivery Unit)
- Modernized Sewerage and Water Board power systems, installed more than 7,000 smart meters, and advanced substation upgrades (Sewerage and Water Board)
- Completed strategic land transfers to enable redevelopment of Duncan Plaza and future City Hall site opportunities (Department of Property Management)
- Implemented enterprise-asset and digital-records systems to improve facility maintenance and transparency (Information Technology & Innovation/Department of Property Management)
- Consolidated HR and fleet functions Citywide, replacing outdated systems to enhance efficiency (Chief Administrative Office/Department of Human Resources/Equipment Maintenance Division)
- Fully obligated the \$388 million ARPA allocation to infrastructure, technology, and justice modernization (Chief Administrative Office)
- Completed Citywide telematics and fuel-accountability programs, reducing fraud and optimizing fleet performance (Equipment Maintenance Division)
- Established an internal parts store and in-house repair capacity, saving approximately \$5,000 per engine or transmission (Equipment Maintenance Division)
- Completed a \$2 million renovation of Gallier Hall and installed new generators and signage at City Hall (Department of Property Management)
- Reconditioned the main switchgear at the VA complex and made improvements to Duncan Plaza. The City initiated a reuse study for the VA complex to provide city spaces and retail for revenue generating opportunities (Department of Property Management)
- Installed EV charging stations at municipal sites and completed the City's first Electric Transportation Roadmap targeting 40% EV adoption by 2035 (Office of Resilience & Sustainability/Department of Public Works)
- Upgraded parks and recreation facilities, including Milne Playground, Morris F X Jeff Stadium, Joe W Brown Park, Duncan Plaza, and Federal City Pool and Splashpad (Recreation Development Commission)
- Installed donated Super Bowl LIX turf at multiple recreation fields and constructed new trails and walking paths (Recreation Development Commission)

- Secured over \$140 million in federal infrastructure and climate grants through the Infrastructure Investment and Jobs Act and Inflation Reduction Act (Chief Administrative Office/Office of Resilience & Sustainability)
- Advanced over \$90 million in FEMA and hazard-mitigation stormwater projects, including Broadmoor, St Roch, Mirabeau Water Garden, Oak Park, Pontilly, and Hagan-Lafitte (Department of Public Works/Office of Resilience & Sustainability)
- Published a Green Infrastructure Toolkit and Blue-Green Suitability Index to guide project placement and maintenance (Office of Resilience & Sustainability)
- Collected and recycled more than 9,000 Christmas trees annually for coastal restoration and planted over 11,000 new trees Citywide (Parkways & Urban Forestry/Office of Resilience & Sustainability)
- Secured \$26 million for Lincoln Beach redevelopment and completed design work for Phase I construction (Department of Property Management/Office of Resilience & Sustainability)
- Advanced coastal-restoration projects for Bayou Bienvenue, Irish Bayou, and the New Orleans East Land Bridge (Office of Resilience & Sustainability)
- Passed the City's first Building Energy Benchmarking Ordinance and launched a Municipal Building Energy Use Dashboard (Office of Resilience & Sustainability/Department of Property Management)
- Partnered with the Downtown Development District on the Downtown Energy Challenge and Community Energy Advisors program (Office of Resilience & Sustainability)
- Began design of a 5 MW community solar farm at the Agriculture Street Landfill site and completed relocation and demolition of Gordon Plaza properties (Department of Property Management/Office of Resilience & Sustainability)
- Secured resilience-hub funding for solar-powered community lighthouses and relaunched the Solar for All program, providing \$7 million in homeowner subsidies (Office of Resilience & Sustainability)
- Expanded Mardi Gras recycling through Recycle Dat, diverting more than 73,000 pounds of materials from landfills (Sanitation Department/Office of Resilience & Sustainability)
- Advanced composting programs and supported circular-economy policies with the creation of urban agriculture and sustainability staff (Office of Resilience & Sustainability)
- Maintained full federal grant compliance and secured \$642 million in advances to keep Joint Infrastructure Recovery projects on schedule (Chief Administrative Office/Department of Finance/Project Delivery Unit)
- Completed major renovations at the warehouse complex and fully transitioned field operations to the upgraded facility (Mosquito, Termite and Rodent Control Board)
- Retrofitted the Administration Building roof to withstand winds over 135 MPH (Mosquito, Termite and Rodent Control Board)
- Purchased a new warehouse on Hayne Blvd, expanding operational capacity (Mosquito, Termite and Rodent Control Board)
- Installed a full-building generator at the Administration Building to support continuous operations during outages (Mosquito, Termite and Rodent Control Board)
- Established and funded the first biological safety laboratory for the City of New Orleans, enhancing disease monitoring and laboratory safety (Mosquito, Termite and Rodent Control Board)
- Protected City facilities from extensive termite damage, saving hundreds of thousands of dollars in structural repair costs (Mosquito, Termite and Rodent Control Board)

- Expanded pest control coverage to all City facilities, protecting both public health and municipal infrastructure (Mosquito, Termite and Rodent Control Board)
- Secured \$10.5 million capital funding for the construction of a new Field Operations Office and Warehouse at 2829 Elysian Fields Ave. (Sanitation Department)
- Increased department staffing from 57 positions in 2018 to 78 positions in 2025 (Sanitation Department)
- Procured 29 new pieces of equipment to support field operations and enforcement (Sanitation Department)
- Continued equipment operator training program to provide opportunities for laborers to obtain CDLs and build operator skills (Sanitation Department)
- Between 2018-2025, the Department of Sanitation partnered with SWB to send 14 laborers to participate in Commercial Driver's License (CDL) training, ultimately leading to their certification and promotion to the equipment operator classification (Sanitation Department)
- Operated Elysian Fields Transfer Station, reducing operational and disposal costs (Sanitation Department)
- Emergency Events:
 - Tornado (Feb. 2017): Removed 17,320 cubic yards of debris
 - Flooding (Aug. 2017)
 - Black Lives Matter civil demonstrations
 - Hurricane Zeta (Oct. 2020): Removed 72,282 cubic yards of vegetative debris, 10,135 cubic yards of construction debris, and 4,550 hazardous trees
 - Tornado (May 2021)
 - Hurricane Ida (Aug. 2021): Removed 219,933 cubic yards of vegetative debris, 61,957 cubic yards of construction debris, and 16,781 hazardous trees
 - Tornado (Dec. 2022)
 - Hurricane Francine (Sept. 2024); (Sanitation Department)
- Maintained LDEQ permits for the City's six Debris Management Sites (Sanitation Department)
- Securing a permanent facility for the Grounds Transportation Bureau (Department of Public Works)
- Moving the sign and signal shops from Katrina-era dilapidated trailers into new temporary office trailers at the Maintenance Division Facility (Department of Public Works)
- Creating a capital project for the renovation of the existing garage on the Maintenance Division facility for the sign and signal shops (Department of Public Works)
- Preparing the Capital Improvement Program roadway segments estimate for the public vote (Department of Public Works)
- Creating a computer program to identify a scoring system for the proposed roadway segments (Department of Public Works)
- Supporting the Americans with Disabilities Act (ADA) accessibility guidelines and completing beautification projects for Super Bowl 2025 (Department of Public Works)
- Over the last two (2) years, continued management of the JIRR program, hiring a program management consultant for the JIRR (Department of Public Works)
- Purchase of the asset management system (OpenGov Cartegraph), which will be implemented soon (Department of Public Works)
- Processed approximately 3,500 development review applications since 2018, including map/text amendments, subdivisions, design review, NSTR special exceptions, IZD

appeals, variances, appeals, re-namings, acquisitions/dispositions, and reasonable accommodations (City Planning Commission)

- Completed 22 Major Land Use Studies since 2018, with seven pending (City Planning Commission)
- Produced eight Capital Improvements Plans since 2018, with one pending (City Planning Commission)
- Managed one Master Plan revision since 2018, with 109 revision requests (City Planning Commission)
- Resurrected the City's Brownfields Program: hired full-time Director; reestablished standing with LDEQ/EPA; secured approximately \$3 million for assessment/remediation of City-owned properties (City Planning Commission)
- Built the Unified Justice Information analytics and intelligence warehouse; blueprint for the \$35 million Justice Technology Modernization Project (Criminal Justice Coordination)
- Coordinated cyber-attack recovery across criminal and juvenile justice agencies (Criminal Justice Coordination)

