



CITY OF NEW ORLEANS  
**CustomerServiceSTAT**

August 7, 2014  
(Reporting Period: June 2014)

[www.nola.gov/opa](http://www.nola.gov/opa)

# Agenda

- **Introduction and Announcements**
- **Open and Effective Government: 311**
- **Economic Development:** Permitting and Licensing
- **Sustainable Communities:** Land Use



# Purpose and Scope

**Purpose:** The Landrieu Administration developed a strategic framework to map out the City's overall direction. The framework links services, programs, strategies, objectives, and goals to the City's mission, values, and vision, and incorporates performance measures to assess performance.

In CustomerServiceSTAT, City leaders and managers review key performance results related to customer service. In order to improve results, City leaders and managers review and assess progress achieved, overall trend data, and the likelihood of meeting performance targets. For programs at risk of not meeting targets, leaders and managers identify prospects and tactics for performance improvement, and make adjustments to operational plans as needed. To account to citizens and Councilmembers for the spending of resources provided, CustomerServiceSTAT meetings are open to the public.

**Scope:** CustomerServiceSTAT focuses on Citywide topics that are frequent sources of City interactions with the public, with an initial emphasis on 311 calls, permitting and licensing, and land use issues. CustomerServiceSTAT does not focus on performance managed in other STAT programs or initiatives, nor does it include in depth discussions of complaints about specific interactions.

*Questions and Comments:* Index cards are available to the public at the sign-in table, which can be used to submit questions and comments or to report specific issues. Throughout the meeting, completed cards will be reviewed. General questions and comments may be discussed by the group and specific issues will be assigned to departments.



# City Strategic Framework

## Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion.

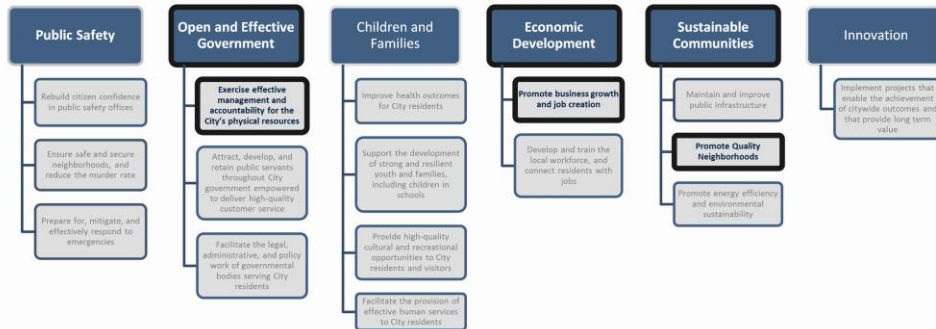
## Values

Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

## Vision

New Orleans is a model city. We are a unified city. We are a creative city.

## Result Area Goals and Objectives



# Open and Effective Government

**Goal:** Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

Objectives and Strategies	Outcome Measures
<b>Exercise effective management and accountability for the City's physical resources</b> <ol style="list-style-type: none"> <li>Effectively steward the City's financial resources</li> <li><b>Manage the City's information and analyze the City's performance data</b></li> <li>Manage vendor relationships and provide oversight of City contracts</li> <li>Responsibly support the City's capital assets</li> </ol>	<ul style="list-style-type: none"> <li>Bond ratings</li> </ul>
<b>Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service</b> <ol style="list-style-type: none"> <li>Cultivate a high-quality City workforce</li> <li>Provide fair and reasonable benefits to City employees and retirees</li> </ol>	<ul style="list-style-type: none"> <li>Rate of employee turnover</li> <li>Percent of employees engaged and satisfied</li> </ul>
<b>Facilitate the legal, administrative, and policy work of governmental bodies serving City residents</b> <ol style="list-style-type: none"> <li>Govern the City with integrity and accountability</li> <li>Defend the City's legal interests</li> <li>Promote civic engagement</li> <li>Facilitate, link, and leverage resources with external organizations</li> </ol>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with overall government services</li> </ul>



**Responsible Organization:**  
Information Technology and Innovation (ITI)

**Data Source:** 311

**Definitions**

**311:** telephone number that connects customers with customer service representatives to help with non-emergency information and service requests

**Calls:** information requests, referrals, and service requests received by the 311 call center, as well as abandoned calls

**Information request:** a 311 call to request information

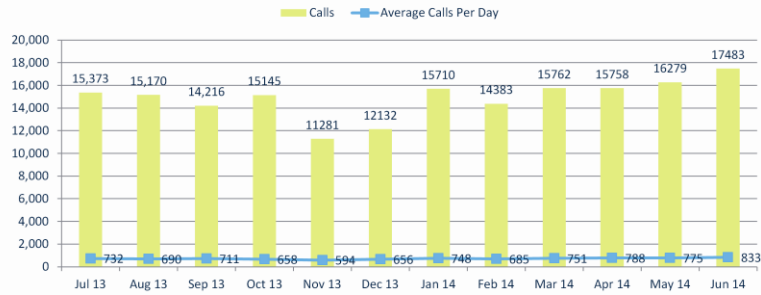
**Referral:** a 311 call resulting in a transfer to a City department

**Service request:** a 311 call to request that the City perform a service. Includes only those requests opened by 311 personnel.

