

ALL IN FOR NEW ORLEANS 100-DAY REPORT

Mayor Helena Moreno



100



TABLE OF CONTENTS

03 Letter from Mayor Helena Moreno

04 Executive Summary

06 100-Day Action Report

36 Vision for the Moreno Administration

42 The All In Process

48 Contact Page



DEAR NEW ORLEANS,

Since Day One, my focus has been simple: listen clearly, engage the community and key stakeholders, and deliver results. In its first 100 days, my Administration has moved with urgency to act on priorities amplified during my campaign. Top priorities for the Administration are strengthening financial stability and accountability, ensuring transparent governance, delivering essential City services, and improving quality of life for our residents and businesses.

The priorities and decisive actions of my Administration have been grounded in the testimony and lived experiences of our residents. My campaign's focus was informed and refined by hundreds of meetings with New Orleanians from every corner of the Crescent City. Since taking office, we have heard from thousands of residents, businesses, and organizations. What we heard was consistent:

- People want to feel safer in their neighborhoods, not just through enforcement, but through better street lighting, faster response times, and genuine investment in prevention.
- Residents and business owners want a city they can afford, where jobs pay enough to live, where starting a business is possible, and where costs are not pushing families out.
- Communities want neighborhoods that are taken care of and have their unique needs met, where blight is addressed, streets and drainage work, and long-neglected areas finally see real investment.

In short, people expect government to function effectively, be accessible, deliver results, and act with speed on core services.

My Administration has worked tirelessly to deliver improved City services, while taking on structural reforms that empower long-term sustainability of investments and effective programs. This report demonstrates that City Hall has moved thoughtfully and swiftly to deliver for our residents, businesses, and visitors.

This plan also outlines a vision for our city that will guide the next four years of my Administration. I am grateful to the nearly 300 civic leaders who joined my transition and shaped the first 100 days of my Administration, and to the residents who shared their thoughts on what they want and need from City government. Over the coming weeks, we will be releasing more information about the concrete steps the City will take to deliver on what we heard from you. Hard work lies ahead, but we are moving forward with focus and a commitment to delivering the effective City operations you deserve.

My team is here to be responsive to you. We will keep doing the work, every day, to make New Orleans safer, more affordable, and accountable to those we serve.

Sincerely,



MAYOR HELENA MORENO
City of New Orleans



ADMINISTRATION BY THE NUMBERS

100 DAYS OF



18
EXECUTIVE ORDERS
Issued to drive immediate action across key priorities.



10K
POTHOLES
Paved to improve roads citywide.

5.8K
RESIDENTS
Engaged through the All In Community Survey.

2.3K
LIGHTS
Fixed to restore safety and visibility.



2M
+ REACHED
Across social media platforms.

31
PROPOSALS PASSED
Administration-led items approved by City Council.

311K
DATA POINTS
Collected on what residents want and need.

\$8M
OVERTIME SAVINGS
Reduced in Q1 through improved efficiency.

In the first 100 days, the Moreno Administration has worked tirelessly to deliver improved city services. This executive summary provides an overview of administrative actions, outreach, and successes.

COMMUNITY ENGAGEMENT

TRANSPARENT GOVERNMENT



1

RIVERFRONT

Unified through the Goldring Woldenberg Riverfront Park.



90%

REDUCTION

In travel spending.

12

PRESS CONFERENCES

Held to communicate directly with residents.



7

TRANSFORMATIVE PROJECTS

Submitted for federal earmark requests.

70

PRESS RELEASES

Issued to keep the public informed.

4

GROUNDBREAKINGS

Launched for affordable housing and economic development.

1.3K

+ TOTAL ATTENDEES

Joined Community in Conversation and Meet the Administration events.

2

GROCERY STORES

Opened in communities East of the Industrial Canal.

35

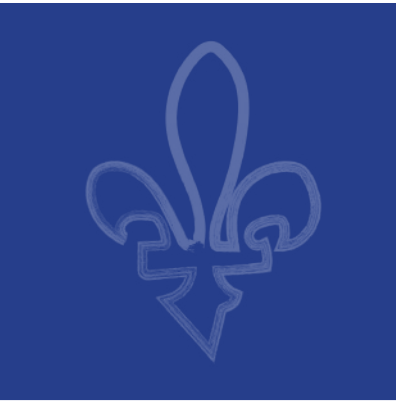
APPOINTMENTS

Completed across 15 boards and commissions.

200

LEADERS

Attended the Neighborhood Leaders' Roundtable.



100





100-DAY ACTION REPORT

In its first 100 days, the Moreno Administration moved with urgency to deliver tangible results, strengthen core city services, and lay the foundation for long-term reform. Guided by community input and a commitment to accountability, this work reflects a focused effort to make New Orleans safer, more responsive, and built for the future.

INFRASTRUCTURE

In our first 100 days, the Moreno Administration has taken important steps to strengthen the City's infrastructure systems, from roads and streetlights to effective operational reforms. Progress made to date includes the first in-house paving in a generation, streetlight replacement in locations with high vulnerability to crime, and elevated coordination among departments and agencies. My Administration's focus on infrastructure impacts more than just potholes: we are reimagining and delivering a comprehensive, holistic approach to infrastructure while considering its impact on public safety and quality of life.

SMOOTH STREETS INITIATIVE (EXECUTIVE ORDER HM 26-03)

Safe, reliable streets and sidewalks are essential to public health, safety, mobility, commerce, and neighborhood quality of life.

- The City allocated \$6.25 million in unspent bond funding to invest in paving and street maintenance equipment, as well as a dedicated workforce to perform street repairs.
- Through this initiative, the City completed the first in-house concrete repairs in more than 20 years.
- The Administration is actively hiring 50 full-time workers for the newly created in-house Street Improvement Unit (SIU).
- On March 30, the Administration announced Smooth Streets Initiative Phase II, increasing the weekly goal from 500 to 1,500 potholes filled.
- To purchase the equipment needed for this level of activity, the Administration submitted a request for \$2.5M to Senator Cassidy.

LIGHTS ON INITIATIVE (EXECUTIVE ORDER HM 26-05)

Adequately lighted streets are critical to public safety and serve as a direct component of the Moreno Administration's focus on getting the basics right.

- To launch this initiative, the Administration and City Council allocated \$2.8M in funds from a settlement with Entergy to hire full-time electricians to build in-house capacity.
- City Hall continues daily to execute a two-pronged approach: immediately address lighting repairs in areas with high vulnerability to vandalism and crime, informed by N.O.D.I.C.E. data, while systemically repairing lights across the city.
- To ensure efficient, ongoing streetlight replacement and 24/7 monitoring of lighting conditions, the City is currently onboarding two in-house journeyman electricians in the Department of Public Works.



MAYOR MORENO DEMANDS ACTION AFTER SWBNO WATER MAIN BREAKS, PURSUES GOVERNANCE REFORM

The Moreno Administration has called for urgency and a clear action plan from the Sewerage & Water Board after numerous water main breaks have flooded streets and triggered boil water advisories. The City has witnessed three major water main failures this year, surfacing ongoing concerns about aging infrastructure. Residents and officials alike pointed to repeated failures, while Sewerage & Water Board leadership said addressing the system will require significant funding and new technology, including expanded acoustic testing to detect leaks before breaks occur. The Administration has underscored that the City needs immediate solutions and decisive action, urging the Sewerage & Water Board to focus on what can be done now to prevent further disruptions.

In addition to addressing the immediate demands of the City's water system, the Moreno Administration has made initial success in advancing long-term governance changes for Sewerage and Water Board. [House Bill 573](#), introduced during the 2026 legislative session and authored in partnership with the Administration, changes state law to address ineffective governance of the City's water, sewer, and drainage systems.

- The bill gives the City true local control over SWBNO governance and operations. The Council, not just state legislators, now has the power to engage in full-time oversight of the board and compel real reform.
- The most consequential piece of Sewerage & Water Board reform in decades was passed by the Louisiana House of Representative's Municipal Committee and is primed for a vote of the full House.

NEW DIRECTION AT REGIONAL TRANSIT AUTHORITY

Mayor Moreno announced a new direction and new leadership for the New Orleans Regional Transit Authority (RTA), guided by a strong focus on building equity and expanding regional cooperation in public transportation. In line with the Mayor's vision, the new board will build greater regional cooperation and a renewed emphasis on equity and accessibility in public transportation.

The Moreno Administration has made initial success in advancing governance changes for Sewerage and Water Board. House Bill 573, introduced during the 2026 legislative session and authored in partnership with the Administration, changes state law to address ineffective governance of the City's water, sewer, and drainage systems.



COMPREHENSIVE INFRASTRUCTURE MAINTENANCE

The City of New Orleans is handling infrastructure project management in a comprehensive, holistic way that coordinates the successful delivery of subsurface improvements such as pipes and utility services in harmony with planned street and sidewalk rehabilitation. The Administration's commitment to comprehensive project management, and delivery of critical projects in the first 100 days, has been supported by partners such as the State of Louisiana.