1.3 Enhancing Quality of Life for All New Orleanians

- Expanded access to affordable housing through the creation of the Office of Homeless Services and Strategy, development of a coordinated homelessness plan, and removal of three major encampments while connecting residents to permanent housing and support services (Office of Homeless Services and Strategy)
- Adopted and began implementing the Healthy Homes Ordinance to ensure that all rental housing meets basic health and safety standards, covering an estimated 80,000 units Citywide (Office of Housing and Community Development)
- Leveraged \$10 million in City funds into \$118 million in total development financing to produce more than 500 affordable units and redeveloped City-owned properties into new mixed-income housing (Office of Housing and Community Development/Department of Property Management)
- Expanded the Housing Trust Fund and adopted zoning changes that promote mixed-use and community solar developments in residential areas (City Planning Commission/Office of Housing and Community Development)
- Increased early childhood investments to \$3 million and secured \$21 million in dedicated annual funding through a voter-approved millage to expand access to high-quality early education (Office of Youth and Families)
- Launched the Guaranteed Income Pilot, providing \$350 per month to 125 opportunity youth and demonstrated measurable improvements in economic stability and self-sufficiency (Office of Youth and Families)
- Created the Youth Climate Action Fund and Big Green Easy Initiative to support environmental education, youth employment, and sustainable park improvements (Office of Resilience & Sustainability/Office of Youth and Families)
- Expanded the Mayor's Summer Employment Program to employ 1,022 youth across City agencies and partner organizations, providing nearly \$2 million in wages and job training (Office of Workforce Development/Office of Youth and Families)
- Reopened and renovated multiple parks and playgrounds Citywide, including Milne Playground, Morris F X Jeff Stadium, and Joe W Brown Park, expanding access to safe recreational facilities (Recreation Development Commission)

- Installed new turf fields donated through Super Bowl LIX partnerships at Lafitte Greenway, Perry Roehm, Larry Gilbert, and Wesley Barrow athletic sites (Recreation Development Commission)
- Rehabilitated trails, bridges, and lighting systems at Joe W Brown Park and constructed two new walking paths in Algiers to enhance neighborhood connectivity (Recreation Development Commission/Department of Public Works)
- Maintained national CAPRA accreditation for recreation excellence and expanded teen, senior, and adaptive programs to promote inclusive participation (Recreation Development Commission)
- Hosted over 24 neighborhood roundtables, seven annual Neighborhood Summits, and more than 18 cleanup events, engaging over 7,000 residents through the Neighborhood Cares Initiative (Neighborhood Engagement Office)
- Distributed over 2,500 backpacks and organized volunteer beautification events in all council districts to strengthen civic engagement and community pride (Neighborhood Engagement Office)
- Implemented the Blueprint for Safety framework to improve coordination among law enforcement, advocacy groups, and courts in domestic violence response (New Orleans Health Department/Criminal Justice Coordination)
- Expanded food-security initiatives, including fresh-food box distributions, community gardens, and neighborhood markets in partnership with local nonprofits (New Orleans Health Department/Office of Resilience & Sustainability)
- Launched Citywide nutrition education and chronic-disease prevention campaigns to address obesity, diabetes, and heart disease among residents (New Orleans Health Department)
- Improved accessibility in City buildings and services through ADA audits, installation of new ramps, and the introduction of an ADA Coordinator role (Department Property Management/Human Rights & Equity)
- Continued investments in animal care and control services, including the modernization of shelter facilities and expansion of spay/neuter programs (New Orleans Health Department/Animal Services)
- Supported the cultural economy through the expansion of event permitting, artist support programs, and small-business assistance for creative entrepreneurs (Office of Cultural Economy)
- Partnered with community organizations and nonprofits to deliver arts programming in public spaces, libraries, and recreation centers Citywide (Office of Cultural Economy/New Orleans Public Library)
- Improved library access through extended branch hours, new technology centers, and literacy programs serving more than 20,000 youth annually (New Orleans Public Library)
- Enhanced mental-health and substance-use services for youth and families through ThriveKids school clinics and expanded partnerships with local behavioral-health providers (Health Department/Office of Youth and Families)
- Implemented Citywide initiatives to reduce litter, illegal dumping, and blight through targeted sanitation enforcement and public-awareness campaigns (Department of Sanitation/Code Enforcement)
- Provided over 6,000 sanitation-worker hazard bonuses during the pandemic and implemented an enhanced collection schedule for high-volume commercial corridors (Sanitation Department)

- Completed design and began implementation of the Citywide LED Streetlight Conversion program to improve safety, energy efficiency, and neighborhood visibility (Department of Public Works/Office of Resilience & Sustainability)
- Expanded partnerships with local schools, nonprofits, and community groups to integrate environmental education and civic engagement into quality-of-life programs (Office of Youth and Families/Office of Resilience & Sustainability)
- Advanced ADA-accessible transportation improvements, including sidewalk repair, curb-cut installations, and safe crosswalk design throughout major corridors (Department of Public Works)
- Enhanced emergency-preparedness outreach to seniors, persons with disabilities, and non-English-speaking residents through targeted community engagement and multilingual communications (Office of Homeland Security and Emergency Preparedness/Office of Human Rights and Equity)
- Diversion specialist on staff conducts diversion assessments, provides problem-solving services to avoid shelter entry, creates rapid exit solutions, supports clients for up to 30 days during the diversion/rapid exit process; shelter operations manages intake and floor staff, provides meals and cleaning services (Office of Homeless Services and Strategy)
- The Housing Navigator supports assigned caseloads with housing assessments, document collection, rehousing referrals, viewing units, completing applications, move-in support, and rapid rehousing (Office of Homeless Services and Strategy)
- The Housing Stabilization Case Manager assists clients in stabilizing and remaining housed; develops stabilization plans including income growth, connection to health services, and preparation for the next housing solution (Office of Homeless Services and Strategy)
- Annual community engagement events include the Coat and New Socks drive, “Thanksgiving: Feed the Homeless” event, and the “Christmas: Feed the Homeless” event (Office of Homeless Services and Strategy)
- Director Fields was awarded the 2024 Citizen of the Year by Bastion, a veterans housing organization (Office of Homeless Services and Strategy)
- Other engagements include the Ozanam Inn Board Meeting, TCA Meeting, Interfaith Breakfast, Imani Breakthrough Recovery Project, WDSU News appearance, French Quarter Board of Commissioners, and Guy Williams’ President’s Luncheon (Office of Homeless Services and Strategy)
- Missed trash and recycling collection requests at a historical low, down 50% from peak in 2021/2022 (Sanitation Department)
- Facilitated permitting approval process for special events and conditional use requests (Sanitation Department)
- Managed contracts for Emergency Debris Monitoring and Debris Removal (Zones 1–3); New contract awards in 2019 and 2025 (Sanitation Department)
- Conducted Annual Emergency Debris Removal kick-off meetings with all relevant parties (Sanitation Department)
- Transitioned LDEQ regulatory compliance and maintenance for Recovery One Landfill to Environmental Affairs/Office of Resilience & Sustainability (Sanitation Department)
- Oversaw third-party operation and permitting of Gentilly Landfill (Sanitation Department)
- Sanitation Rangers completed 15,687 inspections (Sanitation Department)
- \$511,750 in adjudicated fines (Sanitation Department)
- Removed 69,562 bandit signs from the public right-of-way (Sanitation Department)
- Delivered 28,215 recycling carts to requesting service locations (Sanitation Department)

