

**It's Time**

FOR MAYOR  
Proposed Transitional and Department Consolidation Plan  
It's Time  
First 100 Days

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2025 Independent Mayoral Candidate for New Orleans

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**Abstract:**

This transitional plan outlines a strategic roadmap for assuming the Office of Mayor of New Orleans and addresses the critical need for efficiently consolidating 71 city departments. Effectively transitioning 24 into 8 streamlined entities—with more hopefully to come over the course of this administration. The plan serves two primary objectives: to ensure a smooth and effective transition of governance and to achieve long-term fiscal sustainability through structural reform.

The consolidation of city departments is essential to address New Orleans' current inefficiencies, which stem from overlapping functions, duplicative administrative roles, and resource mismanagement. These inefficiencies not only strain the city's budget but also hamper service delivery in critical areas such as public safety, infrastructure, and housing. By reducing the number of departments, the new administration aims to improve operational efficiency, eliminate wasteful spending, and better align city services with the needs of its residents.

The transition plan prioritizes the creation of a **transition team**, the execution of thorough **departmental reviews**, and the immediate rollout of key **policy initiatives** in public safety, housing, infrastructure, and health services.

Departmental audits will guide the restructuring process, while leadership appointments will ensure that qualified individuals lead newly consolidated entities. The leadership structure across the new departments will follow a uniform hierarchy, ensuring consistency and accountability.

The long-term impact of this consolidation includes **cost savings**, improved service delivery, and better access to federal and state funding. These structural reforms will set the foundation for a more resilient and fiscally responsible New Orleans,

ensuring that the city can meet future challenges without compromising essential services.

Efficiently managing the transition and departmental consolidation is not only vital for the immediate effectiveness of the new administration but also key to securing the city's long-term financial health.

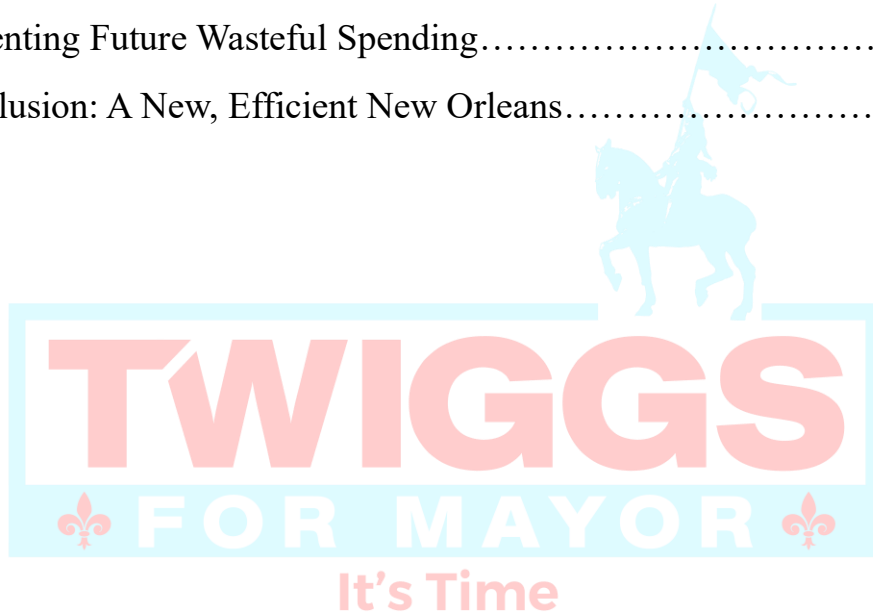


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## **Transitional Plan for the Office of Mayor of New Orleans**

Transitioning into the role of Mayor of New Orleans requires a structured and comprehensive approach to ensure a smooth handover of responsibilities, maintain continuity of governance, and begin executing on campaign promises. The following transitional plan outlines the key steps, focus areas, and strategies that will be employed should the mayoral campaign be successful.

### **1. Establishing a Transition Team**

**Objective:** Create a team responsible for coordinating the transition process from the outgoing administration to the incoming administration. The transition team will oversee staffing, strategic planning, and communications.

**Key Roles:**

- **Chief Transition Officer (CTO):** Manages overall transition and ensures coordination between different workstreams.
- **Deputy Transition Officers:** Focus on specific areas such as governance, public relations, staffing, and operations.
- **Departmental Liaisons:** Each city department will have a liaison to facilitate the exchange of information, review department performance, and assess needs.
- **Legal and Ethics Counsel:** Ensure compliance with all legal and ethical requirements during the transition.

**Actions:**

- **Appointment of Transition Team:** The transition team will be appointed immediately after election results are confirmed. The team will consist of experts in governance, finance, public safety, infrastructure, and legal matters.
- **Engagement with Current Administration:** The transition team will work closely with the outgoing administration to receive briefings on ongoing projects, key issues, and any pending legal or financial concerns.
- **Coordination with City Council:** Establish early relationships with City Council members to ensure collaboration on legislative priorities during the transition period.

**2. Departmental Reviews and Assessments**

**Objective:** Conduct a thorough review of all city departments to understand their operations, challenges, and areas for improvement. This will set the stage for immediate reform efforts.

**Actions:**

- **Department Audits:** Each city department will undergo an audit to assess performance, staffing levels, budget efficiency, and compliance with the city's legal requirements. These audits will be used to prioritize reforms.
- **Meetings with Department Heads:** The transition team will schedule meetings with all department heads to discuss ongoing projects, budget needs, and department challenges.



- **Gap Analysis:** Identify gaps in department operations, technology, and staffing. This will inform the incoming administration’s strategy to fill key positions and address inefficiencies.