- **Infrastructure Coordinating Council (Executive Order HM 26-04):** The Infrastructure Coordinating Council (ICC) advises the Mayor on aligning and coordinating planning, operations, and project delivery across infrastructure partners. Informed by the 100+ members of the ICC Working Group, the Council developed an online dashboard that maps the \$4 billion in capital improvements planned across participating agencies, as well as a 90-Day Report that provides key recommendations to increase infrastructure coordination. These include the implementation of a pavement cut policy, pursuit of creative funding solutions that preserve the general fund balance, and development of public communication tools.
- **JIRR Projects:** The Joint Infrastructure Recovery Request (JIRR) Program in New Orleans, launched in 2018 through a partnership between the Department of Public Works and Sewerage & Water Board, represents the most comprehensive road rebuilding program the region has seen in a generation. The program is designed to deliver road improvements while fixing subsurface infrastructure. These projects have been hindered by funding uncertainty, slow reimbursements, and inconsistent contractor payments. To ensure these projects continue to improve neighborhoods and primary corridors, the City worked collaboratively with Congressman Troy Carter, Majority Leader Steve Scalise, and Louisiana's Senate leadership to secure an immediate extension on JIRR roadwork projects from FEMA until July 1, 2026, with an additional request for extension until 2028 pending.
- **City and State Project Delivery:** The City of New Orleans and Louisiana DOTD announced the completion of a \$4.7 million project upgrading LED lighting at the I-10/I-610 interchange in eastern New Orleans. The project installed 154 energy-efficient lights to improve nighttime visibility, replace an aging system damaged by Hurricane Ida, and enhance safety along a corridor that carries about 91,000 vehicles daily. The upgrades will improve public safety, reduce maintenance costs, and support efforts to deter illegal dumping, with the system funded through federal, state, and local partners.



EMBEDDED SUSTAINABILITY

Cities face overlapping challenges: flooding and stormwater management, energy costs, aging infrastructure, and threat of property damage. A dedicated sustainability officer helps coordinate City operations to ensure these challenges aren't treated as separate or competing priorities. Empowering a Deputy Chief Administrative Officer for Sustainability improves efficiency, reduces duplication of work, improves quality of life and public health, and aligns capital planning with long-term risk abatement. The Moreno Administration seeks to embed sustainability in all facets of infrastructure, hazard mitigation, energy production, and risk management, while strengthening the City's competitiveness in getting funding resources through federal, state, and philanthropic grant programs. As such, the Administration has appointed Meagan Williams as Deputy CAO of Sustainability and Chief Sustainability Officer.

Key projects advanced during the first 100 days in line with embedded sustainability include:

- **Lincoln Beach Redevelopment:** The redevelopment and reopening of Lincoln Beach, an historic gathering place in New Orleans, will honor its cultural and civil rights legacy while enabling new economic activity and long-term reinvestment in the surrounding community. Phase 1 of the project, supported by \$15 million in funding from federal, state, and local partners, will include the safe reopening of the beach, shoreline restoration, pedestrian bridge construction, and opening of essential facilities. Phase 1 of the project is advancing towards 60% of design, and is expected to be complete by late 2027.
- **Stormwater Masterplan:** The Office of Sustainability has selected a vendor to develop a comprehensive Stormwater Management Plan for the City of New Orleans. This effort will establish a standardized, scalable model to enable neighborhood-level drainage studies and city-wide improvement. Ultimately, the project is intended to create a sustainable, decision-support tool that guides long-term stormwater investment, flood risk reduction, and strengthened sustainability across the City.

The Moreno Administration seeks to embed sustainability in all facets of infrastructure, hazard mitigation, energy production, and risk management, while strengthening the City's competitiveness in getting funding resources through federal, state, and philanthropic grant programs.



PUBLIC SAFETY

A comprehensive approach to public safety requires a diverse set of initiatives that address both immediate response and long-term prevention. The City is committed to strengthening public safety through coordinated investments in law enforcement, community-based violence prevention, mental and behavioral health services, and youth engagement programs. By combining data-driven strategies with neighborhood partnership and interventions, the City is working to reduce harm, improve trust, and address the root cause of crime. This balanced approach ensures that public safety is not reactive, but proactive, inclusive, and focused on long-term community well-being.

MARDI GRAS 2026, SAFER THAN EVER

Planned and executed within the first month of the Administration, Mardi Gras 2026 was one of the safest in recent history. The safety of this year's Carnival season is a primary example of our ability to ensure the safety of residents and visitors alike, and the importance of coordination across agencies at all levels of government.

- Ahead of Mardi Gras, Deputy Mayor of Public Safety Michael Harrison and all City partners developed a Comprehensive Mardi Gras Operations Plan. Public safety leadership also hosted tabletop exercises and walkthroughs, ahead of a final briefing for the Mayor and City Council, as well as a press conference outlining key updates to improve coordination and communications with residents.
- Local partners included Office of Emergency Coordination, NOPD, NOFD, OPCD, Health Department, EMS, and numerous others.
- Arrests were made and guns were confiscated in the French Quarter and along the parade route with no use of force and without any officers injured.
- No major disruption took place across the city.
- Law enforcement was adequately staffed throughout the City, with 700+ NOPD officers and Louisiana National Guard troops deployed daily.



STRENGTHENED EMERGENCY MANAGEMENT COORDINATION AND LEADERSHIP RESPONSIBILITIES

The Moreno Administration has restructured the office overseeing emergency management to identify a clear chain of command and coordination responsibilities for public safety.

- The New Orleans Office of Coordination and Emergency Management (NOCEM), formerly the Office of Homeland Security, has been renamed and effectively staffed.
- This action, established by [Executive Order HM 26-17](#), clarifies that City Hall's role is to coordinate public service agencies, from local entities like NOPD to state and federal partners; homeland security is the purview of state and federal government.

WHOLE OF GOVERNMENT APPROACH TO PUBLIC SAFETY

A comprehensive approach to public safety, one that considers environmental factors as a root cause or contributor to violence, is a priority of the Moreno Administration to enhance the City's public safety operations.

- [New Orleans Data Informed Community Engagement \(N.O.D.I.C.E.\) Program](#), using Risk Terrain Modeling, represents a modern, data-driven approach to public safety and prevention.
- By identifying vulnerable areas and directing resources where they are most needed, N.O.D.I.C.E. helps prioritize public safety, quality of life, and economic development efforts.
- This approach aims to reduce crime by improving conditions on the ground like sufficient street lighting, while ensuring resources are deployed where they can have the greatest impact.
- The Administration leveraged N.O.D.I.C.E. data to identify the Willows Apartment Complex as a Lights On Initiative Day 1 location because of overlapping crime rates and due to the lack of sufficient street lighting.

REDUCING VIOLENCE IN NEW ORLEANS

The Moreno Administration prioritizes violence reduction strategies where crisis responses and violence prevention programs work cohesively to improve safety, health, and outcomes for individuals and communities across New Orleans. These strategies are built in collaboration between public safety agencies and health and human services operations.

- **Violence Problem Analysis:** The City has engaged both local and national experts to launch a comprehensive Violence Problem analysis, providing a detailed and coordinated deep dive into homicide trends, causes, and circumstances.



New Orleans is working with the Violence Reduction Center, a leading organization in violence research, policy, and practice, to convene a Practicum of Partnership-Based Violence Reduction and train governmental and civic leadership to identify and implement strategies to reduce violence.

- **Ecosystem:** The City convened the first meeting of the Violence Prevention and Crisis Response Ecosystem, led by the Office of Homeless Services and Strategy. This Ecosystem is comprised of City offices – Health Department's Office of Behavioral Health and Office of Violence Prevention – as well as community partners including UMC/LCMC Health, Ubuntu Village NOLA, and Travelers Aid Society of New Orleans. The Ecosystem will connect existing programs to expand access to care, improve coordination, and enhance safety and well-being.
- **Homicide Victim Response Protocol:** The Moreno Administration developed a comprehensive Homicide Victim Response Protocol, which integrates law enforcement, prosecution, healthcare, violence intervention, and survivor-support partners. This protocol aligns first responders (NOPD), law enforcement (the District Attorney's and Sheriff's Offices), and case managers (New Orleans Health Department, University Medical Center, and nonprofit partners) for immediate response, stabilization, and long-term support for victims of violence.

ADDRESSING VANDALISM AND BLIGHT ISSUES CASE STUDY

Blight and vandalism reduction requires collaboration across agencies and departments to prevent these challenges to quality of life. The Administration has successfully proven how to prevent crime by addressing root causes and coordinating across City departments.

- Working with community partners such as Ubuntu Village (an organization working to protect our community from violence, systemic racism, and mass incarceration), the Administration's Office of Criminal Justice Coordination coordinated improvements to the Cutoff neighborhood of Algiers.
- Ubuntu Village and the Office of Criminal Justice Coordination identified several compounding factors leading to vandalism and crime.
- Enhanced coordination with City agencies and partners delivered repairs to a water main break (Sewerage & Water Board), sidewalk installation and street lighting issues (Department of Public Works), illegal dumping clean-up (Department of Sanitation), overgrown lot abatement (Office of Code Enforcement and Department of Parks and Parkways), and blighted property amelioration (Office of Code Enforcement).

ADMINISTRATION AND PUBLIC SAFETY ESTABLISH EMERGENCY ALERT SYSTEM FOR VULNERABLE INDIVIDUALS

As Council Vice President, Mayor Moreno authored legislation directing NOPD to establish a new local safety alert system to help locate missing vulnerable children and adults. The measure was prompted in part by the heartbreaking case of Bryan Vazquez, who went missing in New Orleans but did not meet the criteria for issuance of an AMBER Alert.



While AMBER and Silver Alerts remain essential public safety tools, their strict eligibility requirements can leave gaps, leaving children who do not meet AMBER thresholds, as well as adults with cognitive, developmental, or physical disabilities, vulnerable.

- The proposed local alert system is intended to close those gaps by enabling rapid, 24/7 alerts through the City's NOLA Ready platform whenever an at-risk person is reported missing in Orleans Parish.
- At its core, the initiative reflects a commitment to dignity, safety, and urgency: no family should be told that a missing and vulnerable loved one does not qualify for help. In those critical moments, every second matters, and this program is designed to serve as a vital lifeline to help bring people home.
- As part of the legislation, NOPD, NOCEM, and the Orleans Parish Communications District were tasked with developing program rules and procedures, which have now been transmitted to the Council for final review. An official announcement is expected ahead of a planned launch this spring.