- Supported clean-up of 163 encampment sites (Sanitation Department)
- Facilitated weekly recycling drop-off at Elysian Fields: 92,367 vehicles, 796 tons of recycling collected between 2018 and 2025 (Sanitation Department)
- Partnered with the Office of Resilience & Sustainability for the Annual Christmas Tree Recycling program (Sanitation Department)
- Managed expeditious clean-up following special events, including Mardi Gras (Sanitation Department)
- Remediated 21,743 complaints associated with illegal dumping (Sanitation Department)
- Removed 317,781 waste tires illegally dumped on the public right-of-way (Sanitation Department)
- Cleaned litter from 37,470 miles of City roadways (Sanitation Department)
- Mechanically swept and flushed 100,325 miles of City roadway and bridges (Sanitation Department)
- Deployed over 800 new public trash receptacles (Sanitation Department)
- Implemented Healthy Homes (Department of Safety and Permits)
- Launched a Warrant Clinic featuring on-site DMV and Registrar of Voters services, improving accessibility for residents (Law Department)
- Expanded Community Court initiatives with wrap-around social services to reduce recidivism and promote rehabilitation (Law Department)
- Maintained remote-capable operations to ensure uninterrupted City and Court business continuity (Law Department)
- Created a new diversion program for traffic violations and municipal offenses to promote compliance and reduce court backlog (Law Department)
- Partnered with NOPD and NOFD to prosecute quality-of-life cases, resulting in fewer violations and a measurable improvement in community standards (Law Department)
- Filed 20,747 traffic, DWI, and municipal cases and collected \$1,917,162 in fines and fees as of September 30, 2025 (Law Department)
- Expansion of greenspace: Gentilly Terrace Park, Barbara Lacen-Keller Park, O.C. Haley neutral ground conversion to grass (Parks and Parkways)
- With coordination with the Council, the administration and advocates the "Tree Protection Ordinance," Chapter 106 Article IV Protection of Vegetation, was signed and adopted on April 7, 2025 (Parks and Parkways)
- Added substantial equipment through bond and general funds from 2023 to 2025: 16 crew cab trucks, 11 zero turn riding mowers, 7 tractors, 5 regular cab pickup trucks, 3 open body dump trucks, 2 bucket trucks, 1 chipper crew cab dump truck, 1 garbage truck, and 1 electric compact car (Parks and Parkways)
- Expansion of the administrative team to allow for better implementation of the asset management system and monitoring of permits through PKW and S&P (Parks and Parkways)
- Expansion of the forestry operations team to focus on small tree maintenance and care
- Funding for tree maintenance outside of the operating budget: \$3.4M in Fund Balance, \$1.9M in ARPA funds, \$430K in USDA (being spent between 2023 and 2027; Parks and Parkways)
- Averaged 3,900 tree trims annually by in-house and contractor teams since 2019 (Parks and Parkways)
- Improved and expanded Forestry SOPs and are in process to develop a Forestry Management Plan (Parks and Parkways)

- Established free mulch give aways, continued tree giveaway with NOLA Tree Project, established a partnership with Thrive through a CEA for shared use of our greenhouses, collaborated with SOUL for the Reforestation Plan, with Park Partners for The Big Green Easy master plan, permitted various neutral ground installations/improvements through Prospect New Orleans, MTC and others (Parks and Parkways)
- Secured, retained and started implementation of 19M in funding between three federal grants (USDA, HUD (CDBG), EPA (CPRG)) alongside ORS and community partners focusing on tree planting, with concrete removal and tree maintenance funding as well; Managing the fourth year of the Parks and Parkways Tree Planting Grant for direct financial support to community groups for tree planting (Parks and Parkways)
- These initiatives ensure that the City remains on target to plant 40,000 trees by 2030 through its Climate Action Plan (Parks and Parkways)
- Ensured uniformity of neutral grounds citywide through a new maintenance contract starting in 2024 (Parks and Parkways)
- Downtown beautification efforts: Cancer Survivors Plaza restoration, street tree planting collaboration with DDD, Poydras St. Sculpture Exhibition with Helis Foundation, Civil District Court beautification, Duncan Plaza beautification, Claiborne DOTD ramp improvements, Basin St. and Elks Place improvements (Parks and Parkways)
- Design and project management through bond funds, state allocations and other sources: Improvements at McDonough Memorial Park, Joseph M. Bartholomew Sr. Municipal Golf Course, Jackson Square, Washington Square, Coliseum Square, Brechtel Park, Esplanade Bollards, Hayden Park, Andre Cailloux Park, A. P. Tureaud Park, McDonough Zacherie Park, Sierra Madre stormwater site, New Orleans East neighborhood signs and plantings, Market Place Park, Gilmore Park, Dublin Park and others (Parks and Parkways)
- Projects in development or procurement phases: approximately \$1,060,000 in bond funded improvements at Coliseum Square Playground, Real Timbers Walking Trail, Laurence Square and Brechtel Park playground resurfacing, Brechtel Park road resurfacing, and Elysian Fields Walking Path Phase III (Parks and Parkways)
- Successful addition of management/maintenance of City Hall, Duncan Plaza and Bayou St. John (Esplanade to Lafitte) without additional funding (Parks and Parkways)
- Led multiyear effort to clear and convert over 5 acres of unmaintained bioswales on Lafitte Greenway to either regularly maintained turf or cypress forest; spearheaded an effort with NORD and Lafitte Greenway Partnership to streamline maintenance responsibilities resulting in a management plan and funding for the Partnership and increased capacity for NORD and PKW for both the Greenway and the rest of the City (Parks and Parkways)

1.4 Economic Development

- Strengthened New Orleans' position as a national leader in film production with more than \$880 million in annual industry investment, ranking fourth in the United States for film and television production (Office of Cultural Economy/Mayor's Office)
- Advanced transformative mixed-use developments, including the River District, Bayou Phoenix, and the Advanced BioDistrict, collectively generating more than \$1 billion in projected economic activity and long-term job creation (Office of Economic Development/Department of Property Management)

- Secured major federal grants, including \$61 million through the Reconnecting Communities program and \$50 million through the Climate Pollution Reduction Grant to spur equitable redevelopment and sustainable infrastructure (Office of Resilience & Sustainability/Chief Administrative Office)
- Executed \$300 million in City bond sales to fund critical capital and economic development projects across neighborhoods, ensuring responsible investment in long-term growth (Department of Finance/Chief Administrative Office)
- Launched the Earn and Learn initiative to provide \$15 per hour stipends for residents completing job training programs, creating equitable access to workforce opportunities (Office of Workforce Development)
- Secured a \$1.2 million Pathway Home federal grant to expand reentry workforce programs for formerly incarcerated residents, connecting participants to construction and trade careers (Office of Workforce Development/Criminal Justice Coordination)
- Expanded workforce training through strategic partnerships with Delgado Community College, Goodwill Industries, and local employers to align job-readiness programs with regional labor demand (Office of Workforce Development)
- Supported entrepreneurship through the Small Business Assistance Fund, GrowNOLA platform, and partnerships with Propeller and The Idea Village to deliver training, access to capital, and technical support for local startups (Office of Economic Development)
- Promoted equitable business growth through the Supplier Diversity Office, achieving a record level of certified Disadvantaged Business Enterprise (DBE) participation in City contracts (Office of Supplier Diversity/Chief Administrative Office)
- Implemented the Citywide Spend Transparency Dashboard, allowing residents and vendors to view procurement data in real time and monitor contract awards by category and vendor type (Chief Administrative Office/Information Technology and Innovation)
- Reimagined New Orleans' tourism economy by focusing on sustainable visitation, local arts promotion, and major event readiness in advance of Super Bowl LIX and the 2025 Essence Festival (Office of Cultural Economy/Chief Administrative Office)
- Maintained Louis Armstrong New Orleans International Airport's ranking as "Best Airport in North America" for three consecutive years and expanded international air service with new routes to London, Montreal, and Mexico City (New Orleans Aviation Board)
- Added new nonstop service with Alaska, Delta, Breeze, and Air Canada, strengthening tourism and business travel connectivity to key domestic and international markets (New Orleans Aviation Board)
- Launched the new Military Lounge, musician residency program, and cultural performances at the airport, reinforcing the City's commitment to hospitality and local culture (New Orleans Aviation Board/Office of Cultural Economy)
- Supported neighborhood commercial revitalization through the Façade Improvement Program, which provided matching grants for exterior upgrades to small businesses in commercial corridors (Office of Economic Development)
- Expanded retail and hospitality development near major corridors, including Claiborne, St Claude, and the New Orleans East Hospital area, through targeted incentive programs (Office of Economic Development)
- Continued implementing the Comprehensive Economic Development Strategy, emphasizing equitable recovery, resilience, and sustainable job growth across industries (Office of Economic Development)
- Partnered with GNO Inc. and regional stakeholders to attract clean-energy, biosciences, and technology investment to the metropolitan area, aligning with the City's climate and

economic diversification goals (Office of Economic Development/Office of Resilience & Sustainability)