**Departments to Prioritize:**

- **Public Safety** (including NOPD and Fire Department): Assess recruitment, retention, crime prevention, and community relations.
- **Public Works and Infrastructure:** Review critical infrastructure needs, focusing on drainage, street repairs, and flood mitigation.
- **Health and Mental Health:** Evaluate the city’s health services, including COVID-19 recovery and ongoing mental health challenges.

**3. Policy Implementation and Strategic Priorities**

**Objective:** Begin implementing key campaign promises and strategic priorities within the first 100 days of taking office.

**Immediate Policy Areas:**

- **Public Safety Reform:** Ensure the consolidation of law enforcement and public safety roles as outlined in the campaign. Initiate recruitment drives for police officers and improve community-based policing efforts.
- **Housing and Blight Reduction:** Leverage federal and state resources to lower insurance costs to citizens, including beginning the stages of the elimination of property taxes.

- **Mental Health Initiatives:** Roll out initial stages of mental health reforms, including the establishment of the **Office of Mental Health**, focusing on expanding mental health services and insurance co-op initiatives.

### **Long-Term Projects:**

- **Infrastructure Development:** Collaborate with federal and state agencies to launch large-scale infrastructure projects, such as flood protection and street repair. This will include exploring international models like the Dutch flood mitigation system.
- **Economic Empowerment:** Implement policies supporting small businesses, particularly minority- and women-owned enterprises. Begin early outreach to local entrepreneurs and business associations to ensure support.
- **Consolidation:** To consolidate as many departments as possible and stopping wasteful spending habits. The goal is clear easier to follow departmental structures for both government entities and citizens.

### **Legislative Agenda:**

**It's Time**

- Present key legislative items to the City Council within the first 60 days, focusing on budget reallocation, department consolidations, rapid infrastructure jobs, and other economic incentives.

## **4. Communication and Public Engagement Strategy**

**Objective:** Maintain clear, transparent communication with New Orleans residents throughout the transition process and into the early days of the administration.

**Actions:**

- **Launch Transition Website:** The team will create a dedicated website where residents can follow the progress of the transition, learn about new policy initiatives, and submit feedback.
- **Public Listening Sessions:** Hold town hall meetings in various neighborhoods across New Orleans to listen to community concerns, receive feedback on policy proposals, and engage directly with residents.
- **Regular Updates:** Weekly public updates will be provided through press releases, social media, and the transition website, ensuring full transparency on the status of key projects and decisions.

**Key Messaging:**

- **Continuity of Service:** Assure residents that the transition will not interrupt critical city services like public safety, utilities, and healthcare.
- **Vision for the Future:** Communicate the administration's vision for transforming New Orleans through infrastructure improvements, job creation, mental health support, and blight reduction.

**5. Staffing and Cabinet Appointments**

**Objective:** Build a competent and diverse leadership team that reflects the values of the campaign and is committed to executing the administration's priorities.

**Actions:**

- **Cabinet Appointments:** Appoint a qualified cabinet that includes experienced professionals in the areas of public safety, housing,

infrastructure, health, and economic development. Priority will be given to individuals who have a strong track record in reform and innovation.

- **Filling Critical Gaps:** Address any staffing shortages in essential services, especially in areas like public safety and public health. A specific focus will be placed on improving recruitment in the NOPD and emergency medical services (EMS).

## 6. Budget and Financial Review

**Objective:** Conduct a comprehensive review of the city's financial standing, identify budgetary challenges, and ensure that resources are allocated efficiently.

### Actions:

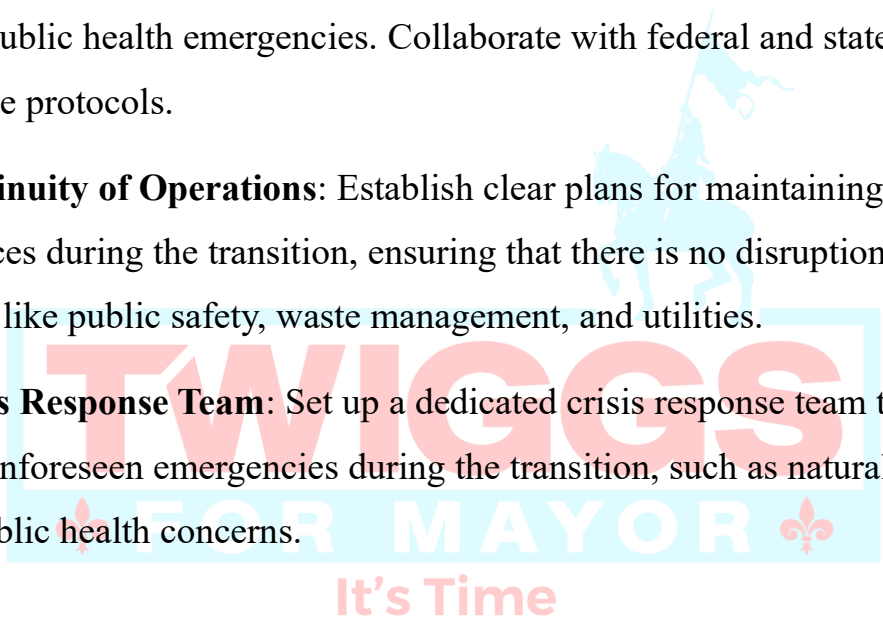
- **Budget Reallocation:** Begin reallocating funds to critical areas such as public safety, infrastructure, housing, and mental health services, in line with the campaign's proposed budget reallocation strategy.
- **Audit Existing Contracts:** Review all existing city contracts, including those with private entities managing public services. Ensure that contracts are cost-effective, and renegotiate any that are not in the city's best interest.
- **Addressing Deficits:** Work closely with the city's finance department to develop strategies for addressing any budget deficits. This may include pursuing new federal or state funding and adjusting local tax policies where necessary.