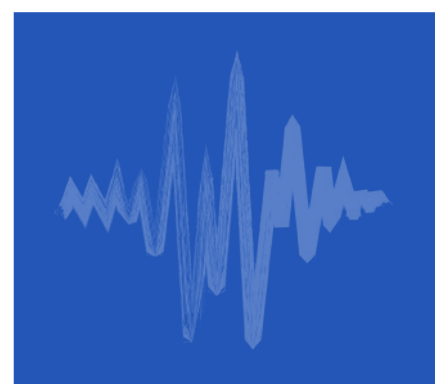
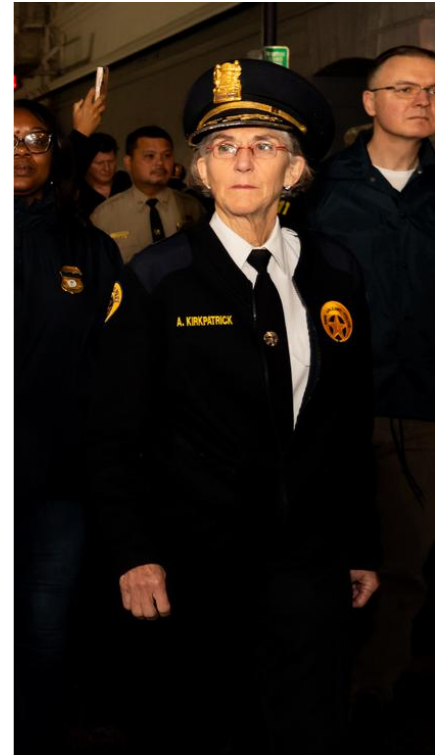
IMPROVED COORDINATION WITH CRIMINAL JUSTICE STAKEHOLDER AGENCIES

The Administration has prioritized improving coordination between criminal justice and law enforcement partners. City Hall recognizes the importance of clear communication and collaboration, as these relationships enable the City to more effectively keep residents safe.

- On Day 2 of the Administration, Mayor Moreno met with contacts from state and federal partners - the first such meeting in many years. This heightened communication set the stage for the safest Mardi Gras in recent history.
- The Administration continues to modernize communication and data sharing systems in partnership with the District Attorney, Orleans Parish Sheriff's Office, NOPD, and other City agencies.
- Mayor Moreno has established clear lines of communication with Louisiana State Police, Louisiana National Guard, FBI, U.S. Coast Guard, and other agencies with presence in the city.

STAFFING ASSESSMENTS CONDUCTED

- City Hall leadership has moved aggressively to conduct a review of staffing for public safety agencies, including NOPD, NOFD, Equipment Maintenance Division, and the Orleans Parish Communication District.
- Mayor Moreno, on Day 1, signed [Executive Order HM 26-06](#), which requires an assessment of public safety and operational readiness within the first 120 days of the Administration.
- Mayor Moreno, Deputy Mayor of Public Safety Michael Harrison, and Police Superintendent Anne Kirkpatrick provided retention-pay bonuses to public safety officers, a critical recognition of work and strategy to address recruitment and retention.
- The Mayor's Office also submitted two federal funding requests for public safety capacity to both of Louisiana's Senators.



COMMUNITY REDEVELOPMENT & ECONOMIC DEVELOPMENT

Business growth and the revitalization of important fixtures of our neighborhoods can bring about investment, which will create more job opportunities for residents and strengthen ties among neighbors. The Administration has centered economic and community development through advancing the rehabilitation of Municipal Auditorium, assessing the potential to return underused city-owned property back to commerce, and focusing on addressing needs in neighborhoods east of the Industrial Canal. While advancing immediate solutions, the Moreno Administration has also developed longer-term solutions that support innovation and entrepreneurship.

NEW ORLEANS, OPEN FOR BUSINESS

The Department of Safety and Permits is expanding its capacity to better serve the growing needs of residents and businesses, as well as address existing challenges and delays in permitting or licensing. By increasing staffing, improving processes, and investing in modern systems, the department aims to deliver faster, more efficient services moving forward. These efforts will help support economic development while ensuring safety and compliance across the community.

- A top priority in the first 100 days was to bring on board a new director to lead on key operational, cultural, technical, and administrative changes to help the office pivot toward improved customer service.
- Additionally, the department took swift action to onboard a building manager certified in commercial building and is currently interviewing candidates for a plan review supervisor. These hires demonstrate the Administration's commitment to a responsive and functional department by investing in and filling positions to improve response timelines and increase staffing capacity.
- Immediate impacts show the building permits median approval timelines dropping from 40 days (early 2025) to 14 days as well as key changes to applications for new trade licenses, which now may be submitted online.
- The department is also working alongside the City Council to effectuate necessary legislative changes to issue a temporary alcoholic beverage outlet permit, and, if applicable, a temporary mayoralty permit for live entertainment, to alleviate backlogs and reduce bureaucratic delays for new businesses waiting on permanent Alcohol Beverage Outlet (ABO) licenses.

The Moreno Administration is urgently working to demonstrate that the City of New Orleans is open for business. Addressing permitting challenges is a large component to ensure businesses can, and want, to invest in the city. Early wins accomplished by the Administration to modernize permitting include the following:



- **PermitStat:** The City's Performance and Accountability team, alongside key departments including Office of Information Technology and Innovation, the Chief Administrative Office, and Department of Safety & Permits, has developed an initial version of PermitStat, an electronic dashboard designed to provide real-time statistics for permit approvals with key performance indicators.
- **Concierge Team:** The Department of Safety & Permits has developed a new account management system, or "Concierge Team," that is currently being tested with City Council constituent services.
- **Rapid Assessment of Permit Deadlines and Backlog:** The existing LAMA system, a map-based software used by the City to manage permits and code enforcement, has been used to create a list of the most delayed permit applications for targeted resolution.

STRONG REGION, STRONGER CITY

Strong economic development and job growth are not just dependent on the success and effectiveness of the City, but also on a coordinated region.

- Mayor Moreno has amplified the importance of regionalism and the relationships between the City and its neighboring parishes, underscoring the need for regional coordination to strengthen transit, workforce development, higher education, and business growth.
- Mayor Moreno and the New Orleans Aviation Board joined regional parish presidents and economic partners to present the Louis Armstrong New Orleans International Airport Master Plan, which outlines long-term growth and infrastructure needs for the airport. The airport already handles 12.5 million passengers annually; to welcome more and more visitors and address maintenance needs, the plan will keep the airport modern, efficient, and prepared for the region's continued growth.
- The Master Plan calls for major investments, including a potential second terminal, additional gates, roadway improvements, and expanded parking, as well as redevelopment of the airport's South Campus for aviation-related uses. This critical investment will strengthen the economy, improve connectivity, and support long-term regional growth.

CITY OWNED PROPERTY DRIVING COMMERCIAL ACTIVITY AND REDEVELOPMENT

Returning city-owned property to commercial activity is critical to reduce the financial responsibility of taxpayers for keeping up underused projects, and to enable economic redevelopment in key locations.

- The City reviewed its portfolio of public property to determine "ready-to-market" opportunities.
- The Administration created an inventory of the 25 highest-impact city-owned sites and categorized the sites between quick lease pathways and complex redevelopment opportunities. The established working group, consisting of the Office of Economic Development, Office of Community Development, Department of Property Management, and New Orleans Building Corporation, has identified five "ready-to-market" opportunities with clear deal structures.
- Mayor Moreno issued [Executive Order HM 26-15](#), which established the City-Owned Real Estate Team (CORET), to better track, manage, and use public properties to benefit residents and neighborhoods.

MUNICIPAL AUDITORIUM STRATEGIC MASTER PLAN KICKS OFF

Armstrong Park, home to Congo Square and Municipal Auditorium, is hallowed ground and a historic cultural institution in need of revitalization and investment. In February 2026, the Administration and its partners advanced the revitalization of Armstrong Park with financial investment in a Strategic Master Plan.

- Mayor Moreno and the City Council dedicated \$1 million in combined investment to begin development of the Strategic Master Plan for Municipal Auditorium and Armstrong Park. Lack of funding had stalled the project before this Administration.



- The City will work with Save Our Soul Coalition, a group representing residents and volunteers from Treme and the French Quarter, and the Greater New Orleans Foundation to undertake the Strategic Master Plan, which will address design, programming, infrastructure, financing, and governance.

INNOVATION DRIVING ECONOMIC DEVELOPMENT AND FIXING THE BASICS

The City continues progress at the State Capitol, advancing legislation focused on supporting long-term economic growth opportunities.

- The Administration authored [SB 384](#), in partnership with Newlab New Orleans. Introduced and carried by Senator Harris, this bill authorizes the City to create a Pilot Innovation Hub.
- Through the Hub, the City and other entities like Sewerage & Water Board will be able to address challenges like infrastructure, flooding, or energy reliability through engaging entrepreneurs.
- If enacted, the bill will allow the City broad flexibility to procure, test, and implement emerging technologies designed to address persistent challenges.
- This bill demonstrates an effort to implement long-term, systematic change to grow businesses and local job opportunities in the production of new products that are tested and validated in the City.

BACK TO THE FUTURE: MODERNIZING NEW ORLEANS LEGACY INDUSTRIES

Successful economic development and business growth is rooted in competition: Investing to modernize industries that are already established will efficiently grow jobs and attract new business. The Moreno Administration is aligning economic development activities with planned investments in industries that are foundational to New Orleans to spur job growth.