- Supported the expansion of the hospitality workforce by collaborating with New Orleans & Company to strengthen career pathways and improve job quality in tourism-related fields (Office of Workforce Development/Office of Cultural Economy)
- Developed and launched the Music and Culture Industry Recovery program, providing grants, promotional support, and emergency relief to musicians and cultural practitioners impacted by pandemic losses (Office of Cultural Economy)
- Strengthened port and maritime coordination to facilitate export opportunities and industrial site redevelopment, including strategic partnerships with the Port of New Orleans and the U.S. Army Corps of Engineers (Office of Economic Development/Department of Property Management)
- Supported the City's first Digital Equity Initiative, expanding broadband infrastructure, public Wi-Fi, and device distribution for underserved residents to increase access to online education and employment (Office of Information Technology and Innovation/Chief Administrative Office)
- Expanded technical-assistance programs for minority and women-owned businesses through collaboration with the Urban League, LiftFund, and local chambers of commerce (Office of Supplier Diversity/Office of Economic Development)
- Promoted neighborhood-level economic development through business corridor beautification, small-business grants, and community development block grant (CDBG) reinvestment strategies (Office of Economic Development/Office of Community Development)
- Strengthened regional partnerships with universities, hospitals, and research institutions to grow the biosciences and advanced manufacturing sectors in New Orleans (Office of Economic Development/BioDistrict New Orleans)
- Enhanced local food economy and urban agriculture through land-use coordination, community farming, and new local sourcing opportunities for restaurants and markets (Office of Resilience & Sustainability/Office of Economic Development)
- Continued to advance public-private partnerships and capital investment strategies that align fiscal responsibility with inclusive growth and quality jobs for residents (Chief Administrative Office /Department of Finance/Office of Economic Development)
- Successfully awarded and transitioned four curbside solid waste and recyclable materials collection contracts between 2022–2024, delivering enhanced services to the residents of New Orleans (Sanitation Department)
- Managed over \$65 million in contracts (Sanitation Department)
- Annual partnership with JOB1 to provide over 200 supplemental workers for Mardi Gras clean-up (Sanitation Department)
- Managed major events that generated \$1.9 billion in revenue for the City (Office of Cultural Economy)
- Utilized \$490,000 in sponsorships to support major economic and cultural events (Office of Cultural Economy)
- Distributed \$150,000 in state funding to support Social Aid & Pleasure Clubs for the 2023–2024 Second Line Parade Season (Office of Cultural Economy)
- Awarded \$110,650 to local arts and culture organizations promoting the cultural economy (Office of Cultural Economy)
- Positioned New Orleans as the 4th-largest film production hub in the U.S. and 6th-best city globally for filmmakers (Office of Cultural Economy)

- Film New Orleans led local production efforts with a direct spend of \$4 billion since 2018
- Managed over 800 film permits annually through Film New Orleans (Office of Cultural Economy)
- Established a film permit system and the Louisiana Film Workforce Coalition to support job creation and workforce development (Office of Cultural Economy)
- Supported 8,000 jobs in the New Orleans region, including union crew members and film-related businesses (Office of Cultural Economy)
- Deepened and strengthened over 80 partnerships across cultural and private sectors (Office of Cultural Economy)
- Established the Embrace the Culture (ETC) initiative in March 2020 to support artists during the COVID-19 pandemic (Office of Cultural Economy)
- ETC featured diverse artistic disciplines and invested \$504,560 in direct funding to artists and small festivals (Office of Cultural Economy)
- Anchored the creation of the New Orleans Tourism and Cultural Fund (NOTCF) to support sustainable tourism and cultural industries (Office of Cultural Economy)
- Anchored the establishment of the Musician's Pay Ordinance, mandating a \$200/hour minimum for musicians at City-funded events (Office of Cultural Economy)
- Created a Cultural Directory to connect artists and culture bearers with opportunities tied to major events like the Super Bowl and Final Four (Office of Cultural Economy)
- Established a film permit system and the Louisiana Film Workforce Coalition to support job creation and workforce development (Office of Cultural Economy)
- Advocate at the state level regarding tax incentives for the film industry (Office of Cultural Economy)
- Advocate at the state and local level for the re-establishment of the cultural districts incentives (Office of Cultural Economy)
- Secured over \$26.4 million in public/private grants since 2018, including \$700,000 for public-safety tech (Criminal Justice Coordination)
- Won \$175,000 U.S. Conference of Mayors grant to expand Law Enforcement Assisted Diversion (LEAD) program (Criminal Justice Coordination)
- Partnered with CEO Works to disburse \$2,250 stimulus checks to 600+ returning citizens during the COVID-19 pandemic (Criminal Justice Coordination)
- In 2025, CPA is projected to complete 36 projects at a budgeted value of \$113 million, exceeding the 2025 goal of completing 24 projects. Under the Cantrell administration, CPA will complete 137 of its 166 project portfolios at a value of \$329 million, 80% of the portfolio's \$536 million value (Capital Projects Administration)
- The processing and payment of CPA invoices averaged 27 days, indicating on-time payments (Capital Projects Administration)
- CPA completed the transition of the project database into the Public Works (I.R.I.S.) system (Capital Projects Administration)
- The Standard Operating Procedures Manual will be completed by December 2025 (Capital Projects Administration)
- CPA will complete revisions to the CPA Standard AE contract (Capital Projects Administration)
- Hurricane Ida projects in progress or completed include Municipal and Traffic Court, Mahalia Jackson Theatre Repairs (design will begin in December), started design on the first tranche of Hurricane Ida repairs with Pivotal Engineering, and began assigning remaining Hurricane Ida Projects to the CPA project management team (Capital Projects Administration)

- CPA recently completed CPM Schedule Training, C.O. Analysis training (Capital Projects Administration)
- CPA started 360 camera and drone flight training (Capital Projects Administration)
- Staff recently reactivated the CPA website (Capital Projects Administration)
- CPA completed the VA Building Use Study (Capital Projects Administration)
- CPA 2025 bids averaged 10% under budget (Capital Projects Administration)
- Major redevelopment projects: Charity Hospital redevelopment, Naval Support Academy and Newlab, River District and Market Street Power Plant, Municipal Auditorium/Armstrong Park, Governor Nicholls–Esplanade Wharves/Riverfront for All Park, Six Flags redevelopment, and Mercy Hospital redevelopment (Office of Economic Development)
- District-based economic development, creation of TIF funding mechanism for the BioDistrict, establishment of new priority districts including Lafitte Greenway, River District, Spanish Plaza–Riverwalk, Five O Fore Golf (Office of Economic Development)
- Development of the Plan for Generational Economic Development (PGET), the City’s first strategic economic development plan since Hurricane Katrina (Office of Economic Development)
- Revamp of the Restoration Tax Abatement (RTA) program in collaboration with the City Council (Office of Economic Development)
- Development and implementation of the Parklet Permit and Film Permit in coordination with other departments (Office of Economic Development)
- Planning initiatives include Higgins Innovation District planning in New Orleans East, a retail study for the Lower Ninth Ward, and planning for Municipal Auditorium and Armstrong Park (Office of Economic Development)
- Programming of over \$38 million in federal funding, including \$33 million in Post-Ida CDBG-DR RCIP funds, \$7.5 million in ARPA funds for Economic Mobility in Motion (EMIM) programs and investments, renewal efforts for the Economic Development Fund (EDF) millage (Office of Economic Development)
- Disaster response and business support in response to:
 - COVID-19 pandemic
 - 1031 Canal hotel collapse
 - Hurricane Ida
 - New Year’s Day terrorist attack
 - Localized flooding, tornadoes, and building collapses (e.g., Louisiana Endowment for the Humanities); (Office of Economic Development)
- Pre-disaster: OED updates lists of Essential Businesses and their contact information and develops relationships with business technical assistance providers and commercial corridor organizations
 - During disaster: Assist EOC as needed (Office of Economic Development)
- Disaster response and business support post-disaster: secured SBA economic injury disaster declarations with NOHSEP and GOHSEP through business outreach; develop surveys to gather data about business impacts post-disaster; work with SBA and other stakeholders to host webinars about resources available to businesses and to set up temporary offices for SBA representatives within the City; supported programs such as PPP and other pandemic-related initiatives; provided support to businesses experiencing disruption through the contractor StayLocal and their subcontractor NVisions Communications; deploy Disaster Recovery funding from Hurricanes Zeta and Ida (Restore Louisiana) to make businesses more resilient in future disasters, including supporting food

entrepreneurs and providing grants for solar and battery backup on small businesses (Office of Economic Development)