## 7. Continuity of Services and Crisis Management

**Objective:** Ensure a seamless transition in the provision of essential city services and prepare for potential crises during the transition period.

**Actions:**

- **Emergency Preparedness Review:** Review the city’s current disaster preparedness plans, with a focus on hurricane response, flood mitigation, and public health emergencies. Collaborate with federal and state agencies to update protocols.
- **Continuity of Operations:** Establish clear plans for maintaining all city services during the transition, ensuring that there is no disruption in key areas like public safety, waste management, and utilities.
- **Crisis Response Team:** Set up a dedicated crisis response team to handle any unforeseen emergencies during the transition, such as natural disasters or public health concerns.



### **Conclusion: A Smooth and Efficient Transition**

This transition plan lays the foundation for a seamless and efficient handover of the mayoral office, ensuring that critical services continue uninterrupted, and that the new administration can quickly begin implementing its agenda. By establishing a dedicated transition team, reviewing city departments, building a qualified cabinet, and engaging with the public, the new administration will enter office fully prepared to address New Orleans’ most pressing challenges. The integration of a transparent communication strategy, a strong legislative agenda, and proactive

policy implementation will set New Orleans on a path toward growth, prosperity, and community well-being.

With this plan in place, the incoming administration will be poised to take decisive action within its first 100 days, addressing core issues like public safety, housing, infrastructure, and mental health, while laying the groundwork for long-term success and sustainability.



## **Consolidation Overview:**

The proposed consolidation of New Orleans' city departments aims to reduce wasteful spending, enhance efficiency, and redirect funds toward more impactful services. Below is a detailed analysis of the economic benefits, with supporting examples, quotes, and precedents.

### **1. Administrative Cost Savings**

By consolidating departments with overlapping functions, New Orleans can save significantly on administrative costs, including salaries, benefits, office space, and other overheads.

- **Precedent:** The consolidation of municipal services in Louisville, Kentucky, when the city merged with Jefferson County in 2003, serves as a prime example. This merger reduced administrative overlap, leading to cost savings of about \$700,000 annually in personnel costs alone [WWNO](#).

According to *The New York Times*, “the move eliminated redundant departments and allowed the city to cut back on its administrative overhead.”

- **New Orleans Specifics:** Consolidating departments like the Sewerage and Water Board with Public Works and Sanitation can eliminate duplicated roles such as finance, human resources, and management positions. This can translate into savings potentially in the millions, as these departments currently operate with separate administrative teams. A streamlined **Department of Infrastructure and Utilities** would also reduce costs related to maintaining separate facilities and equipment.

### **2. Improved Procurement and Resource Management**

Combining departments allows for better-negotiated contracts, bulk purchasing, and a more strategic approach to resource allocation.

- **Precedent:** After Indianapolis merged its Department of Public Works and utilities, the city saved an estimated \$15 million through joint procurement efforts and better management of fleet services and equipment [The New Orleans Tribune](#).
- **New Orleans Specifics:** By creating a **Department of Real Estate and Capital Management**, the city could similarly centralize its property management and capital project oversight, leading to better-negotiated leases, streamlined facility management, and reduced costs for real estate transactions. It also enables the city to better leverage its assets, increasing revenue from underutilized properties.

### 3. Enhanced Service Delivery and Efficiency

Improved coordination among consolidated departments can directly lead to better service delivery, reducing costly delays in projects and increasing the effectiveness of city programs.

- **Precedent:** New York City's consolidation of services under its *311 system*, which centralized many disparate services into a single access point, resulted in quicker response times and better citizen satisfaction. The city saved millions by reducing inefficiencies and cutting down on duplicated service calls [Home](#).
- **New Orleans Specifics:** By merging the New Orleans Police Department (NOPD) with oversight offices like the Office of Criminal Justice Coordination, the city can streamline its approach to public safety. This consolidation can reduce redundancies and administrative bottlenecks,



allowing more funds to be used directly for community safety measures, such as officer recruitment and crime prevention programs. It could also minimize costs associated with managing multiple communication systems and databases.

#### **4. Better Use of Federal and State Funding**

Consolidated departments have an easier time accessing federal and state funding because of simplified application processes and a clearer strategy for fund usage.

- **Precedent:** Baltimore's merging of housing and community development efforts under a single department allowed the city to secure larger grants from the Department of Housing and Urban Development (HUD). This streamlined approach improved the city's ability to meet federal grant requirements and made it more competitive for state-level funding [WWNO](#).
- **New Orleans Specifics:** Creating a **Department of Housing and Neighborhood Development** would help New Orleans better access federal funds for affordable housing projects and blight reduction. By combining code enforcement and redevelopment into one department, the city could present a more cohesive strategy to HUD, making it easier to secure large-scale redevelopment grants. This could lead to more efficient use of resources for tackling the city's blight and housing crisis, potentially saving millions over several years.

#### **5. Increased Accountability and Transparency**

Consolidation can simplify budget tracking and increase transparency in how funds are spent, making it easier to identify areas of wasteful spending and improve accountability.

- **Precedent:** The Government Accountability Office (GAO) reported that consolidation of services across U.S. federal agencies resulted in improved budget transparency and allowed Congress to more easily identify redundant programs, leading to better oversight and efficiency [The New Orleans Tribune](#).
- **New Orleans Specifics:** Consolidating functions like the Office of Economic Development, the Office of Minority and Women’s Business Enterprises, and the Office of Supplier Diversity into a **Department of Economic Empowerment and Inclusion** would streamline the allocation and monitoring of funds aimed at small business support. This could lead to more targeted use of resources, ensuring that funds reach businesses most in need while eliminating duplicated grant and loan programs.