- The Administration has initiated regular meetings with the Port of New Orleans to ensure the Louisiana International Terminal development drives business growth and job creation in communities east of the Industrial Canal.
- Louisiana International Terminal will be located in St. Bernard Parish and will be the nation's largest new port construction.
- Mayor Moreno also participated in the groundbreaking for the redevelopment of the Naval Support Activity site in the Bywater. In addition to the 300 affordable housing units created (see Housing & Affordability section), this site will serve as the home to Newlab New Orleans, a platform for startups to scale the next chapter of critical energy technology in the Gulf South.
- Originally the site of hundreds of jobs for communities in the Lower 9th Ward, Desire Neighborhood, and Bywater, the redeveloped NSA site with Newlab will drive innovation, technology validation, and product fabrication for entrepreneurs in energy and maritime sectors.

CONTINUOUS RIVERFRONT ACCESS FOR ALL

The Goldring Woldenberg Riverfront Park, opened April 2026 ahead of French Quarter Fest, completes the vision of transforming the riverfront from an industrial use into a public space that reconnects our city to the river.

- Audubon Nature Institute, joined by City leaders, participated in a ribbon cutting celebrating the completion of the \$30 million project.

SECURING INVESTMENTS EAST OF THE INDUSTRIAL CANAL

New Orleans East and the Lower 9th Ward remain economically isolated regions in the City. The Moreno Administration has prioritized strategies that drive investments, job growth, and resource accessibility for residents living east of the Industrial Canal.

- **Lake Forest Plaza:** This Administration quickly identified Lake Forest Plaza as a location best prepared for investment. The Office of Economic Development, in partnership with the Law Department, has developed a strategy for redevelopment, with discussions ongoing to finalize a deal that would be attractive to a prospective developer.



- **Rouses Opening in New Orleans East:** Every neighborhood needs a grocery store because it ensures residents have convenient access to fresh, healthy, and affordable food, which is essential for public health and quality of life. It also supports local economic stability by creating jobs, attracting investment, and serving as an anchor for neighborhood development. Mayor Moreno and other City leaders joined Rouses Markets executives to mark the formal opening of the regional grocery chain's new location in New Orleans East along Chef Menteur Highway, which includes an NOPD substation and a variety of upgraded offerings.

CITY ADVANCES 2026 PERCENT FOR ART PLAN PROGRAM SPEARHEADED BY ARTS NEW ORLEANS TO SUPPORT LOCAL ARTISTS AND CREATIVES

- Our city’s Percent for Art program invests in local artists while integrating public art into everyday spaces, enriching the cultural identity and vibrancy of this community. It also ensures that public infrastructure projects contribute to neighborhood pride, accessibility to the arts, and inclusive community engagement with direct investment in cultural economy workers.
- Now in its 40th year, the program is funded by 1.5% of eligible capital projects and supports New Orleans artists and communities through commissions, exhibitions, direct purchases, community outreach, and education and is administered annually by Arts New Orleans under a Cooperative Endeavor Agreement.
- The 2026 plan reflects input from arts organizations, neighborhood groups, residents, City agencies, the Mayor’s Office, Councilmembers, and other community stakeholders and builds on support for over 50 local artists last year and introduces a more strategic RFP process to ensure equitable representation across all Council districts.

ADMINISTRATION ANNOUNCES ESSENCE FESTIVAL STEERING COMMITTEE

Mayor Moreno launched an Essence Festival Steering Committee to strengthen coordination for the 2026 Essence Festival of Culture in New Orleans, a long-running signature event slated for July 3-5.

- The committee, made up of City, civic, and Essence leadership, will support planning and execution efforts, similar to coordination models used for other major events like the Super Bowl.
- The group is charged with improving collaboration and ensuring the most successful festival experience to date, with key events centered at the Caesars Superdome and programming across the city.

NEW ORLEANS SEES A SURGE IN FILM AND TELEVISION PRODUCTION Q1 2026, POSITIONING THE INDUSTRY FOR SIGNIFICANT GROWTH

Film New Orleans reports a major surge in film and television production activity, with \$200 million spent in the local economy as of March 2026, already approaching the annual totals of \$342 million in 2024 and \$250 million in 2025. Mayor Moreno credited the city’s strong local crew base, studio infrastructure, and Louisiana’s film incentives for keeping New Orleans competitive, while emphasizing the importance of balancing industry growth with neighborhood impacts. Film officials and industry leaders say momentum is returning across the region, with major productions choosing Louisiana for its talent, infrastructure, and incentives. This work is driving jobs, business activity, and global visibility for the City.



Film New Orleans reports a major surge in film and television production activity, with \$200 million spent in the local economy as of March 2026, already approaching the annual totals of \$342 million in 2024 and \$250 million in 2025.



HOUSING AFFORDABILITY

Housing and affordability directly impact residents' ability to live and remain in their communities, while also shaping economic stability and workforce retention. The Moreno Administration has advanced key investments that will increase the housing stock across the City. When housing costs outpace wages, it can drive displacement, increase homelessness, and strain public systems. Expanding access to affordable housing supports stronger neighborhoods, better health outcomes, and long-term city resilience.

IMPLEMENTING THE HOUSING TRUST FUND

In the first 100 days, the Moreno Administration has ensured that the Housing Trust Fund will be administered and used in alignment with the will of the City's residents.

- In 2024, voters approved the creation of the Housing Trust Fund with 75% of the vote. As planned, 2026 is the first year the Housing Trust Fund will be implemented. The Office of Community Development has been working closely with external partners to ensure the City is ready to move forward as voters intended.
- The Housing Trust Fund CEA with New Orleans Redevelopment Authority (NORA) and Finance New Orleans (FNO) was submitted on April 9, 2026, and is expected to be approved by the City Council on April 23 – NORA and FNO will have the responsibility of administering the fund.
- NORA and FNO will create programs to get those dollars awarded as quickly as possible to responsible developers who will deliver on the goals of the City's 2026 implementation plan.

HOUSING UNITS, ECONOMIC ACTIVITY, AND REDEVELOPMENT AT LONG-BLIGHTED BYWATER SITE

An essential component in the Naval Support Activity groundbreaking was the announcement of affordable housing units, increasing the availability of housing in a neighborhood adjacent to economic activity and in proximity to economically disconnected communities like the Lower 9th Ward.

- The redevelopment of the Naval Support Activity site in the Bywater includes the creation of nearly 300 affordable housing units, transforming a long-dormant site into a mixed-use campus.
- Mayor Moreno participated in the groundbreaking ceremony with the Office of Community Development and Deputy Mayor for Economic Development. This project came about in partnership with Brian Gibbs Development, Lincoln Avenue Communities, Louisiana Economic Development, GNO, Inc., and District C Councilmember Freddie King.

BREAKING GROUND ON AFFORDABLE HOUSING, INCREASING AFFORDABILITY

In the first 100 days, the Moreno Administration has participated in three groundbreakings for affordable housing projects, in addition to the NSA site:

- **Touro Shakspeare:** Built in 1933 on a sprawling 7.7-acre site, this building will be rehabilitated by HRI Communities into a senior housing community while preserving the historic features of the building. Touro Shakspeare will offer 52 affordable units for seniors. Amenities will include on-site parking, a community center, restoration of the existing chapel as a place of gathering, open-air courtyard space with refurbished fountains, spacious grounds with open green space and shading oak tree canopies, and seating areas integrated into the landscape. This rehabilitation is an LIHTC project that also received funds from the City of New Orleans.



- **Esplanade Delille:** Esplanade Delille Apartments will offer 50 mixed-income units across three buildings (37 affordable, 13 market-rate apartments) – a primary building facing Esplanade Avenue that will include 40 units and two ground floor retail bays for local, minority-owned small businesses along with two, lower-scale, camel-back style buildings that will each include 5 units. The project will meet industry-leading sustainability and disaster-resilience certifications of Enterprise Green Communities and FORTIFIED Multifamily Gold. Amenities will include off-street parking, bicycle parking, a fitness center, and landscaped outdoor community greenspace. This project is part of the City's Redevelopment Framework (RDF) collaboration with NORA and received \$6.5M in City investment.
- **BW Cooper:** The City, along with Housing Authority of New Orleans (HANO) broke ground in April on a 103-unit affordable housing community for seniors. Located on the site of the former B.W. Cooper public-housing site, the new Erato Street development will repurpose an existing building on the property as the administrative headquarters and primary entrance into the senior residential community. The project received over \$4M in City investment.

LINDY BOGGS DEMOLITION AND REDEVELOPMENT

The City is finalizing the CEA and lease agreement to advance the redevelopment of vacant Lindy Boggs in the Mid-City neighborhood.

- This project, with funding included in the first round of priority bond projects, includes the demolition of the long-blighted hospital complex to make way for a new development which scope includes affordable housing units and stormwater management.
- The City is not making empty gestures, and finalizing the agreements signals that the City and private partners are committed to the redevelopment of that site as quickly as possible.
- The CEA contains an approximate schedule for redevelopment: By the end of 2026, demolition will be completed.

MODERNIZING THE SHELTER AND ENGAGEMENT CENTER

New Orleans has a unique opportunity to address the homelessness crisis and facilitate the redevelopment of Downtown by relocating the City's homeless shelter to a new location that remains centrally located, close to other service providers, yet slightly removed from the downtown urban core.

- New Orleans is urgently working to address the crisis of unsheltered homelessness.
- Current municipal and non-profit facilities are operating at capacity and often lack the physical infrastructure required to support individuals with complex needs.
- The City requires a modernized homeless-services facility designed specifically to remove the traditional obstacles that prevent unhoused individuals from seeking shelter and receiving care.
- The proposed 48,000-square-foot facility is currently in the pre-design phase.

IMPROVED COORDINATION TO ADVANCE HOUSING INITIATIVES

Affordable housing development typically involves multiple parties: City agencies, housing authorities, private developers, community organizations, and infrastructure providers. Improved coordination reduces delays, avoids duplication, and helps navigate requirements more effectively.