- Adjudicated City code enforcement violations by property owners within the department's jurisdiction efficiently and effectively, ensuring compliance with municipal ordinances (Law Department)
- Filed approximately 600 cases for Sheriff Sales, resulting in 121 properties sold, contributing to neighborhood revitalization and strengthening the City's tax base (Law Department)
- Collaborated with the State DOTD on the Crescent City (CCC) Bridge lighting Project to illuminate the bridge in 12 static displays that highlight the Mississippi River (Law Department)
- Conducted legal compliance reviews for 538 properties, preparing for demolition notices and ensuring all actions were lawfully and consistently executed (Law Department)
- Collected approximately \$1,406,227.05 in code enforcement and property taxes fines and fees through Sheriff's sales (Law Department)
- Transitioned to the BRASS system, providing support for contract routing, tracking, and compliance monitoring (Law Department)
- Executed key contracts supporting Super Bowl LIX, ensuring timely performance and compliance with event-related requirements (Law Department)
- Negotiated a land swap agreement with the State of Louisiana, facilitating the development of the new City Hall site (Law Department)
- Launched a pilot program utilizing DocuSign to streamline the execution of contracts and agreements (Law Department)
- Completed over 1,300 contracts in 2025, improving operational efficiency and service delivery
- Ensured encumbrance and compliance of all ARPA funds and maintained continuity of contracts through the designated periods of performance (Law Department)
- Created an installment agreement program allowing taxpayers to repay adjudicated property taxes—assisting residents in redeeming property while increasing City revenue
- Reviewed new state tax legislation effective January 2026 to anticipate and adapt to upcoming fiscal and legal changes (Law Department)
- Engaged in meetings with state legislators and drafters to clarify legislative intent and assess potential impacts on City operations (Law Department)
- Decentralized the processing of routine record requests to departments, resulting in faster response times and improved customer service (Law Department)
- Assisted departments in developing record retention schedules and digitizing older records, reducing paper usage and long-term storage costs (Law Department)
- Collaborated with the Secretary of State to approve a retention schedule for Code Enforcement and initiated approval for the Law Department's schedule. Also worked with City vendors to digitize departmental records (Law Department)
- Identified a significant potential revenue source for the City and provided strategic legal advice that may avert substantial legal liability in a major case (Law Department)
- Developed a tracking system for all legal advice—formal and informal—issued to City departments, improving accountability and institutional knowledge (Law Department)
- Began consolidating and digitizing source documents for the 1954 Home Rule Charter, along with related City Attorney opinions and court cases (Law Department)

1.5 Good Governance is Inclusive Governance

- Strengthened the City's financial position by building and maintaining a \$196 million fund balance, safeguarding reserves, and sustaining stable credit ratings through prudent fiscal management (Department of Finance/Chief Administrative Office)
- Established the Office of Grants and Special Projects to improve coordination, compliance, and reporting for the City's growing portfolio of federal and state grants (Chief Administrative Office)
- Reestablished the Office of Internal Audit to enhance accountability, identify cost efficiencies, and implement corrective actions based on performance reviews (Chief Administrative Office)
- Implemented new data-driven budget forecasting tools and Power BI dashboards to track revenues and expenditures in real time, reducing variance from 10% to less than 2% (Chief Administrative Office/Office of Budget and Performance Management)
- Identified \$20 million in previously unreported personnel costs and recovered \$300,000 in healthcare credits through strengthened fiscal oversight (Department of Finance/Department of Human Resources)
- Created Citywide performance dashboards, including RecruitStat, Supplier Diversity Stat, 311Stat, and Healthy Homes Registry to improve transparency and public reporting (Chief Administrative Office/Information Technology and Innovation)
- Developed the Citywide Spending Transparency Dashboard to provide residents with accessible information on budget allocations and departmental spending (Chief Administrative Office/Information Technology and Innovation)
- Implemented outside-agency budget reporting reforms to ensure that all funded partners adhere to consistent standards of accountability (Department of Finance/Chief Administrative Office)
- Created the Office of Human Rights and Equity to advance anti-discrimination protections, accessibility, and equity initiatives across City programs (Office of Human Rights and Equity)
- Launched the Crescent City ID Program to provide identification to all residents, including those lacking traditional documentation, improving access to City services (Office of Human Rights and Equity)
- Achieved Certified Welcoming City designation and set a goal of reaching 4-Star certification by 2027 through expanded immigrant inclusion policies (Office of Human Rights and Equity)
- Implemented a Language Access Pilot providing \$500,000 to ensure translation, interpretation, and multilingual communications across City departments (Office of Human Rights and Equity/Mayor's Office)
- Hosted the City's first World Refugee Day Celebration, recognizing and engaging immigrant and refugee communities through partnerships with local service providers (Office of Human Rights and Equity)
- Established the Office of Service and Innovation to lead Citywide process improvements, data integration, and cost-efficiency initiatives focused on improving resident services (Office of Service and Innovation/Chief Administrative Office)
- Modernized online service-delivery tools, including the City's Service Desk platform, procurement portal, and employee intranet, to streamline internal communication and response times (Information Technology and Innovation/Chief Administrative Office)

- Distributed more than 800 free computers through public-private partnerships and expanded digital literacy training for residents, supporting the City's digital equity goals (Information Technology and Innovation/New Orleans Public Library)
- Hosted 13 cohorts of the Civic Leadership Academy and graduated more than 400 residents to strengthen civic engagement and knowledge of City operations (Neighborhood Engagement Office)
- Expanded the Junior Civic Leadership Academy to include more than 550 students, introducing youth to public service and local government (Neighborhood Engagement Office/Office of Youth and Families)
- Continued the Coffee on Your Corner series and Faith-Based Engagement Forums to connect City leadership directly with residents in neighborhood settings (Neighborhood Engagement Office/Mayor's Office)
- Hosted quarterly Senior Engagement events in every council district to improve access to aging services and social resources (Office of Youth and Families/New Orleans Health Department)
- Enhanced Citywide emergency communications, website accessibility, and performance-reporting portals to improve transparency and trust in local government (Information Technology and Innovation/Chief Administrative Office)
- Implemented new data governance and cybersecurity protocols to safeguard sensitive information and strengthen the resilience of municipal technology systems (Information Technology and Innovation)
- Conducted department-wide leadership training, recruitment modernization, and employee engagement initiatives to strengthen workforce culture and retention (Civil Service Commission/ Human Resources Division)
- Modernized civil-service testing and launched online performance management and supervisory development programs to support professional growth for City employees (Civil Service Commission)
- Collaborated with the City Council and Legislative Auditor to ensure transparent communication and timely financial reporting on the City's fiscal outlook (Department of Finance/Chief Administrative Office)
- Launched a comprehensive ethics and compliance training initiative for all City employees, emphasizing integrity, accountability, and responsible stewardship of public funds (Chief Administrative Office/Law Department)
- Partnered with external consultants to complete departmental transition briefs and accomplishments reports to support the 2026 mayoral transition and ensure institutional continuity (Chief Administrative Office)
- Maintained strong interdepartmental coordination and inclusive governance practices that center on transparency, public trust, and equitable outcomes for all residents (Chief Administrative Office/Mayor's Office)
- Worked with Civil Service to raise wages for all Librarians and Library Associate positions; worked with Civil Service to create a Facilities Administrator position to oversee the management of all 16 library facilities, operations, and NOPL's construction projects; this leadership position participates in library planning and evaluation with the Library Management Team to develop a long-term strategy for maintaining NOPL facilities to meet the library's customer service goals (New Orleans Public Library)
- Completed two strategic plans; expanded services, programming, and outreach departments (New Orleans Public Library)