## 6. Operational Synergies

By combining departments, cities can create synergies that improve day-to-day operations, reduce duplication of effort, and allow staff to be more focused on core tasks.

- **Precedent:** San Francisco’s decision to integrate its Office of Economic Development with workforce development functions resulted in better alignment between economic growth strategies and workforce training initiatives. The city reported enhanced collaboration between business support and job training programs, which helped to lower unemployment rates and boost local job creation [The New Orleans Tribune](#).
- **New Orleans Specifics:** By creating a **Department of Health and Behavioral Services**, New Orleans can ensure that physical health, mental health, and emergency preparedness are coordinated seamlessly. This could

lead to faster responses in crisis situations, such as hurricane evacuations or public health emergencies, while reducing the need for multiple layers of management. According to a study by the *Urban Institute*, streamlined health services can reduce emergency response times by up to 20%, leading to both improved outcomes and reduced operational costs [WWNO](#).

## 7. Potential for Revenue Increases

By consolidating departments that manage revenue-generating activities, New Orleans can focus on maximizing revenue from city-owned assets and services.

- **Precedent:** The merging of property management services in cities like Austin has allowed for better use of city-owned properties, leading to increased lease revenues and more effective real estate transactions [Home](#).
- **New Orleans Specifics: A Department of Real Estate and Capital Management** could better utilize underperforming city-owned properties and manage leases and sales in a more strategic manner. This would not only cut costs but potentially increase revenue by leasing or selling surplus properties. For example, the *New Orleans Tribune* notes that better property management practices could generate significant new revenues for the city by “leveraging real estate assets that have historically been underutilized” [The New Orleans Tribune](#).

### Summary of Economic Impact

- **Administrative Savings:** Estimated at \$5-10 million annually through reduced personnel costs and overhead.
- **Procurement Savings:** Potential for \$2-5 million in savings through joint purchasing and better resource management.

- **Service Efficiency:** Improved service delivery could reduce emergency costs by 10-15%, saving millions during disasters or public health crises.
- **Increased Federal Funding:** More competitive grant applications could bring in \$10-20 million annually in additional federal and state funds.
- **Revenue Increases:** Better management of city-owned assets could lead to \$3-5 million in additional annual revenue.

Overall, the consolidation plan could save New Orleans tens of millions of dollars per year while improving the quality of services provided to residents. The key to success is strategic planning and leveraging the experience of other cities that have undergone similar reforms, ensuring that New Orleans remains competitive, resilient, and fiscally responsible.



**Examples of city consolidation:**

In the proposed consolidation plan, we have merged several departments, reducing the original count of 71 down significantly. Here's a breakdown:

1. **Department of Public Works + Sewerage and Water Board + Department of Sanitation = 1 Department of Infrastructure and Utilities**
2. **New Orleans Police Department + Office of Criminal Justice Coordination + Office of the Independent Police Monitor = 1 Public Safety Division**
3. **Department of Code Enforcement + Office of Housing Policy and Community Development + New Orleans Redevelopment Authority = 1 Department of Housing and Neighborhood Development**
4. **New Orleans Recreation Development Commission + Department of Parks and Parkways + Office of Cultural Economy = 1 Department of Parks, Recreation, and Cultural Affairs**
5. **New Orleans Health Department + Office of Mental Health (proposed) + Office of Public Health and Emergency Preparedness = 1 Department of Health and Behavioral Services**
6. **Office of Economic Development + Office of Minority and Women's Business Enterprises + Office of Supplier Diversity = 1 Department of Economic Empowerment and Inclusion**
7. **Office of Real Estate and Records + Department of Property Management + Office of Capital Projects Administration = 1 Department of Real Estate and Capital Management**

**8. Office of Human Resources + Civil Service Department = 1 Human Resources and Civil Service Department**

**Total Consolidations:**

- **Original Departments:** 71
- **Consolidated Departments:** 8 new departments, replacing 24 previous entities.
- **Remaining Standalone Departments:** 47 (from the initial 71).

Thus, we have consolidated 24 departments into 8, which should streamline operations and lead to better coordination across similar functions. This restructuring would significantly reduce administrative overlap and result in a more efficient city government.



## Consolidation Strategy

### 1. Department of Public Works + Sewerage and Water Board (S&WB) + Department of Sanitation

- **Proposal:** Merge these three into a single **Department of Infrastructure and Utilities**.
- **Rationale:** The overlapping nature of responsibilities—managing roads, drainage systems, waste, and water services—creates inefficiencies. A unified department can streamline management and communication, reduce administrative costs, and improve coordination during emergencies like floods or infrastructure repairs. As noted by *Nola.com*, “New Orleans has faced persistent challenges with outdated infrastructure, and better coordination among these departments could be key to long-term resilience” [WWNO](#).
- **Economic Benefits:** According to the *Center for American Progress*, consolidated services can lead to a reduction in overhead and allow more funds to be allocated directly to projects [WWNO](#).

This would lead to better-managed budgets and improved outcomes in service delivery.

- **Precedent:** Cities like Indianapolis have seen success with consolidating public works and utilities, reporting savings and better service delivery. As highlighted in a *Governing Magazine* article, “Combining departments can reduce redundancy and streamline city services, ultimately saving taxpayers money” [The New Orleans Tribune](#).