**Note:** The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

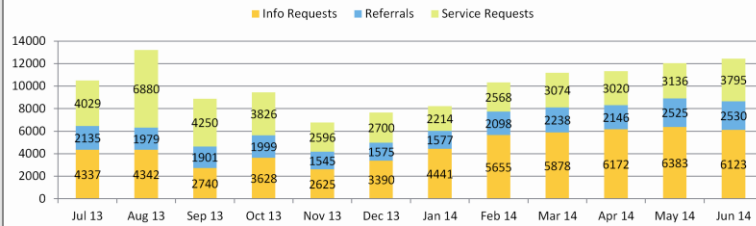
## NOLA 311 Calls and Requests Increased

### Number of 311 calls



\*NOTE: The April call volume was revised in July.

### Number of 311 requests



**Responsible Organization:**  
Information Technology and Innovation (ITI)

**Data Source:** 311

**Definitions**

**311:** telephone number that connects customers with customer service representatives to help with non-emergency information and service requests

**Call abandonment:** call where the caller hangs up before the call is answered

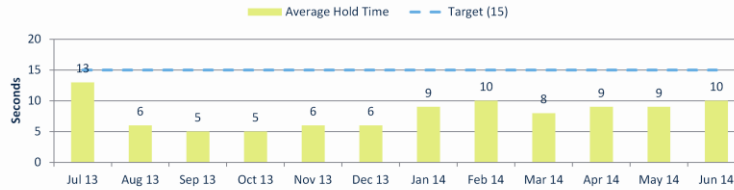
**Legend**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

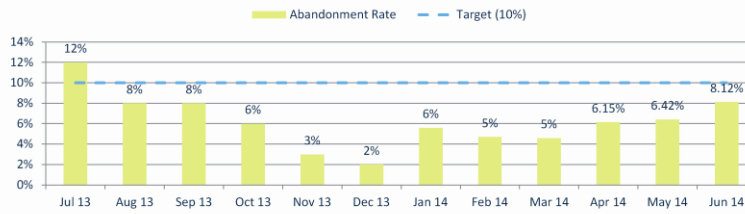
Key measure that best indicates whether City activities are achieving the desired results