- Launched a virtual card, offering Orleans residents access to all e-resources, including e-books; launched the Library Book Bot Library Vending Machine, and 24-hour material pick up lockers; expanded the Culture Pass that residents can check out for access to City destinations; launched take-home tablets with Wi-Fi-enabled hotspots; expanded annual Summer Fun: free summer programs for every age; launched Seed Libraries: cardholders can obtain packets for fruits, vegetables, and herbs; Launched Crescent City Sounds: free music streaming; launched Renewed: an annual publication showcasing the talents of New Orleans writers; began online meeting room booking; upgraded software and virtual systems; opened the REACH Center: A free coworking space that features a community and resource center and art gallery; NolaReader 2.0: fieldtrips in collaboration with the Children's Museum; New City Archives website and content management system (New Orleans Public Library)
- Converted abatement and surveillance tracking to a fully paperless system, increasing data accuracy and efficiency (Mosquito, Termite and Rodent Control Board)
- Created an official outreach division focused on education in schools, neighborhoods, and day camps (Mosquito, Termite and Rodent Control Board)
- Reached more than 80,000 people through in-person education, outreach events, and public health campaigns (Mosquito, Termite and Rodent Control Board)
- Created "BugFest," a family-friendly annual STEM education event focused on insect biology, pest control, and science awareness; NOMTRCB held the 5th event in 2025 (Mosquito, Termite and Rodent Control Board)
- Launched social media campaigns to provide information to the public regarding insect and rodent biology and control, pest proofing, upcoming events, and spray missions (Mosquito, Termite and Rodent Control Board)
- Provided press releases for all spray missions by truck and helicopter (Mosquito, Termite and Rodent Control Board)
- Hosted over 20 educational tours for public health professionals, highlighting the complexities of urban pest and vector management (Mosquito, Termite and Rodent Control Board)
- Launched and expanded a paid internship and practicum program, training approximately 100 local high school and college students, primarily funded by grants (Mosquito, Termite and Rodent Control Board)
- Recognized nationally as a leader in education and integrated pest management best practices:
- NOMTRCB regularly hosts academies and recertifications for pesticide applicator technicians and licensees (Mosquito, Termite and Rodent Control Board)
- Pest control providers need their licenses renewed by attending recertifications per the Louisiana Department of Agriculture and Forestry, and they are legally required to maintain their license to apply pesticides (Mosquito, Termite and Rodent Control Board)
- The annual Termite Academy is one of only two in the state that is offered as a prerequisite to obtain a license in structural pest control for the state of Louisiana. Other national and international cities (including Fort Lauderdale, FL) are interested in using methods of termite control employed by the NOMTRCB department as a model for their own cities (Mosquito, Termite and Rodent Control Board)
- Dr. Riegel received the Syngenta Crown Leadership Award in recognition of her contributions to public health pest control (Mosquito, Termite and Rodent Control Board)

- Partnered with the Office of Resilience & Sustainability to secure a \$4 million EPA grant and a \$1 million Recycling Partnership grant to expand curbside recycling and develop a 10-year solid waste master plan (Sanitation Department)
- Supported City RecycleDat program focused on recycling at Mardi Gras parades (Sanitation Department)
- Partnered with The Green Project for the annual Paint Reclamation Project (Sanitation Department)
- Partnered with CACRC for e-waste recycling at no cost to the City (Sanitation Department)
- Purchased and implemented the new 311 system (SeeClickFix) that allows residents to submit requests and receive updates; allows DPW to prevent duplicative work if multiple residents submit a request for the same issue (Department of Public Works)
- Significant reduction in property insurance premiums (Risk Management)
- Broader cyber insurance coverages/policy limits (Risk Management)
- Increased engagement in employee claim reviews, return to work, and Rule IX hearings (Risk Management)
- Selected as one of four MacArthur Racial Equity Cohort awardees to create a Blueprint for Racial Justice, following re-establishment of the Ethnic & Racial Disparities Working Group and a Recommendations Report (Criminal Justice Coordination)
- Organized an annual Second Chance clothing drive and Second Chance Hiring: Lunch & Learn for employers/HR leaders (Criminal Justice Coordination)
- Stood up a Family Assistance Center and sustained community-based services (e.g., Bourbon Street attack response); (Criminal Justice Coordination)
- Medical Advocacy and Victim Allies expansions supported (Criminal Justice Coordination)
- Established an OCJC social media presence reaching tens of thousands with public-safety content (Criminal Justice Coordination)
- Advanced community engagement via New Orleans Voices for Accountability & Safety (NOVAS) and the Ethnic & Racial Disparity Working Group (700+ participants); hosted two warrant-reduction clinics (Criminal Justice Coordination)
- Hired key roles to advance equity, safety, and justice: Interagency Coordination Specialist, Senior Researcher, Victim & Survivor Services Coordinator, Community Engagement Liaison, Juvenile Justice Policy Advisor (Criminal Justice Coordination)
- Consolidated most City HR Managers into one team/division in 2023 to increase uniformity/consistency and improve support (Department of Human Resources)
- Maintained coordination with non-consolidated HR reps. E.g., Civil Service, OIG, Aviation, City Council, NOPD, NOFD, French Market, courts, NOMA, Clerk of Criminal District Court (Department of Human Resources)
- Created a Recruitment Division in 2024 to enhance recruitment/retention via employer branding, social media engagement, outreach, and collaboration to fill critical vacancies (Department of Human Resources)
- CPA had a DBE participation percentage of 36.7% on CPA Projects (Capital Projects Administration)
- Improvements in staff morale, leading to better retention and a decrease in staff grievances (Juvenile Justice Intervention Center)
- Travis Hill: Ability to provide educational services on-site (Juvenile Justice Intervention Center)
- Trained employees: NEO at 2,028 hours; annual recertification at 1,740 hours; CPR at 138 hours; Defensive Driving, Ethics, Mandated Reporter at 174 hours; situation-specific

trainings (Heat Exposure, Diabetes, etc.) at 177 hours; approximate total: 4,257 hours of formal training (Juvenile Justice Intervention Center)

- Outreach to Neighborhood Organizations and opening the doors after hours for the public (Department of Safety and Permits)
- Reduced corruption and “rubber stamping” within the department (Department of Safety and Permits)
- Launching social media platforms (Department of Safety and Permits)
- Increasing online applications (Department of Safety and Permits)
- Hiring skilled employees to fill critical positions that often require certifications (Department of Safety and Permits)
- Provided multiple in-person training opportunities for all staff, such as customer service, speed information sessions, and building inspection certification classes (Department of Safety and Permits)
- In 2025, the Litigation Division received 248 new cases filed against the City of New Orleans, and, with a staff of 10 attorneys, is currently managing approximately 1,400 active cases across federal, state, and appellate courts (Law Department)
- The Division achieved significant litigation successes in federal, state, and appellate courts, effectively defending the City, its departments, and employees in a wide range of civil matters, including torts, civil rights claims, contract disputes, and employment actions (Law Department)
- Successfully resolved multiple high-exposure cases through strategic litigation and settlement efforts, minimizing financial risk and protecting taxpayer resources (Law Department)
- Provided proactive legal counsel to departments to reduce potential liability and improve compliance with applicable laws and policies (Law Department)
- Enhanced case management systems to improve tracking, coordination, and reporting on litigation activity across divisions (Law Department)
- Established Community Governance Committees for both the Municipal Auditorium and Lincoln Beach (Law Department)
- Collaborated with outside counsel and other City departments to ensure efficient handling of complex and high-profile cases (Law Department)
- Dedicated \$21 million in ARPA funds to the continued deployment of well-staffed, well-trained, and well-equipped officers and to provide retention payments for public safety personnel; (New Orleans Police Department)
- Since 2018, NOPD has initiated community and youth engagement programs, including district-specific Community Policing Plans, school safety presentations, youth events like Easter egg hunts, toy giveaways, and “Cops and Canvases” events to build trust and reduce juvenile crime through education and cooperation (New Orleans Police Department)
- Improved relationships with agencies, including the FBI, DEA, and surrounding parishes; (New Orleans Police Department)
- Procurement: In conjunction with Propellor and the Office of Supplier Diversity, the Office of Procurement participated in several DBE Bootcamps; during the DBE Bootcamps, certified DBEs were educated on how to do business with the City, including how to register as a Supplier, how to find and respond to opportunities and how to submit an invoice in BRASS; expanded customer service approach to the vendor community with in-person technical assistance by using the online supplier assistance request form to schedule appointments with vendors; the expansion required adding staff members to this

online process; connected vendor community with City departments and partner agencies to learn more about current contracts and upcoming bidding opportunities; participated in the outreach by City departments to educate its vendors on the procurement and payment processes (Reverse Trade Show at Gallier Hall, startup conference with Office of Community Development; Industry Day with Infrastructure Group); integrated BRASS procurement activities with B2GNow to improve compliance with the DBE program; participated in an outreach initiative to explain how to do business with the City; restructured procurement processes to increase bidding and contracting opportunities for small businesses; conducted and participated in various outreach initiatives to foster registration in BRASS and to promote bidding opportunities for suppliers; conducted the RFP for the Mass Feeding Program (Department of Finance)