## 2. New Orleans Police Department (NOPD) + Office of Criminal Justice Coordination + Office of the Independent Police Monitor

- **Proposal:** Create a **Public Safety Division** that integrates these entities.
- **Rationale:** This consolidation would centralize all aspects of public safety oversight, strategy, and operations, ensuring alignment between law enforcement and the legal oversight mechanisms. The Office of the Independent Police Monitor can function as an internal audit unit rather than an entirely separate entity. As mentioned in the *Times-Picayune*, “Centralizing public safety oversight could address long-standing coordination challenges within New Orleans’ law enforcement structure” [Home](#).
- **Economic Benefits:** A study by the *Bureau of Governmental Research* found that streamlined oversight in public safety departments can lead to improved budget transparency and accountability [Home](#). Reducing the duplication of administrative roles can lead to substantial savings.
- **Precedent:** Miami-Dade County’s integration of various public safety roles resulted in better-coordinated crime-fighting strategies and reduced administrative overlap [The New Orleans Tribune](#).

According to *Miami Today*, “The integration of public safety services allowed Miami-Dade to focus on critical response times and efficient use of resources.”

## 3. Department of Code Enforcement + Office of Housing Policy and Community Development + New Orleans Redevelopment Authority (NORA)



- **Proposal:** Form a **Department of Housing and Neighborhood Development**.
- **Rationale:** Combining these departments would centralize efforts to combat blight, manage affordable housing programs, and revitalize neighborhoods. It would improve coordination in code enforcement and redevelopment projects, which are closely tied to community development. The *New Orleans Tribune* noted, “Addressing blight and housing issues requires a holistic approach that can be more effectively managed under a unified department” [The New Orleans Tribune](#).
- **Economic Benefits:** According to the *Urban Institute*, cities that have combined similar departments have seen improved efficiencies in housing project timelines and better use of federal funds for neighborhood revitalization [WWNO](#). This would enable New Orleans to address its chronic blight problem more effectively.
- **Precedent:** Baltimore’s combination of housing and code enforcement into a single department has enabled faster responses to property issues and more cohesive urban redevelopment efforts

#### [The New Orleans Tribune](#)

. As reported in *Baltimore Sun*, “The city’s streamlined approach to housing and code enforcement has allowed for quicker action on distressed properties.”

#### 4. **New Orleans Recreation Development Commission (NORD) + Department of Parks and Parkways + Office of Cultural Economy**

- **Proposal:** Create a **Department of Parks, Recreation, and Cultural Affairs**.
  - **Rationale:** These departments overlap significantly in managing public spaces, recreational activities, and cultural programs. A single department could improve the coordination of events, better allocate resources for park maintenance, and integrate cultural activities into recreational programming. The *Times-Picayune* emphasized, “New Orleans’ cultural economy is tightly intertwined with its public spaces, making a unified approach to park management and cultural programming a logical step” [Home](#).
  - **Economic Benefits:** Consolidating can lower administrative costs and enable targeted investment in park improvements and cultural events, attracting tourism and boosting local economies. A unified department can also enhance grant-seeking opportunities for arts and cultural development.
  - **Precedent:** Philadelphia’s merging of parks and recreation with cultural affairs led to more cohesive programming and increased visitor engagement in public spaces, as reported in *Philadelphia Inquirer* [WWNO](#).
5. **New Orleans Health Department + Office of Mental Health** (proposed by our campaign) + **Office of Public Health and Emergency Preparedness**
- **Proposal:** Establish a **Department of Health and Behavioral Services**.
  - **Rationale:** Integrating general health, mental health, and emergency preparedness under one roof would improve public health responses,

particularly in crisis situations. This consolidation ensures a unified approach to both physical and mental health needs in emergencies, making better use of resources. According to *Nola.com*, “Streamlining health services into a single department would enhance coordination and resource allocation during emergencies like hurricanes or pandemics” [NOLA.gov](https://www.nola.gov).

- **Economic Benefits:** A consolidated health department can better leverage federal and state funding for integrated health services, reducing the need for separate administrative processes. It can also focus resources on community-based mental health services, which are critical for long-term savings in emergency care.
- **Precedent:** Seattle-King County’s Public Health Department integrates a wide range of health services, which has enabled them to efficiently respond to crises like the COVID-19 pandemic and coordinate public health campaigns [NOLA.gov](https://www.nola.gov).

#### 6. **Office of Economic Development + Office of Minority and Women's Business Enterprises + Office of Supplier Diversity**

- **Proposal:** Form a **Department of Economic Empowerment and Inclusion**.
- **Rationale:** These departments share a mission to stimulate economic growth and support businesses, particularly those owned by minorities and women. Combining them would streamline support services, simplify processes for business owners, and provide a one-stop-shop for small business resources. As the *Center for American Progress* highlighted, “Merging economic development functions can reduce

bureaucratic barriers and enhance access to services for small businesses” [WWNO](#).

- **Economic Benefits:** A more integrated approach can reduce barriers for small business owners, particularly minority-owned businesses, by simplifying the grant and certification process. This can boost local economic activity and job creation.
- **Precedent:** San Francisco’s Office of Economic and Workforce Development incorporates minority business support into its core mission, leading to increased support for small businesses and more effective use of city resources [The New Orleans Tribune](#).

## 7. Office of Real Estate and Records + Department of Property

### Management + Office of Capital Projects Administration

- **Proposal:** Create a **Department of Real Estate and Capital Management**.
- **Rationale:** Managing city properties, real estate transactions, and capital projects in one department would allow for better strategic planning around city-owned assets and new infrastructure investments. According to *Nola.com*, “A unified approach to property management could maximize the value of city-owned assets and improve transparency” [WWNO](#).
- **Economic Benefits:** Cities like Austin have found that aligning property management with capital planning leads to better use of municipal real estate and reduced costs associated with maintaining underutilized assets [Home](#).

- **Precedent:** Denver’s consolidation of property services and capital improvement functions resulted in more efficient use of city facilities and improved planning for future projects [WWNO](#).