- The Administration has formalized coordination with housing partners to improve outcomes by aligning housing development with infrastructure capacity, transit access, and neighborhood needs, ensuring projects are both feasible and well-integrated into the community.
- In March 2026, the City launched a quarterly convening of housing stakeholders, including HANO, New Orleans Redevelopment Authority, Finance New Orleans, and the City's Office of Community Development, to align on priorities and resources.



FISCAL INTEGRITY & ACCOUNTABILITY

Fiscal integrity and strong government basics are essential because they ensure public funds are managed responsibly, transparently, and in a way that builds public trust. When a city maintains sound financial practices and reliable core operations, it can deliver services more efficiently and avoid waste, delays, and costly mistakes. Together, these fundamentals create a stable foundation for all other City priorities and investments.

REDUCING BLOATED OVERTIME SPENDING, DRASTICALLY CUTTING TRAVEL SPENDING

Under improved fiscal oversight led by the Chief Administrative Office (CAO) and in partnership with all City departments and agencies, we are proud to have realized an \$8 million reduction in Q1 overtime spending, year-over-year. Additionally, the Moreno Administration has reduced travel spending by 90%, which saves the taxpayers money and demonstrates City Hall's commitment to solving our problems at home.

- Overtime savings include a \$1.6 million reduction related to Mardi Gras, which stems from law enforcement overtime and improved coordination.
- The City also released a [dashboard for overtime spending](#), publicly communicating the monitoring processes, projections, and record-keeping requirements on overtime spending for the City of New Orleans.

CITY EMBRACES AND LEVERAGES PARTNERSHIP AND CONTINUED OVERSIGHT WITH LOUISIANA LEGISLATIVE AUDITOR

The Moreno Administration through the Mayor's Office, CAO, and Finance Department has welcomed independent oversight from the Louisiana Legislative Auditor concerning the City's finances, including identifying deficits, risks, and areas of concern. Collaboration helps ensure that financial data is accurate, transparent, and consistent, which is essential for restoring public trust and making informed policy decisions. Ultimately, this strong working relationship supports accountability and helps the city develop a credible plan to stabilize its budget.



Examples of the benefits and productivity of this partnership are provided below:

- The City of New Orleans is supporting a proposed review by the Louisiana Legislative Auditor to verify sanitation service data as part of efforts to address a \$24 million budget gap and reassess the city's sanitation fee structure.
- The Administration notes that an accurate household count is essential to ensuring residents are charged correctly, and welcomed the auditor's partnership in reviewing city operations and improving financial transparency. This review is a necessary step to confirm service data and ensure the system is not being subsidized by the general fund in a way that is inconsistent with other municipalities.

EXPANDED SALES TAX AUDITS TARGET MILLIONS IN UNPAID REVENUE

Within two months of Mayor Moreno's first term, the City has completed or initiated 145 sales tax audits nearly matching the total conducted in all of 2025. These efforts have already uncovered about \$7 million in uncollected revenue, with additional enforcement actions forthcoming.

- For context, the City conducted only 26 audits in 2024 and 173 in 2025 overall. Mayor Moreno credited the Revenue and Finance Departments for accelerating audit and collection efforts under her directive.
- It remains critical that we examine every dollar owed to the city and ensure stronger enforcement over compliance and recover uncollected sales tax revenue.

FINANCIAL CONTROLS AND LONG-TERM PLANNING

The Mayor has issued Executive Orders, drafted in partnership with the CAO, to address the approval and renewal of contracts, change orders, overtime payment, procurement, travel, and hiring.

- The CAO has developed and presented a detailed, month-by-month plan that identifies sources of funds and expenses related to addressing the long-term debt and repayment of the \$125 million in emergency funding approved by the Louisiana State Bond Commission last year for the City to cover payroll, due to the ongoing budget challenges.
- The City has kicked off its 5-year capital planning process, with a critical step added to gather input and priorities from the Mayor and Councilmembers earlier in the process. This new step ensures financial accountability and aligns capital improvement plans with Administration and Council priorities.
- The CAO produced a 90-Day spending report, serving as a financial accountability document that summarizes how City departments and agencies are using their allocated budgets.



REDUCING REDUNDANCIES AND SECURING SAVINGS

In accordance with [Executive Order HM 26-02](#), the CAO's Office drafted, distributed, and collected efficiency plans from every City department. Each department head was required to identify opportunities for cost savings and revenue generation.

- The Administration is using collected information to better navigate fiscal challenges and to evaluate departments and identify ways to heighten the delivery of better services, with limited resources.
- Additionally, general process management techniques have been applied to improve efficiency across departments.
- The Procurement Office and Office of Performance and Accountability are revising standard procurement operating procedures to improve how the City purchases goods and services, ensuring processes are more efficient, transparent, and compliant with regulations. The revisions help reduce delays, strengthen accountability, and ensure taxpayer dollars are spent effectively and competitively.

STRONGER, MODERNIZED REVENUE COLLECTION SYSTEMS

The CAO team has conducted an extensive review of contractual and statutory financial obligations. Where opportunities exist to collect outstanding obligations, the Admin has worked to make those funds more immediately available to the City during this budget crisis.

- The CAO has begun to stand up a working group responsible for monitoring and enforcing contract compliance and more stringent reviews of contractor invoices to ensure they are detailed and consistent with contract requirements and benchmarks.
- Extensive efforts are underway to transfer parking and towing oversight to NOPD, which is now better positioned to begin hiring personnel to strengthen parking ticket enforcement.

BETTER OVERSIGHT OF BUDGET APPROPRIATIONS AND EXPENDITURES

The Mayor and CAO worked with City Council to enact [Ordinance No. 35,296](#), which schedules a citywide election on November 3, 2026, to approve a Home Rule Charter amendment that would:

- Require any expenditure that exceeds appropriation be approved via budget amendment ordinance.
- Mandate the CAO and Finance Director to submit monthly reports outlining whether expenditures remain in line with allocated and approved budgets.
- Prohibit the Finance Department from approving or issuing purchase orders that would exceed approved appropriations.



RESTORATION OF OFFICE OF PERFORMANCE AND ACCOUNTABILITY (OPA)

Data-driven decision-making is important in City government because it helps leaders allocate resources effectively by grounding policies in evidence rather than assumptions. Using real-time data on infrastructure, public safety, housing, and service delivery, cities can identify problems earlier, target interventions more precisely, and measure what is actually working. It also improves transparency and accountability by allowing residents and elected officials to clearly see outcomes and performance over time.

- The CAO restored the Office of Performance and Accountability, and designated a Chief Performance Officer to assign a data liaison in each department to support metrics, analytics, and decision-making.

ADDRESSING CITY-OWNED VEHICLES POLICIES

- The City has identified more than 100 vehicles for surplus and sale.
- Two auctions have already been conducted, netting the City more than \$100,000 in proceeds. Additional auctions are scheduled within the next few months.

IMPLEMENTING A CULTURE OF EXCELLENCE AND CUSTOMER SERVICE

Ensuring City government is responsive to its residents is important because it ensures residents and business owners receive timely, respectful, and effective services that meet their needs. It also strengthens public trust by making government more responsive, accountable, and focused on delivering high-quality results. To that end, the Administration has:

- Instituted an employee return-to-City Hall policy, to encourage in-person collaboration and improved responsiveness.
- Launched City Hall management and accountability training led by the CAO.
- Required all department heads to submit strategic plans (reported on above in Stronger, Modernized Revenue Collection Systems).
- Reinstated regular cabinet meetings between the CAO, Deputy CAOs, and key department heads to ensure constant communication and coordination.



Ensuring City government is responsive to its residents is important because it ensures residents and business owners receive timely, respectful, and effective services that meet their needs. It also strengthens public trust by making government more responsive, accountable, and focused on delivering high-quality results.



HEALTH & HUMAN SERVICES

Prioritizing and restructuring public health and human services is a critical component of this Administration because it directly supports residents' well-being, stability, and quality of life, especially for the most vulnerable populations. These services help prevent illness, reduce crises like homelessness and substance use, and connect people to essential care and support systems without law enforcement. Strong public health and human services also reduce long-term costs to the City by addressing issues early rather than responding only in emergency situations.

HOMELESS SERVICES: REHOUSING AND ENCAMPMENT DECOMMISSIONING

The Administration swiftly and comprehensively assessed options and strategies to effectively rehouse individuals and close homeless encampments. Decommissioning encampments in many cases is a life safety issue, not only because many unhoused individuals require either medical or mental health care, but also because encampment locations are in unsafe areas.

- Mayor Moreno joined numerous partners to visit the encampment located under the riverfront wharves and adjacent to the NSA site. Partners included Office of Homeless Services, Office of Community Development, homeless services partners (nonprofits), New Orleans Police Department, Louisiana State Police, U.S. Army Corps of Engineers, City Council Partners, and many more. The goal is to rehouse individuals at these locations and to decommission the unsafe encampments.
- Health and Human Services also produced guidance and instructions to expand street outreach through citizen led-311 communications to identify and service newly homeless individuals.

In the first 100 days, the Administration's Health and Human Services Departments have formed a Complex Needs team and core working group, to address the small group of highest-need individuals for whom no system of care or housing has worked.

- These cases are residents with highly complex and challenging personal, behavioral, physical, and mental health issues who have often been unhoused for many years and cycled through multiple systems.
- The interdisciplinary team brings together City workers, EMS, hospital staff, homeless service providers, case management, mental health practitioners, state agency representatives and others on a weekly basis to focus on solving individual needs and systemic gaps.



- Of the 60+ individuals identified, 11 (or 20%) have been placed in stable, secure housing with support since the working group started.