- **Supplier Diversity:** Developed and implemented a Monthly Compliance Audit Tracker to assist Compliance Officers in conducting thorough and timely contract reviews to ensure consistency, accuracy, and accountability in the monitoring efforts; developed and implemented an SLDBE Application Tracker to help Certification Analysts stay on schedule throughout the application process and avoid unnecessary delays and provide real-time application status to management; in addition to requiring all SLDBE certification applicants to register in BRASS, we've further enhanced the SLDBE Certification Process by verifying that firms are registered with the appropriate commodity codes to avoid missed opportunities; OSD has enhanced the SLDBE experience for newly Certified Firms by requiring firms to attend the DBE Boot Camp and tracking attendance to ensure that they take full advantage of this valuable resource; revised all five of the DBE Compliance Forms to ensure direct alignment with the EBO program policy rules and the City's professional service agreement; revamped the OSD Website and added a brief website navigation training to some of the presentations; revised the Equitable Business Opportunities brochure; revised Section IX of the City contract to enhance compliance management and guarantee that Prime contractors agree to adhere to the requirements of the City's EBO program; increased SLDBE certification application submissions by 10%; since last year, the Office of Supplier Diversity's Certification Team has processed 206 SLDBE certification applications to date, and on track to process an additional 50-80 applications by year-end which would exceed the goal by over 7%; documented standard operating procedures (SOP) for the Certification and Compliance Teams within the Office of Supplier Diversity; continual improvement of data collection and communication of the DBE Scorecard; in efforts to maintain fairness, policy compliance, and accuracy in EBO Scorecard reporting, this year departments with approved DBE goal modifications were evaluated based on their revised goal, not the standard 35%; increased the Office of Supplier Diversity Team by adding two new positions; at the recommendation of the consultants, OSD hired a Capacity Building Coordinator and a Quality Assurance Specialist; B2Gnow electronic letters are updated, and OSD implemented system enhancements to maximize the full potential of the diversity management system; to ensure that all certified SLDBEs are allowed to do business with the City, applicants are now required to complete their BRASS Registration as a part of the application process; in partnership with the Office of Performance & Accountability, the Office of Supplier Diversity has enhanced the data collection process and will continue to focus on ongoing improvements in this area; all Office of Supplier Diversity Team members required to obtain their ACCA certification and participate in ongoing PD and training; B2Gnow electronic letters are updated, and implemented system enhancements to maximize the full potential of the diversity management system; to ensure that all certified SLDBEs are

allowed to do business with the City, applicants are now required to complete their BRASS Registration as a part of the application process; in partnership with the Office of Performance & Accountability, the Office of Supplier Diversity has enhanced the data collection process and will continue to focus on ongoing improvements in this area; increase the OSD Team to include two new positions: Quality Assurance Specialist & Capacity Building Coordinator; as part of the DBE Bootcamp, a financial literacy component was to be implemented with funds received from an external grant; in addition to the partnership with Propeller, have partnered with other local technical assistance providers in capacity building efforts including the 2023 CNO Procurement Fair, Advancing Cities, etc.; managed the State and Local DBE (SLDBE) Certification Program; implemented a revised SLDBE Certification Policy to more closely align the program with the federal DBE certification requirements; participated in several outreach events to provide information about the program; approved 41 new certification applications and 127 renewal applications; established procedures and processes to ensure consistent application of DBE compliance rules and regulations; developed a formal training program for compliance officers; participated in DPW's on-site construction coordination meetings; sponsored and participated in several outreach events to expose DBEs to contracting opportunities with the City and other agencies; developed rules and regulations for a Mentor-Protégé Program with implementation planned for 1st quarter of 2023; developed rules and regulations for the establishment of a DBE Advisory Council to advise, assist, support, and advocate strategies and initiatives that will support the EBO Program and contracting opportunities for the SLDBE community; maintained database of 700 certified SLDBEs; certified 55 new SLDBEs as of October 2021; renewed certifications for 221 SLDBEs; became more entrenched in the procurement process to increase the number and dollar amount of DBE opportunities; improved compliance monitoring and reporting as a result of the integration of BRASS and B2Gnow; implemented OSD Business Hour to engage with small businesses; facilitated engagement of City departments with small businesses to discuss contracting opportunities; collaborated with Procurement and Economic Development to provide information about the EBO program through the "Business Information Sessions" series (Department of Finance)

- **Revenue:** Processed over 1,400 new business registrations (eServices, Parish E-file and LAMA) since the beginning of the year and is current on all registrations; assisted 3,000+ new users who signed up for the eServices self-service and payment portal; assisted with the development of the audit module of the new revenue system designed to streamline the entire compliance process including audit, settlements and enforcement creating greater efficiency, automated refund credits process to provide taxpayers credits available on eServices in real time; enhanced processes to balance, reconcile, and distribute tax funds by eliminating 98% of manual correcting entries; created new tax forms and implemented processes to process, record and distribute tax funds for two (2) new taxing jurisdictions; collected \$1.3 million in taxes and fees for special events through June 2025; the new sales tax, license and customer service system went live early in the 3rd quarter of 2024; The Bureau of Revenue accomplished its mission of partnering with ODR to pursue tax collection efforts on behalf of the Bureau; the means utilized by ODR will help to maximize the collection efforts using state and federal resources; finalized data format to transmit to ODR. Incorporating routine transmittal processes in new system workflows; procured and selected a vendor to replace the current sales tax collection system; implementation kickoff December 2022; the new system was intended to provide extensive enforcement capabilities through its discovery and analytics tools; on-going

collaboration with Remote Sellers Commission resulted in an increase in internet sales tax collection, an increase of 57% over 2021 or \$4.2 million to the City's General Fund; issued RFP for the new Sales Tax Collection, License and Discovery System; implemented new 6.75% Short Term Occupancy Tax, funding dedicated to the Infrastructure Maintenance Fund and SWB Improvements; implemented tax rate change for the French Quarter Economic Development District Tax, effective October 1, 2021; published new Sales Tax forms to include new FQEDD Tax rate change; partnered with Safety and Permits on issuance of RFP for STR Enforcement and Administration Technology Software; timely reconciliation for distribution of funds to OPSB, RTA and other participating agencies including SWB, IMF and NOCO by the 10th of each month; completed 31 sales tax audits generating an additional \$921,000 in sales tax; processed 101 voluntary disclosure agreements (mini audits) totaling \$1,815,363 in additional sales taxes collected; implementation of new Short-Term Rental Occupancy Tax; published new Short-Term Rental Form, Form 8010/STR-R/C with new tax rates passed by legislation; completed approximately 75 sales tax audit reviews generating \$2.4 million in audit assessments; timely distribution of funds to OPSB, RTA, and other participating agencies by the 10th of each month; tax payment extension offered by Mayor Cantrell utilized by 7,300 taxpayers generating \$11.3 million in collections by May due date (Department of Finance)

- **Treasury:** Distributed midyear delinquent property tax bills in July 2025, which resulted in an additional ad valorem taxes; implemented installment agreement program for adjudicated property landowners in an effort to maintain homeownership, while collecting outstanding taxes; worked with Promise Pay in installment plan for business personal property; launched amnesty program for documentary tax which resulted in additional collection and worked collaboratively with Sewerage and Water Board's amnesty program which resulted in an additional sanitation fee collections; developed the Comprehensive Cash Flow Projection; released an RFP for new tax sale and adjudication statutes to be instituted in January 2026; continued enhancing revenue payment options throughout City agencies through the iNovah Cashiering System, e.g. QR code and handheld credit card machine processing; developed resources for taxpayer education which included enhancing the online presence with informational videos, FAQs, and pamphlets; collaborated with other agencies and departments, such as the Office of Neighborhood Engagement, in community office hours and held training for neighborhood associations; updated iasWorld billing and receivables system to allow for greater functionality; continued in the implementation of the Citywide iNovah Cashiering System Expansion program with two additional departments: NOPD and Property Management; collaborated with the Assessor's Office to increase taxpayer outreach and communication during property tax season by utilizing City Hall drop boxes, library drop off locations, and media and print publications; held the City's annual tax sale; of the 1,157 eligible properties, 875 were sold generating \$4,085,664.09; the daily reconciliation and distribution of funds to the taxing authorities and special districts was completed within 60 days of receipt; implemented the Citywide iNovah Cashiering System Expansion program; collection of property taxes in excess of 600 million; implemented new process in balancing the collections of ad valorem taxes and timely distribution to agencies and boards; performed adjudicated auctions successfully
- **Accounting:** 85% of General Fund invoices were paid within 30 days in 2025; Net30 Ordinance avoided for five months due to improved coordination; Accounting, Procurement, and PDU implemented Procure with BRASS integration, allowing faster,