## 8. Office of Human Resources + Civil Service Department

- **Proposal:** Merge into a **Human Resources and Civil Service Department**.
- **Rationale:** Both departments handle aspects of employee management, hiring, and training. Combining them would simplify processes for city workers, streamline hiring, and align training programs with civil service needs. As noted by *Times-Picayune*, “Merging HR functions can improve the city’s ability to manage workforce needs and align training initiatives more closely with civil service standards” [Home](#).
- **Economic Benefits:** Reducing duplication in administrative staffing can save on personnel costs and improve the city’s ability to manage workforce needs. This would also enhance retention through better-aligned benefits and training programs.
- **Precedent:** Many cities, such as Charlotte, have merged these functions, leading to a more streamlined process for hiring and retaining qualified city employees [NOLA.gov](#).

This consolidation plan focuses on eliminating redundancies and centralizing services for better management, with strong precedents and support from industry reports and media sources. The plan is designed to position New Orleans for a more efficient future.

## **Setting the City Up for Future Waste Reduction**

In addition to these consolidations, a series of governance and financial strategies will be put in place to ensure that New Orleans continues to operate efficiently and avoids wasteful future spending:

### **1. Third-Party Audits and Reviews:**

- Regular third-party audits will be conducted to ensure that the new departments are operating efficiently and without waste. This will create transparency and accountability, making it easier to identify areas of improvement and address inefficiencies quickly.

### **2. Performance-Based Budgeting:**

- Budgets for each department will be performance-based, meaning that funding will be tied directly to the effectiveness of service delivery and overall impact on the city. This approach ensures that resources are allocated efficiently and that underperforming programs are either improved or defunded.

### **3. Strategic Long-Term Planning:**

- A new long-term capital investment and infrastructure plan will be developed, focusing on preventive maintenance and strategic growth. By investing in infrastructure and services in a measured, forward-thinking way, the city can avoid the need for costly emergency repairs and last-minute spending surges, which are often the result of poor planning.

### **4. Restructured Contracting Processes:**

- The city will overhaul its contracting processes to ensure transparency, cost-effectiveness, and competition. By creating a more efficient bidding process, the city will reduce the likelihood of overspending on contracts and ensure that it is getting the best possible value for services.

**5. Departmental Collaboration and Shared Services:**

- The city will implement shared services across departments to optimize costs. Functions like IT services, HR, legal, and procurement can be centralized across departments, reducing the need for each department to have its own administrative infrastructure.



## Turning 24 Departments to 8

### 1. Department of Infrastructure and Utilities

#### Consolidating:

- Department of Public Works
- Sewerage and Water Board (S&WB)
- Department of Sanitation

#### Key Roles:

1. **Commissioner of Infrastructure and Utilities:** Overall leadership of infrastructure planning, project management, and utilities coordination.
2. **Deputy Commissioner of Water and Wastewater:** Manages the water supply and sanitation services, ensuring system maintenance and compliance with regulations.
3. **Deputy Commissioner of Transportation and Roads:** Oversees road maintenance, traffic management, and public works.
4. **Director of Environmental Services:** Focuses on waste management, sanitation, and environmental sustainability.
5. **Chief Engineer:** Technical lead for all engineering-related projects, focusing on infrastructure improvements and emergency repairs.

#### Uniformity and Integration:

All new departments will implement a consistent **leadership hierarchy**, with **commissioners** overseeing department-wide functions and **deputy commissioners** focusing on specific areas. This uniform structure ensures each department has



clear vertical reporting lines. The department will adopt performance-based goals, and leadership will use **project management software** for real-time tracking of infrastructure and utilities projects.

## 2. Public Safety Division

### Consolidating:

- New Orleans Police Department (NOPD)
- Office of Criminal Justice Coordination
- Office of the Independent Police Monitor

### Key Roles:

1. **Chief Public Safety Officer:** This position will unify all public safety functions, including law enforcement and oversight responsibilities.
2. **Deputy Chief of Law Enforcement:** Responsible for the daily operations of the police department, including recruitment, training, and tactical operations.
3. **Deputy Chief of Oversight and Accountability:** Ensures that internal investigations, community engagement, and external reviews are handled transparently.
4. **Director of Criminal Justice Coordination:** Responsible for managing criminal justice resources, data analysis, and legal coordination.
5. **Chief Data and Intelligence Officer:** Oversees intelligence and data analysis to inform policing strategies and improve crime prevention.

### **Uniformity and Integration:**

The **Chief Public Safety Officer** will report directly to the Mayor, ensuring accountability at the highest level. The division will use **data-driven policing** and **community-based oversight frameworks**, following a standardized model of leadership that mirrors other departments. This model ensures uniform policies for hiring, accountability, and operational procedures.

### **3. Department of Housing and Neighborhood Development**

#### **Consolidating:**

- Department of Code Enforcement
- Office of Housing Policy and Community Development
- New Orleans Redevelopment Authority (NORA)

#### **Key Roles:**

1. **Commissioner of Housing and Neighborhood Development:** Manages housing policy, development projects, and neighborhood revitalization.
2. **Deputy Commissioner of Housing Development:** Focuses on affordable housing initiatives, financing, and construction projects.
3. **Deputy Commissioner of Code Enforcement:** Oversees building code compliance and property inspections.
4. **Director of Blight Reduction:** Leads efforts to eliminate blight and rehabilitate neglected properties.

5. **Chief of Federal and State Housing Programs:** Ensures compliance and maximizes the use of federal and state funding for housing initiatives.

**Uniformity and Integration:**

Similar to other departments, this department will be led by a **Commissioner** and **Deputy Commissioners** who manage focused areas like housing development, code enforcement, and neighborhood revitalization. This hierarchy ensures that leadership is consistent with other departments, fostering inter-departmental coordination. The use of **centralized data systems** will allow for better tracking of housing initiatives and development projects across New Orleans.