NORD REFORM: INVESTING QUALITY RECREATION AND YOUTH DEVELOPMENT OPPORTUNITIES (HM-26-16)

A strong and well-functioning recreation system is essential for a thriving city. Parks, playgrounds, and community centers provide safe spaces for residents of all ages to gather, play, and stay active. These resources improve public health, strengthen neighborhood connections, and support youth development. Investing in recreation helps build safer, more vibrant, and more resilient communities.

- As such, Mayor Moreno issued an executive order to establish a NORD Reform Task Force to review and improve the New Orleans Recreation Development Commission's governance, operations, and funding structure.
- It is charged with identifying ways to enhance community engagement, coordination with city departments, and overall efficiency of parks and recreation services. The task force will also evaluate safety improvements for parks, including potential lead remediation and related public health concerns.
- Ultimately, it will provide recommendations to strengthen and modernize the system for residents.

EXPANDED ACCESS TO SERVICES

Expanded WIC Services

The Women, Infant, and Children (WIC) program reopened in Algiers in February 2026 and has quickly reestablished itself as a vital access point for services in the community, now operating every Wednesday.

- In just the first two months, the site has served 87 participants, reflecting strong demand and continued program growth. This expansion has also generated \$1,740 in additional program revenue.
- Through the reopened clinic, staff have been able to deliver critical services to families, including breastfeeding support, specialized formula for infants with medical needs, nutrition education, and food benefits for pregnant women, postpartum women, infant, and children.
- These services are essential in improving health outcomes and ensuring families receive the support they need close to home.

Expanded SNAP/Medicaid Enrollment in Community

SNAP and Medicaid issues directly affect residents' access to food assistance and healthcare, especially for low-income and vulnerable populations. Challenges in enrollment, renewals, or eligibility can create gaps in critical support, making it essential for government to ensure these systems are accessible, efficient, and reliable. NOHD staff now provide SNAP and Medicaid in-person application assistance in the community, at the following locations and times:

- AP Sanchez Service Center (1616 Fats Domino Ave., 70117): First Friday of each month, 10:00 a.m. to 12:00 p.m.
- City Hall (1300 Perdido St., 70112): Second Monday of each month 10:00 a.m. to 12:00 p.m.



- Allie Mae Williams Service Center (2020 Jackson Ave., 70113): Second Thursday of each month, 10:00 a.m. to 12:00 p.m.
- Edna Pilsbury Health Center (2222 Simon Bolivar Ave., 70113): Third Tuesday of each month 10:00 a.m. to 12:00 p.m.
- New Orleans East WIC Clinic (10001 Lake Forest Blvd., 70127): Last Wednesday of each month, 1:00 a.m. to 3:00 p.m.

Expanded Awareness of MCH Services

The City launched Maternal Child Health commercials and social media ads in the first 100 days to promote its programs. Data from the communications campaign include:

- When women 18 – 44 in New Orleans zip codes use certain apps, they will receive FCNO push ads. The highest zip codes were 70130, 70119, 70122, 70115 and 70117.
- Target email drove 356 clicks to the FCNO website. (2.37% Click Through Rate)
- For FOX 8 TV commercials - 344,500 impressions so far.
- For FOX 8 Digital (Streaming TV) - 63,965 impressions, reaching 31,440 streaming users with a frequency of 2x per viewer. Top publishers by impressions were Watchfree+, Tubi, Pluto TV, Samsung TV Plus, The Roku Channel, WE TV, AMC. Most ads were delivered via a smart TV. All ads were delivered to A18-44 and HH with children in Orleans Parish
- FOX 8 Bonus Display Ads: 8,048 impressions in display ads on FOX 8 digital platforms

Behavioral Health

The Administration facilitated the launch of the Substance Use Mobile Resource (SUMR) Clinic is a collaboration between four organizations (CrescentCare, VOA SELA, ViaLink and Trystereo) that will be providing low-barrier referrals, linkage and medical care for people who use drugs.

- The SUMR Clinic began their funding year in August of 2025 and began a soft launch of services in April of 2026.
- In the first week of operation, CrescentCare and VOA staff were able to connect with 219 people about services between the Trystereo drop-ins and additional sites.

Rx KIDS LAUNCH: A PATH FORWARD FOR FAMILIES

Louisiana has some of the poorest maternal and infant health outcomes in the U.S., many of which are strongly linked to poverty. Rx Kids is a prenatal and infant economic security program that provides payments to all families in a particular area during pregnancy and for the first 6 to 12 months of their infant's life. Rx Kids often uses Temporary Assistance for Needy Families (TANF) funding for the first several payments to low-income families. Other funds are used to cover the remaining costs after 3 months.

- The Administration has initiated a feasibility study for universal basic needs support to pregnant and postpartum families, with analysis of economic and health return on investment.
- The New Orleans Health Department has connected with public officials in Michigan and Mississippi, where similar programs have been launched with success.



COMMUNITY HEALTH ASSESSMENT

Local health departments are strongly encouraged to perform community-wide health assessments (CHAs) every 3-5 years, in order to identify the strengths and challenges of achieving positive health outcomes, and to direct the Community Health Improvement Plan (CHIP) in goals and strategies to achieve those outcomes. New Orleans wrapped up its most recent CHA/CHIP cycle, notching significant achievements with broad support from diverse partners across the region.

- The Departments of Health and Human Services convened and launched the Community Health Assessment steering committee, with the first round of community meetings, located in each Council district, held in March 2026.
- The City also developed and launched the New Orleans Community Health Survey to guide health and human services priorities for the next five years and is currently live, and inclusive of youth-specific questions.

Provide Community Support in Extreme Weather: In response to sub-freezing conditions, the Health Department and NORD opened a warming center over two weekends at the start of the administration to help ensure the safety of residents and their pets.

Safer Streets for us All: Through grant funding, Health launched a new DUI prevention campaign “Safe Rides, Big Easy Vibes”, a citywide DUI prevention effort to keep our streets safe and make sure everyone gets home safely and responsibly. Additionally, this program aims to address drunk driving as a leading cause of crashes, injuries, and fatalities in New Orleans.

Expanding Gun Safe Storage Programs: Through a partnership with United Way, Manning Family Children’s, and Congressman Troy Carter’s Office, the City has secured nearly \$1 million in funding to expand our highly successful gun safe storage program designed to reduce child deaths and theft by ensuring firearms are securely stored when not in use.

Increasing Awareness of Cognitive Decline Support: The Health Department launched the Healthy Brain Initiative with a grant award to develop community education and internal City capacity for dementia prevention efforts.



Through a partnership with United Way, Manning Family Children’s, and Congressman Troy Carter’s Office, the City has secured nearly \$1 million in funding to expand our highly successful gun safe storage program designed to reduce child deaths and theft by ensuring firearms are securely stored when not in use.



INTERGOVERNMENTAL RELATIONS

Improved federal and state relations are important for city government because they help secure funding, align policies, improve accountability, and streamline the implementation of major infrastructure and public service projects.

STATE LEGISLATIVE AGENDA, COLLABORATION FOR SUCCESS

For the 2026 State Legislative Session, the Moreno Administration introduced a legislative agenda that moves away from temporary fixes toward structural reforms that empower local decision-making. The Administration hosted a reception for the representatives and senators who represent New Orleans ahead of session to review the city's proposed agenda, an event that has not taken place in years. The City's legislative agenda includes

- **HB 573 (Hilferty)** expands local authority for reforms to SWBNO outside legislative session (for more detail, see “Mayor Moreno Demands Action After SWBNO Water Main Breaks, Pursues Governance Reform” section under infrastructure)
- **HB 26 (Freeman)** provides pathway to revolve fines and personalities associated with MPERS and NOPD
- **HB 993 (Freeman)** removes retention bonus payments from MPERS calculation
- **HB 463 (McMakin)** increases the 911 user fee to reduce subsidy needed for dispatch and OPCD operations
- **SB 384 (Harris)** enables the City, or a political subdivision, to encourage economic growth and innovation that addresses public good issues
- **HB 368 (Freeman)** increases the maximum fines for illegal demolition or historic district violations, enforced by HDLC, to strengthen deterrence



- **HB 864 (Knox)** creates a criminal offence and removal process for flammable materials and open flames under elevated roadways
- **HB 795 (Landry)** closes a loophole and prevents recurrence of unlawful tax collection fee deduction
- **Study Resolution (Harris, Braud)** will analyze existing political subdivisions with jurisdictional authority along the Riverfront, French Quarter, and Downtown

The Mayor's Office of Intergovernmental Relations is also helping advance legislation outside the City's official agenda. One example is [House Bill 892](#), which will create an economic development district for the West End revitalization, a project that garners New Orleans and Jefferson Parish collaboration and support.

ADVANCING CATALYTIC PROJECTS WITH STATE CAPITAL OUTLAY

State capital outlay, or state government expenditures used to acquire, construct, renovate, or improve long-term assets and infrastructure, is another opportunity for the City to promote priority projects and secure needed funding. The City has successfully included top Administration priorities to receive state capital outlay funding. Top priorities are listed below.

- **Municipal Auditorium:** \$15 million in Priority 5 funding
- **SWBNO Water Main infrastructure:** \$9.5 million in Priority 2 Funding, \$4.5 million in Priority 5 funding
- **New City Hall:** \$1 million in Priority 5 funding



The Mayor's Office of Intergovernmental Relations is also helping advance legislation outside the City's official agenda. One example is [House Bill 892](#), which will create an economic development district for the West End revitalization, a project that garners New Orleans and Jefferson Parish collaboration and support.



EXECUTIVE LEADERSHIP

The Administration has moved with urgency, aligning executive actions and existing boards and commissions to ensure the speed of government moves quickly to deliver services, consider new systems, and align current government operations with priorities. The executive orders reflect the Moreno Administration's policy of streamlining efficiency and prioritizing the health, safety and well-being of New Orleanians.