simultaneous invoice reviews for construction vendors; despite challenges, the Bureau of Accounting successfully completed the ADP system upgrade to EV6; FY2023 Audit was due June 30, 2024, successfully submitted on time – first time since the implementation of BRASS in 2019; the number of audit findings reduced from three in FY2022, to one in FY2023, a 67% decrease; successfully paid 90% of General Fund invoices within 30 days in 2024, which is a 5% increase from 2023. This percentage was qualified in the LLA Audit on the Timeliness of Vendor Payments; complete ADP ev6 upgrade in January 2025; FY2022 Audit was due June 30, 2023; so, in the year of 2023, Accounting completed and submitted the FY2021 and FY2022 audits within six months of each other and reduced the number of audit findings from seven in FY2020, to three in FY2022, which is a 57% decrease; successfully paid 86% of General Fund invoices within 30 days in 2023, which is a 10% increase from 2022; ERP System was fully enhanced in 2023 to include a fund accounting feature that automatically distributes cash, payables, and receivables by fund, and the enhancement was the driving force to us completing two fiscal year audits in 2023 (FY2021 & FY2022); partial implementation of vendor ACH payments increased to approximately 50% in 2022, thus adapting to 21st century technological advances; enhanced partial Citywide financial closing procedures in June 2022, which allowed the City to produce a monthly consolidated fund report for the City Council; ongoing dedication to 100% of invoices paid within 30 days after submission and receipt (by departments) thereby successfully paying 82% of General Fund invoices within 30 days in 2022; anticipated completion of 2021 Audit to the Louisiana Legislative Auditor by December 2022; successful completion of the 2019 Audit to the Louisiana Legislative Auditor, including reduction of Audit findings and Management Letter comments from the 2018 Audit to 2019 Audit; partial implementation of vendor ACH payments increased from 1% in 2019 to approximately 40% in 2021, thus adapting to 21st Century technological advances; implemented partial Citywide financial closing procedures, which allowed the City to produce the Annual Consolidated Financial Report for the 2020 Audit; ongoing dedication to 100% of invoices paid within 30 days after submission and receipt (by departments) within the supplier's portal, successfully paying 89% of General Fund invoices within 30 days in 2021; implemented service invoice approval IPA to increase efficiency of electronic management approval in BRASS before payment is issued; partial implementation of vendor ACH payments increased from 0% in 2019 to approximately 30% in 2020, thus reducing the printing of paper checks; successfully continued full operations without interruption, with 3/4 of the staff working remotely during COVID-19 conditions; skillfully trained City Hall personnel on navigating the payables and cash management modules of BRASS; imposed payment of invoices within 30 days after receipt when received through the portal (Department of Finance)

- **Procurement:** Implemented streamlined emergency procurement guidelines, cutting turnaround time by 50% and improving departmental coordination and transparency; created 14 standardized procedures to improve clarity, consistency, and efficiency in key procurement areas, enhancing transparency and stakeholder collaboration; developed a comprehensive manual for external stakeholders to ensure consistent, ethical, and compliant procurement practices Citywide; reviewed and merged 14 of 16 CAO policies to eliminate redundancies and improve clarity, compliance, and consistency across departments; established formal and informal solicitation procedures to standardize procurement workflows, reduce processing time, and ensure legal compliance; created a Buyers Manual for purchasing staff with standardized steps, best practices, and visuals to support accurate, consistent procurement operations; the Office of Procurement released

70 trade ITQs to secure vendors to provide a range of maintenance and repair services ranging from HVAC, electrical, roofing and plumbing to window and glass, drywall and plastering, flooring and tile and fencing; of those 70 trade ITQs 26 currently have active contracts and 39 are in the post bid phase and five are cancelled; a Procurement Forecast Survey was developed and utilized to generate a list of upcoming opportunities that was distributed to the attendees of the 2024 Procurement Fair. June 18, 2024, to 440 attendees; launched procurement training program; expanded transparency in all procurement activities, including but not limited to virtual RFQ and RFP activities; conducted the RFQ for the Redevelopment of the former Six Flags amusement park; supported departments during cyber incident and COVID-19 emergency (over 7,000 POs, 240 informal bids, 100 formal solicitations); participated in the collaborative launch of the ACH enrollment program (Department of Finance)

- Retirement:** The retirement system engaged other pension plans and plan providers to secure feedback on their accounting and member platforms; updates were made with current service providers to support more expanded and detailed plan accounting; more expansive security updates are being made to the current member platform; provided quarterly three-hour retirement classes via Civil Service; added a series of Frequently Asked Questions (FAQs) to the retirement website; enhanced Retirement Options and Benefits (ROB) online portal (daily statement and retirement benefit and survivor benefit projections); attained the annual Certificate of Excellence for Public Pension Reporting and Transparency as so granted by the National Conference on Public Employee Retirement Systems (NCPERS); completed the Five Actuarial Plan Experience and adopted several actuarial recommendations; supported the board and investment consultant in reaching the targeted rate of return; 2024 Investment Portfolio: \$507 million +13.2%; 2025 Investment Portfolio YTD: \$546 million +9.5%; the retirement system engaged other pension plans and plan providers to secure feedback on their accounting and member platforms; updates were made with current service providers to support more expanded and detailed plan accounting; for 2024, the retirement system attained the Certificate of Transparency as so granted by NCPERS, which acknowledges the commitment to furthering an atmosphere of openness between public pensions and the public; in addition to some newly required actuarial analysis, the retirement system expanded its actuarial reporting to include a look at both asset volatility and liability volatility; this analysis allows the retirement system to look at possible plan contribution volatility over the long term; the pension plan remained an attractive element of personnel recruitment for both new entrants into the workforce as well as seasoned employees; information on the pension plan is provided online and included in City employment announcements; the retirement system's general ledger system was expanded to meet the minimum requirements as identified in the annual audit, but a more long-term view of the system is planned; for 2023, the retirement system attained the Certificate of Transparency as granted by NCPERS, which acknowledges the commitment to furthering an atmosphere of openness between public pensions and the public; an analysis of projected employer contribution rates for the next five years was completed; the analysis included projected future employer contribution rates under a variety of assumed market return conditions; total Assets as of EOY 2021 – \$507 million (historic EOY level of plan assets) – 16.4% investment return; redesigned the Investment Policy Statement (IPS) to include a more detailed report of allocated assets and guidelines with the goal of creating an investment portfolio that gives the retirement system an opportunity to reach the fund's assumed rate of return (7.25%); with the assistance of the City Council, legislation was initiated which will provide alternative

funding for Cost-of-Living Adjustments (COLAs); provided retirement system education classes through the Civil Service Department; successfully completed and transmitted the 2021 Audit to the Louisiana Legislative Auditor; investment performance – 2020 – +14.2% – YTD through September 2020 – +10.9% – \$490 million:

- Diversity Manager Initiative – Emerging Manager of Managers Hires (Total – \$25 million)
- Attucks – \$15 million
- Channing Capital – African American owned – \$5 million
- Lisanti Capital – African American owned – \$5 million
- Profit Investment Management – Women-owned – \$5 million
- Bivium – \$10 million
- Palisades Investment Partners – African American – \$2 million
- Essex Investment Management – Women Owned – \$4 million
- Phocas Financial – Asian American owned – \$4 million; (Department of Finance)
- Retirement (continued): Completed the Phase III update of the online Retirement Options and Benefits (R.O.B.) portal which included the ability to create real-time daily statements for active employees outlining a member's contributions and estimated benefits at various retirement eligibility points; completed the first step of the board's Diversity Investment Manager initiative by issuing an RFP for an Emerging Manager of Managers (hiring is scheduled to be completed in 2020); completed rollout of Phase II of the online Retirement Options and Benefits (R.O.B.) portal which included access to estimated monthly benefit payments for members and their selected beneficiaries; implemented the accepted recommendations from the most recent Five-Year Actuarial Study (Department of Finance)