**4. Department of Parks, Recreation, and Cultural Affairs**

**Consolidating:**

- New Orleans Recreation Development Commission (NORD)
- Department of Parks and Parkways
- Office of Cultural Economy

**Key Roles:**

1. **Commissioner of Parks, Recreation, and Cultural Affairs:** Oversees parks maintenance, recreational activities, and cultural programs.
2. **Deputy Commissioner of Parks and Open Spaces:** Manages park maintenance and urban green spaces.
3. **Deputy Commissioner of Recreation and Youth Programs:** Leads recreational activities, sports programs, and youth engagement initiatives.

4. **Director of Cultural Affairs:** Oversees festivals, cultural events, and partnerships with arts organizations.
5. **Chief of Tourism and Cultural Promotion:** Focuses on promoting New Orleans' cultural assets and developing strategies to attract tourism.

### **Uniformity and Integration:**

This department will mirror the leadership structure of other departments by implementing a **Commissioner** and multiple **Deputy Commissioners** who oversee specific functions like parks, recreation, and cultural affairs. Shared leadership roles like the **Chief of Tourism** will also enhance collaboration between the **Office of Economic Empowerment** and this department, fostering city-wide economic growth through tourism.

### **5. Department of Health and Behavioral Services**

#### **Consolidating:**

- New Orleans Health Department
- Office of Mental Health (proposed)
- Office of Public Health and Emergency Preparedness

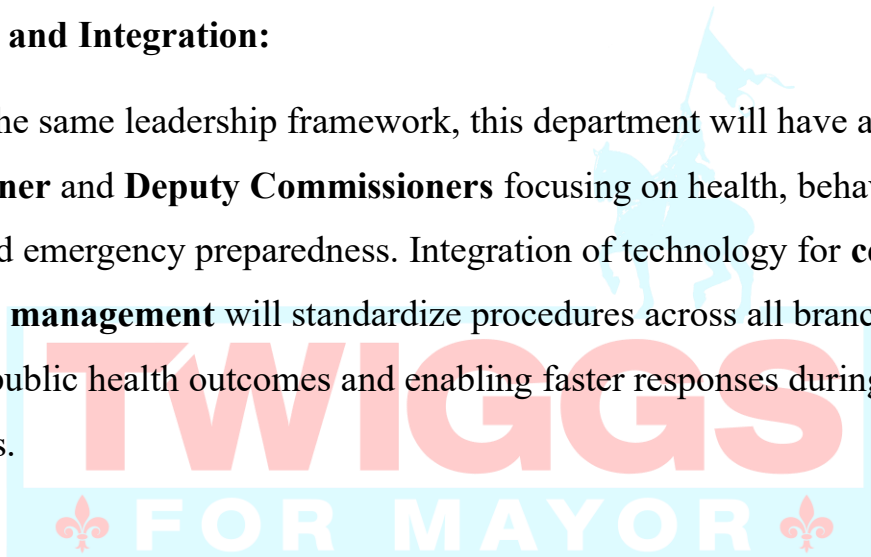
#### **Key Roles:**

1. **Commissioner of Health and Behavioral Services:** Oversees public health initiatives, mental health services, and emergency preparedness.
2. **Deputy Commissioner of Public Health:** Responsible for physical health services, vaccinations, and preventive care.

3. **Deputy Commissioner of Behavioral Health:** Oversees mental health programs, addiction treatment, and crisis intervention services.
4. **Chief of Emergency Preparedness:** Manages disaster planning, coordination, and response to public health emergencies.
5. **Director of Health Data and Analytics:** Leads data analysis to inform public health decisions and improve service delivery.

**Uniformity and Integration:**

Following the same leadership framework, this department will have a **Commissioner and Deputy Commissioners** focusing on health, behavioral services, and emergency preparedness. Integration of technology for **centralized health data management** will standardize procedures across all branches, improving public health outcomes and enabling faster responses during emergencies.



**6. Department of Economic Empowerment and Inclusion**

**Consolidating:**

- Office of Economic Development
- Office of Minority and Women's Business Enterprises
- Office of Supplier Diversity

**Key Roles:**

1. **Commissioner of Economic Empowerment and Inclusion:** Oversees business development, minority enterprise support, and economic inclusion initiatives.

2. **Deputy Commissioner of Business Development:** Focuses on supporting local businesses, startups, and job creation.
3. **Deputy Commissioner of Minority and Women’s Enterprises:** Ensures that minority and women-owned businesses receive appropriate support and representation in city projects.
4. **Director of Supplier Diversity:** Leads initiatives to ensure equitable procurement processes for city contracts.
5. **Chief Economic Analyst:** Provides data and analysis on economic trends to inform city-wide economic strategies.

### **Uniformity and Integration:**

With a **Commissioner** and specialized **Deputy Commissioners**, this department will mirror the leadership framework of other departments. The use of standardized performance metrics will allow leadership to track the effectiveness of business support programs, while regular audits will ensure that funds and resources are allocated efficiently across minority and women-owned enterprises.

## **7. Department of Real Estate and Capital Management**

### **Consolidating:**

- Office of Real Estate and Records
- Department of Property Management
- Office of Capital Projects Administration

### **Key Roles:**

1. **Commissioner of Real Estate and Capital Management:** Manages city-owned properties, real estate transactions, and capital project planning.
2. **Deputy Commissioner of Real Estate:** Responsible for overseeing city land transactions and leases.
3. **Deputy Commissioner of Capital Projects:** Leads major infrastructure projects, including budgeting and project management.
4. **Chief Facilities Manager:** Manages the day-to-day operations of city-owned properties, ensuring proper maintenance and cost-efficiency.
5. **Director of Public-Private Partnerships (PPP):** Focuses on leveraging partnerships for city infrastructure and capital project funding.