ADMINISTRATIVE PRIORITIES DIRECTED THROUGH EXECUTIVE ORDERS

Executive orders are among the most direct tools available to a new administration, allowing the Mayor to set priorities, reshape government operations, and drive change from day one. In the first 100 days, Mayor Moreno issued 18 executive orders spanning fiscal responsibility, infrastructure, public safety, climate resilience, and government reform, each one translating campaign commitments into binding administrative action.

HM-26-01: Deputy Mayors and Senior Executive Leadership

Establishes a deputy mayor system to strengthen strategic coordination across departments and improve accountability for outcomes, creating clear lines of authority in senior leadership with six deputy mayors who oversee the entirety of city government.

HM-26-02: Budget Stabilization and Efficiency Program

Creates a structured, data-driven efficiency initiative to identify recurring savings and reduce waste across city government, strengthening procurement and contract management while improving performance outcomes during a time of fiscal challenges.

HM-26-03: Citywide Street Maintenance Program

Establishes a program to evaluate creating a permanent, in-house Street Maintenance Unit within the Department of Public Works, aimed at reducing reliance on outsourcing for street and sidewalk maintenance while improving responsiveness and accountability.



HM-26-04: Infrastructure Coordinating Council Advisory Committee

Creates an advisory committee to align planning and operations among the Department of Public Works, Sewerage and Water Board, and other infrastructure partners.

HM-26-05: Lights On Stabilization Initiative

Launches a comprehensive program to address streetlight and traffic signal outages, recognizing that adequately lighted streets are critical to public safety and serve as an important element of the administration's coordinated approach to crime reduction.

HM-26-06: Public Safety Readiness and Operational Assessment

Establishes a 120-day Public Safety and Operational Readiness Assessment to evaluate agency performance and interagency coordination, reviewing emergency management, criminal justice system coordination, and preparedness for hurricanes, Mardi Gras, and other critical events.

HM-26-07: Citywide Youth and Families Strategic Planning

Directs the creation of a comprehensive plan for youth and family services with measurable goals and clear accountability.

HM-26-08: Municipal Complex Advisory Committee

Creates an advisory committee to evaluate options for a new City Hall, Civil District Court building, or consolidated civic center, while also addressing aging infrastructure and operational inefficiencies in current municipal buildings.

HM-26-09: Prior Executive Orders

Revokes several executive orders from the previous administration and directs a comprehensive review of the others. HM-26-09: Workplace Standards for Executive Branch of City of New Orleans Establishes citywide standards for a harassment-free, respectful workplace environment for all city employees, defining and prohibiting rude, abusive, or disrespectful conduct across all executive branch departments, offices, boards, commissions, and agencies.

HM-26-11: Outside Employment by Executive Branch Officials

Directs a review of all policies regarding outside employment by unclassified employees to promote transparency among public servants in the executive branch.

HM-26-12: Non-Essential Travel

Curtails the use of public funds for non-essential travel during the current financial crisis.



HM-26-13: Climate Resilience and Sustainability Policy and Reorganization

Reorganizes the City's approach to climate action by distributing initiatives across City departments, rather than housing them in a single office.

HM-26-14: Prohibition Against 287(g) ICE Agreements

The Mayor signed this executive order to prohibit any City official from entering into or pursuing a 287(g) agreement or any similar arrangement with ICE, reinforcing that local law enforcement will not be used to carry out federal immigration enforcement. This policy formalizes the Moreno Administration's position that the City's limited public safety resources must remain focused on addressing violent crime, protecting residents, and strengthening community trust. It underscores that federal immigration enforcement is the responsibility of the federal government, not local police, and affirms that the City will continue to comply with all applicable state and federal laws while prioritizing the safety and well-being of New Orleanians.

HM-26-15: City-Owned Real Estate Team (CORET)

Establishes the City-Owned Real Estate Team (CORET) to coordinate executive branch activities related to identifying, analyzing, and maximizing the use of City-owned properties. CORET is tasked with formulating and implementing policies on the use, acquisition, disposition, lease, and monetization of city-owned assets to maximize their social and economic benefits in an equitable manner. The team draws representatives from multiple City departments including Property Management, Public Works, City Planning, Economic Development, and others, and is required to submit quarterly progress reports to the Mayor.

HM-26-16: NORDC Reform Task Force

Creates a task force to revamp the New Orleans Recreation Development Commission, with responsibilities including reviewing facilities, funding, and lead remediation to ensure the city's parks are safe, and making recommendations on how to implement and fund a lead removal program.

HM-26-17: Office of Coordination and Emergency Management

Separates Homeland Security from the Emergency Preparedness Office, creating a new city-based entity called the New Orleans Office of Coordination and Emergency Management (NOCEM) to serve as the coordinating agency for emergency management and deployment of city assets — such as barricades and special vehicles — to special events and emergencies.



HM-26-18: Hiring Process Improvement Task Force

Aims to streamline the city's hiring process by cutting out unnecessary steps and delays, with the goal of onboarding new employees within weeks rather than months.

Moreno Administration Advances Critical Appointments to City Boards and Commissions

Strong appointments to the City's boards and commissions are essential. These bodies shape key policies, oversee major services, and set long-term priorities. Effective appointees bring expertise, sound judgement, and accountability, ensuring decisions reflect both community needs and best practices. That's why the Administration has hit the ground running on key appointments that will drive the immediate change needed in our neighborhoods.

- In the first 100 days, the Administration moved quickly to fill critical seats with qualified, accountable leaders reflective of the full city, completing 35 appointments across 15 boards and commissions with appointees drawn from all 5 Council districts.
- The Administration has also begun restructuring the city's system for tracking appointments, vacancies, and term expirations to ensure greater accountability and continuity going forward.

List of successful appointments is listed below, organized by organization:

- 7 appointments to the New Orleans Recreation Development Commission
- 5 appointments to the Regional Transit Authority
- 4 appointments to the Ethics Review Board
- 4 appointments to the Municipal Complex Advisory Committee
- 3 appointments to the Audubon Commission
- 2 appointments to the City Planning Commission
- 2 appointments to the Lower Nine Economic Development District Board
- 1 appointment to the Sewerage and Water Board of New Orleans
- 1 appointment to the New Orleans Redevelopment Authority
- 1 appointment to the New Orleans Aviation Board
- 1 appointment to the Bio District New Orleans
- 1 appointment to the Downtown Development District
- 1 appointment to the Lakewood Crime Prevention and Improvement District
- 1 appointment to the Sandy Krasnoff New Orleans Criminal Justice Council
- 1 appointment to the Housing Trust Fund Advisory Committee





100





VISION FOR THE MORENO ADMINISTRATION

Looking ahead, the Moreno Administration is focused on delivering coordinated, long-term solutions that strengthen core services and expand opportunity across New Orleans. Through strategic investment, innovation, and accountability, this vision sets a clear path toward a more connected, equitable, and thriving city.

VISION FOR THE



SPUR COMPREHENSIVE ECONOMIC DEVELOPMENT

The Moreno Administration has demonstrated that New Orleans is open for business. City Hall has formed a comprehensive economic development strategy, one that spans permitting reform, catalytic project delivery, investments in New Orleans East, and strategic initiatives like the Innovation District or the Pilot Innovation Hub policy. Moving forward, the Administration will improve transparency and accountability in the permitting process through enhanced data collection, public-facing tools, and performance tracking. City Hall will attract businesses, support local entrepreneurs, and deliver increased job opportunities for residents. Finally, we will develop a coordinated, citywide approach to workforce development that aligns the needs of employers with the capabilities of training providers and the aspirations of job seekers. This approach provides a foundation to guide the actions of the Administration to increase job opportunities across the City.



REFORM SEWERAGE & WATER BOARD

Governance and operational reforms are needed to modernize the Sewerage & Water Board (SWBNO), an entity that's over 100 years old. Legislative reforms advanced by the City during the 2026 legislative session begin this process by expanding local authority and oversight; right now, the City has no authority to direct SWBNO operations but is held accountable to the public in emergency situations. In partnership with the City Council and SWBNO leadership, the Moreno Administration will take on the hard work to identify and implement increased oversight over fees, operation and capital budgets, major projects, and billing. Available funding is also a primary obstacle for SWBNO and the City to implement the kinds of infrastructure upgrades needed. The Moreno Administration will identify and go after creative and diverse funding sources and advance policies that secure new revenue for SWBNO to increase borrowing ability and invest in water main upgrades that will prevent water main breaks.

MORENO ADMINISTRATION

ADDRESS QUALITY OF LIFE ISSUES IMPACTING ROADS AND STREETLIGHTS

The Administration will continue to build on early 2026 momentum by advancing a more strategic and sustainable approach to infrastructure maintenance, focused on enhancing internal capacity, improving coordination across departments and partners, and strengthening oversight of service delivery. This effort aims to ensure more timely, efficient, and consistent maintenance operations, improve accountability and performance tracking, and deliver higher-quality outcomes for residents while supporting the long-term reliability and resilience of the City's infrastructure systems.



A COORDINATED AND STRATEGIC APPROACH TO PUBLIC SAFETY

The City must remain disciplined and steadfast in its focus to ensure that recent public safety progress is sustained and that a spike in crime does not return. By prioritizing long-term community stability, fostering cross-sector collaboration, and making targeted, data-informed investments, we aim to support safer, healthier neighborhoods while maintaining vigilance and accountability.



The Administration will advance a holistic, prevention-focused public safety strategy that addresses the underlying drivers of crime by expanding economic opportunity, strengthening pathways for youth engagement, and increasing access to essential resources and services. This approach requires thinking outside the box: embracing innovative, community-driven solutions and reimagining how public safety systems operate to better meet the evolving needs of residents.