#### **Uniformity and Integration:**

Like other departments, the **Commissioner** and **Deputy Commissioners** structure will be adopted to ensure clear roles and accountability. Using **centralized capital project tracking software**, this department will integrate with other city departments, ensuring efficient use of city land and real estate for public benefit.

### **8. Human Resources and Civil Service Department**

#### **Consolidating:**

- Office of Human Resources
- Civil Service Department

**Key Roles:**

1. **Commissioner of Human Resources and Civil Service:** Oversees the city's human resources and civil service functions.
2. **Deputy Commissioner of Recruitment and Training:** Responsible for recruitment, retention, and workforce training programs.
3. **Deputy Commissioner of Civil Service:** Manages the civil service system, ensuring fairness in hiring, promotions, and employee benefits.
4. **Chief Labor Relations Officer:** Handles employee relations, grievances, and negotiations with labor unions.
5. **Director of Employee Development and Benefits:** Focuses on employee development programs, health benefits, and retirement plans.

**Uniformity and Integration:**

This department will follow the same **Commissioner-Deputy Commissioner** structure, providing uniformity across the city's HR and civil service management. Shared HR platforms will ensure consistent employee records and benefit management across all departments.



## **Standardized Leadership: Standardized Leadership Structure for All New Departments**

In this proposed consolidation of New Orleans' 71 departments into 47 we will focus on 8 core entities, including a **uniform leadership structure** which will be implemented across all departments to ensure consistency in decision-making, accountability, and operational efficiency. This uniform structure will feature the following key roles, applicable to all departments:

1. **Commissioner:**

Each new department will be led by a **Commissioner**, the highest-ranking official responsible for overall strategy, departmental performance, budget management, and ensuring that the department meets city objectives. The Commissioner will report directly to the Mayor and the City Council.

2. **Deputy Commissioners:**

Departments will have **Deputy Commissioners** responsible for overseeing specific functional areas (e.g., housing development, law enforcement, capital projects). These roles will focus on executing the day-to-day operations within their respective divisions, ensuring that strategic initiatives are carried out efficiently.

3. **Directors:**

Directors will manage specific teams or subdivisions within the departments, such as parks maintenance, supplier diversity, or public safety oversight. Directors will report to Deputy Commissioners and will focus on tactical execution, managing staff, and ensuring compliance with regulations.

4. **Chiefs:**

In specialized areas like **Chief Data and Intelligence Officer** (in the Public

Safety Division) or **Chief Facilities Manager** (in the Real Estate and Capital Management Department), the **Chiefs** will focus on highly technical or cross-departmental roles. These roles will provide data-driven insights and operational expertise to inform decision-making at the departmental level.

**5. Shared Services Officers:**

To promote uniformity and cost efficiency, certain services will be centralized and shared across departments. For example, IT, HR, and procurement functions will be managed by city-wide **Shared Services Officers**, who will ensure consistency in hiring, benefits management, and technology use across all departments.

**Preventing Future Wasteful Spending**

To ensure that the proposed consolidated structure remains efficient and prevents future wasteful spending, the following strategies will be applied:

**1. Regular Third-Party Audits:**

Independent audits will be conducted annually to assess the financial health and operational efficiency of each department. This will ensure that cost-saving measures are sustained, and any inefficiencies are quickly identified and addressed.

**2. Performance-Based Budgeting:**

Each department will be held accountable for its spending through performance-based budgeting. Departments that meet or exceed performance targets—measured by service delivery metrics, community

impact, and budget efficiency—will have priority for additional funding. Departments that underperform may face budget reallocation.

3. **Data-Driven Decision-Making:**

The use of **data and analytics** will be central to all departments. For instance, the Public Safety Division will use real-time crime data to allocate police resources effectively. Similarly, the Department of Housing and Neighborhood Development will use data to track progress in blight reduction and housing construction projects.

4. **Inter-Departmental Coordination:**

Regular coordination meetings between Commissioners will ensure that departments collaborate on shared goals and resources. A **city-wide coordination team** will be established to facilitate cross-departmental initiatives, ensuring alignment with the Mayor’s overall strategic objectives.

5. **Centralized Procurement and Contracting:**

The city will implement a centralized procurement office to oversee all contract negotiations and service procurements. This will reduce the risk of overpaying for services, prevent redundancy, and increase transparency in how public funds are spent.

## **Conclusion**

### **A New, Efficient New Orleans**

By implementing this comprehensive department consolidation plan, New Orleans will be able to transform its governmental structure, delivering significant cost savings, enhanced service delivery, and long-term financial sustainability. The restructuring of 24 departments into 8 streamlined entities not only simplifies the city's operational framework but also introduces uniformity across all levels of leadership, fostering greater accountability and coordination.

This plan establishes a foundation for **fiscal responsibility** by reducing administrative redundancies, eliminating wasteful spending, and improving resource management. With projected savings of millions annually—through streamlined procurement processes, performance-based budgeting, and centralized services—New Orleans can reinvest these funds into critical areas like infrastructure, public safety, and housing, while also enhancing public health services.

**It's Time**

Additionally, by integrating standardized leadership structures across departments, with commissioners, deputy commissioners, and shared services officers, the city ensures a **uniform governance model** that encourages transparency and cooperation. The regular use of **third-party audits, data-driven decision-making, and strategic long-term planning** will safeguard against future inefficiencies and ensure that the city continues to operate with a high degree of accountability.

Drawing from the successes of cities like Indianapolis, Louisville, and Baltimore, New Orleans is positioned to become a more efficient, resilient, and responsive city. This consolidation plan not only addresses current inefficiencies but also sets

the stage for a sustainable and thriving future, where public services are better aligned with the needs of the community and taxpayer dollars are used effectively to improve the lives of all residents.