STANDING UP A NEW MUNICIPAL COMPLEX

Advance a new vision for the City's downtown municipal complex, taken on through the established Municipal Complex Advisory Committee. Expand access to government services by strengthening the City's physical presence in underserved communities, making it easier for residents and businesses to engage with public resources, receive support, and navigate key processes. This effort will improve service delivery, enhance responsiveness, and ensure more equitable access to essential City functions across all neighborhoods.



VISION FOR THE



EXPANDING NORD OPPORTUNITIES FOR YOUTH ENGAGEMENT

Implement recommendations provided by the NORD Reform Task Force. The Moreno Administration seeks to strengthen and modernize parks and recreation services while enhancing community engagement. A strong and well-functioning recreation system is essential for a thriving city. Parks, playgrounds, and community centers provide safe spaces for residents of all ages to gather, play, and stay active. The Administration will build on the 100 Day actions and implement reforms to the City’s recreation and parks facilities.



FIVE-YEAR STRATEGY FOR HOUSING

Establish a comprehensive, forward-looking plan to expand access to safe, affordable, and high-quality housing for residents across the city. This strategy will align policy, investment, and partnerships to increase housing supply, preserve existing units, and address gaps across the housing continuum. By prioritizing equity, stability, and long-term sustainability, the City will work to ensure that all residents have access to housing options that meet their needs while supporting inclusive growth and stronger, more resilient neighborhoods.



INVEST IN ART AND CULTURE

Elevate arts and culture as foundational to community identity, civic pride, and economic vitality by strengthening support for artists, cultural organizations, and creative industries. This approach fosters inclusive cultural expression, expands access to artistic opportunities, and integrates arts into public spaces and community life, while also driving tourism, small business growth, and broader economic development.

MORENO ADMINISTRATION

PUBLIC TRANSPORTATION AGENDA

Advance a long-term, regionally coordinated vision for a more reliable, accessible, and seamlessly connected transportation system that better serves residents, workers, and visitors across jurisdictional boundaries. This approach emphasizes strong partnerships with neighboring parishes, regional agencies, and transit providers to align planning, investment, and service delivery. By prioritizing connectivity, equity, and efficiency, the City will work to expand access to opportunity, reduce barriers to mobility, and support sustainable economic growth throughout the broader region.



SUPPORT YOUNG PEOPLE AND FAMILIES

Strengthen support for young people and families by enhancing programs, services, and facilities that promote youth development, educational enrichment, and overall family well-being. This effort focuses on expanding access to safe, high-quality spaces and opportunities, improving coordination across service providers, and ensuring that families can easily connect to the resources they need. By investing in strong support systems and inclusive programming, the City aims to foster positive outcomes for young people, build resilient families, and contribute to healthier, more vibrant communities.



BUILD UPON THE CITY'S HOMELESSNESS STRATEGY

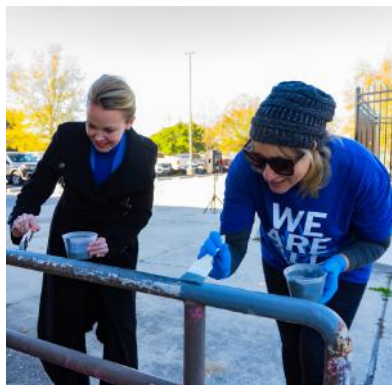
Build on the City's long-term, systems-based approach in concert with service providers, city agencies, and law enforcement partners to prevent and reduce homelessness. This strategy will focus on improving coordination of services, expanding access to supportive housing and wraparound resources, and addressing key drivers of housing instability. By building a more integrated and accountable response system, the City aims to improve outcomes for individuals experiencing homelessness while advancing sustainable, prevention-oriented solutions that reduce inflow and support long-term housing stability.





100





THE ALL IN PROCESS

At the core of this work is the All In Process, a citywide effort to engage residents and elevate community voices in shaping priorities. By listening first and acting with intention, the Administration is building policies rooted in trust, transparency, and real-world impact.

THE ALL IN PROCESS



LAUNCH OF THE TRANSITION

November 7, 2025

ALMOST 300 CIVIC LEADERS SERVED ON MAYOR MORENO'S TRANSITION ACROSS SEVEN POLICY COMMITTEES.

Committee members designed the All In survey and identified priority actions the Moreno administration should take in the first 100 days.

INAUGURATION & SURVEY LAUNCH

January 12, 2026

ALL IN SURVEY AND CONVERSATIONS IN COMMUNITY

Around 5,800 community members engaged with the All In survey to share what they want and need from City government. A combined total of over 1,350 participants attended 15 in-person events to meet with City leadership and share their priorities.

FORWARD LOOKING PRIORITIES

March 2026

POLICY WORKSHOPS

Civic leaders met with Mayor's Office leadership and Departments to translate survey findings into concrete actions the City will take to deliver on community priorities.

100th DAY OF THE MORENO ADMINISTRATION

April 22, 2026

ALL IN FOR NEW ORLEANS 100-DAY REPORT LAUNCH

The Moreno administration published its accomplishments in the first 100 days and vision for the first term.

CITYWIDE SURVEY

New Orleans residents helped set priorities for the city’s future by weighing in on the policies that affect their daily lives. This survey invited residents, including those who have historically been excluded from government decision-making, to share they want and need from City Hall.

Mayor Moreno launched the survey on her first day in office, on January 12. The survey was open through March 15, 2026. The full dataset of responses will be made available on the City’s website in April 2026.

5.8K

RESIDENTS

Engaged through the All In Community Survey.

311K

DATA POINTS

Collected on what residents want and need.

| | | |
|-----------------------|-------------|--|
| Perception | 2.4K | Respondents felt that, before this survey, City government leaders had not asked for their input |
| | 2.1K | Respondents felt that their feedback would not be taken seriously |
| Race & Ethnicity | 2.2K | Black or African American respondents |
| | 2.4K | White respondents |
| | 150 | Hispanic or Latino/a respondents |
| | 100 | Asian respondents |
| | 260 | Multiracial respondents |
| Age | 2.0K | Respondents aged 45–64 |
| | 1.7K | Respondents aged 65 and older |
| | 700 | Respondents under age 35 |
| Household Income | 900 | Respondents earning a household income below \$60K |
| | 1.6K | Respondents earning a household income \$60K - \$149K |
| | 900 | Respondents earning a household income of \$150,000+ |
| Measures of Inclusion | 500 | Respondents identified as LGBTQIA+ |
| | 900 | Renters shared their experiences |
| | 1.0K | Respondents have a disability/chronic condition |
| | 750 | Respondents were small business owners |



CONVERSATIONS IN THE COMMUNITY

In addition to the survey, the City delivered in-person engagement through two parallel efforts to reach residents directly across neighborhoods. First, Conversations in Community events were hosted by community-based organizations in trusted, local spaces. These partner-led sessions created room for deeper, small-group discussion grounded in lived experience and existing relationships, with a focus on engaging residents less likely to be reached through digital outreach alone. Second, the Mayor's Office of Neighborhood Engagement hosted Meet the Administration events in each Council District, creating direct access for residents to engage with new Mayor's Office leadership and share priorities directly with City leaders.



FEEDBACK CAPTURED



Increased police funding alone has not solved crime and broader strategic approaches may be necessary.

SURVEY RESPONDENT



Economic development efforts should prioritize communities that have historically faced barriers to opportunity.

PARTICIPANT

Conversations in Community, New Orleans East Hospital



New Orleans East needs everything from grocery stores and affordable housing to community gardens. They need extracurricular activities out in that area and jobs that pay well.

PARTICIPANT

Conversations in Community, Hosted by New Orleans East Hospital



Invest in [unhoused] people mentally, physically, emotionally, spiritually, and financially to increase [their] overall well-being.

SURVEY RESPONDENT



Take away the stigma that there is only one way to be successful.

PARTICIPANT

Conversations in Community, Hosted by BStudio



I tried to call 911 and tell them what street I was on, but then I realized the street has no street sign and I did not know where I was.

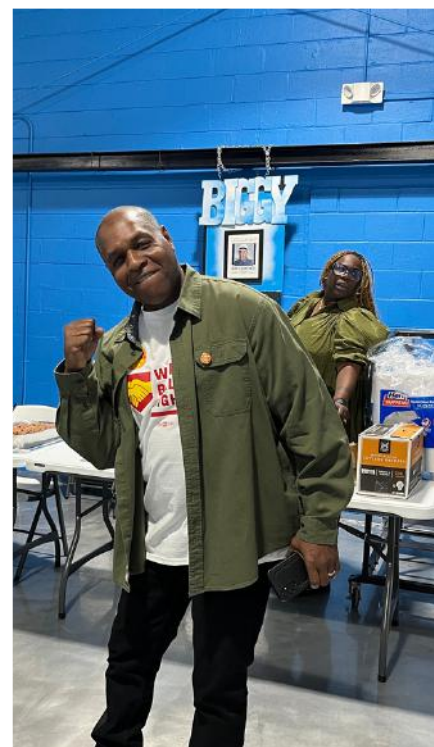
PARTICIPANT

Conversations in Community, Hosted by Step Up Louisiana



Ensuring local events benefit people [who] live here will also improve tourism. Local culture and traditions are a huge part of what brings tourism [to New Orleans].

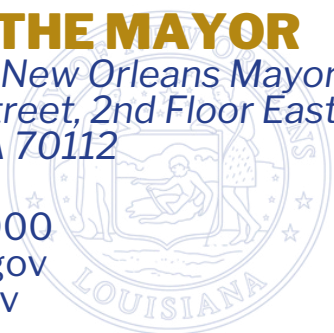
SURVEY RESPONDENT





OFFICE OF THE MAYOR
Helena Moreno, New Orleans Mayor
1300 Perdido Street, 2nd Floor East
New Orleans, LA 70112

P: (504) 658-4900
E: mayor@nola.gov
W: www.nola.gov



DAY