## NOLA 311 Average Hold Time and Call Abandonment Rate Continued to Significantly Exceed Targets

### Average hold time



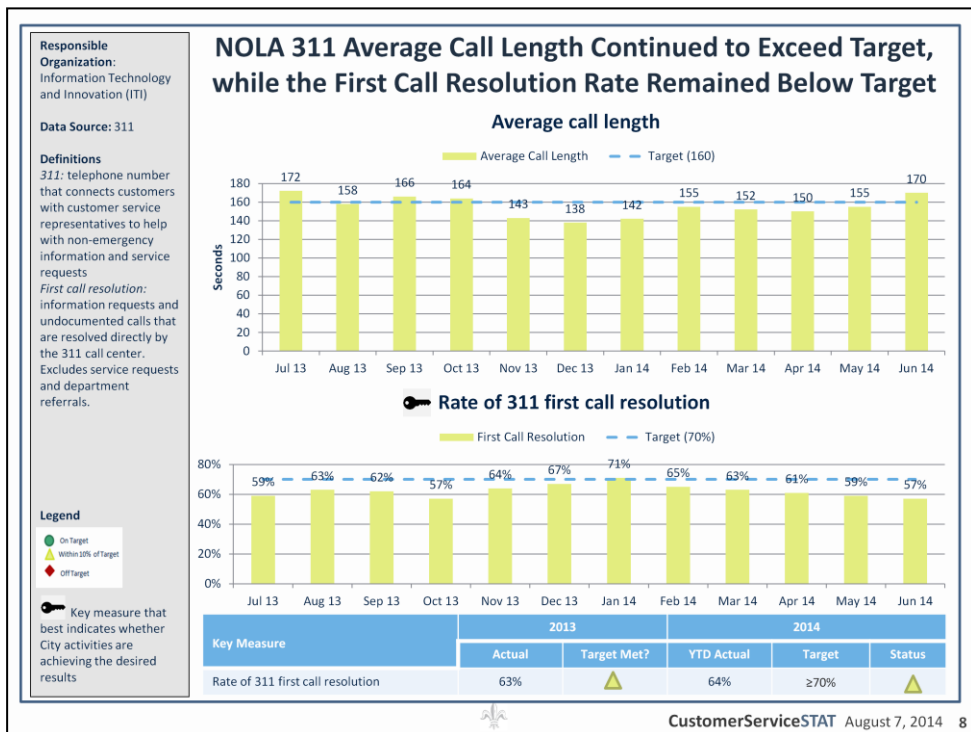
### Rate of 311 call abandonment



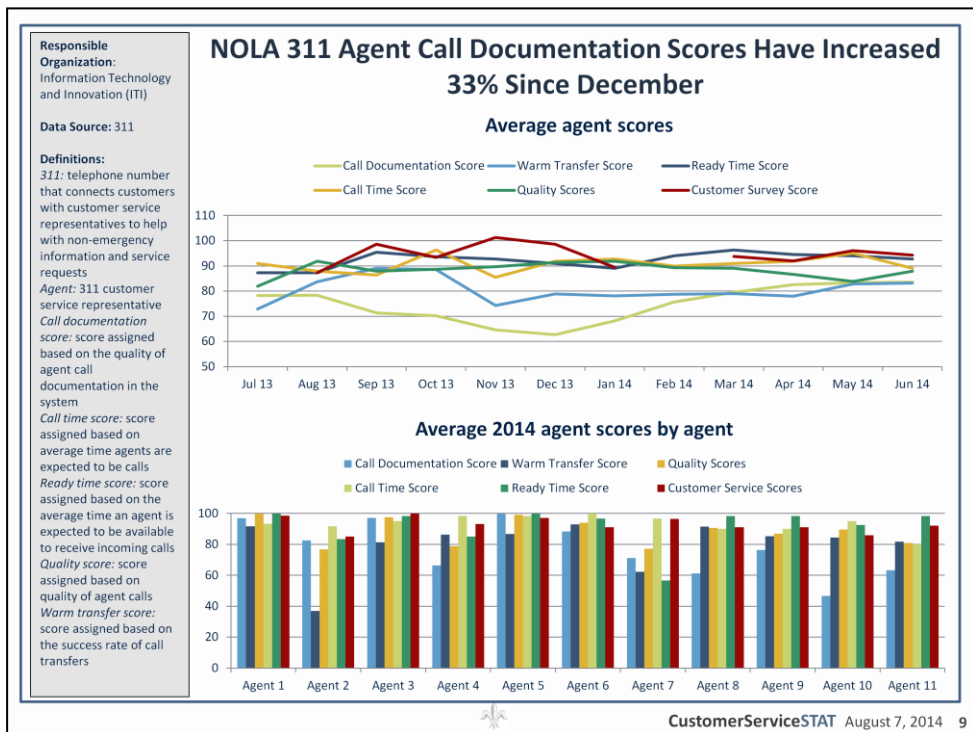
\*NOTE: The April call abandonment rate was revised in July.

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%	●	5.99%	≤10%	●





To increase the rate of first call resolution, ITI provides training for 311 agents to increase their knowledge about specific departmental issues and new City policies and programs. Trainings are scheduled regarding the City's lot cutting program.



ITI has set up a new e-mail feedback tool to better track agent quality and customer satisfaction.

**Responsible Organization:**  
Information Technology and Innovation (ITI)

**Data Source:** 311

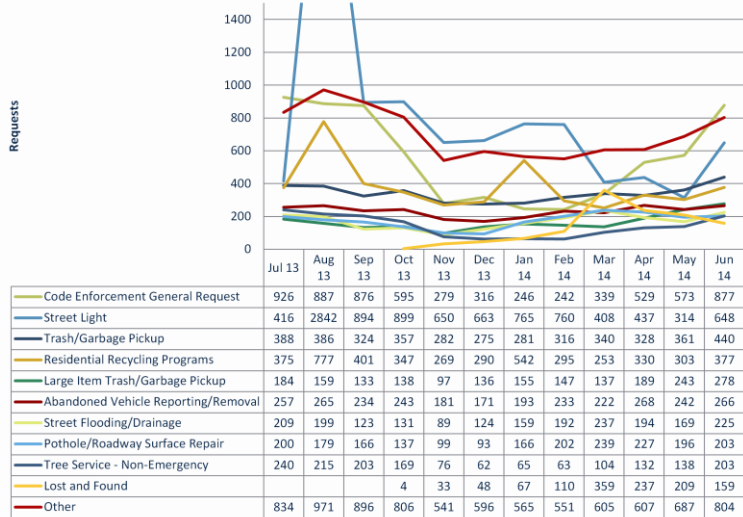
**Definitions**

**311:** telephone number that connects customers with customer service representatives to help with non-emergency information and service requests

**Service request:** a 311 call to request that the City perform a service. Includes service requests opened by 311 personnel, department personnel, and vendors.

## NOLA 311 Street Light Requests More than Doubled, and Code Enforcement Requests Increased by More than 53% During Peak Grass Growing Season

Number of service requests



CustomerServiceSTAT August 7, 2014 10

**Responsible Organization:**  
Information Technology and Innovation (ITI)

**Data Source:** 311

**Definitions**

**311:** telephone number that connects customers with customer service representatives to help with non-emergency information and service requests

**Information request:** a 311 call to request information

**Referral:** a 311 call resulting in a transfer to a City department

## NOLA 311 – Many Customers Continued to Request Information on Sanitation Service Fees

	Information Requests	No.	Prior Month (May) Rank
1	Sanitation Service Fees	1051	1
2	Taxicab Bureau	171	2
3	Municipal Police	103	-
4	Safety and Permits	75	4
5	City Council	44	5

	Department Referrals	No.	Prior Month (May) Rank
1	Safety & Permits	206	2
1	Parks & Parkways	194	1
3	Public Works	178	3
4	Finance-Revenue	104	4
5	Code Enforcement	92	-



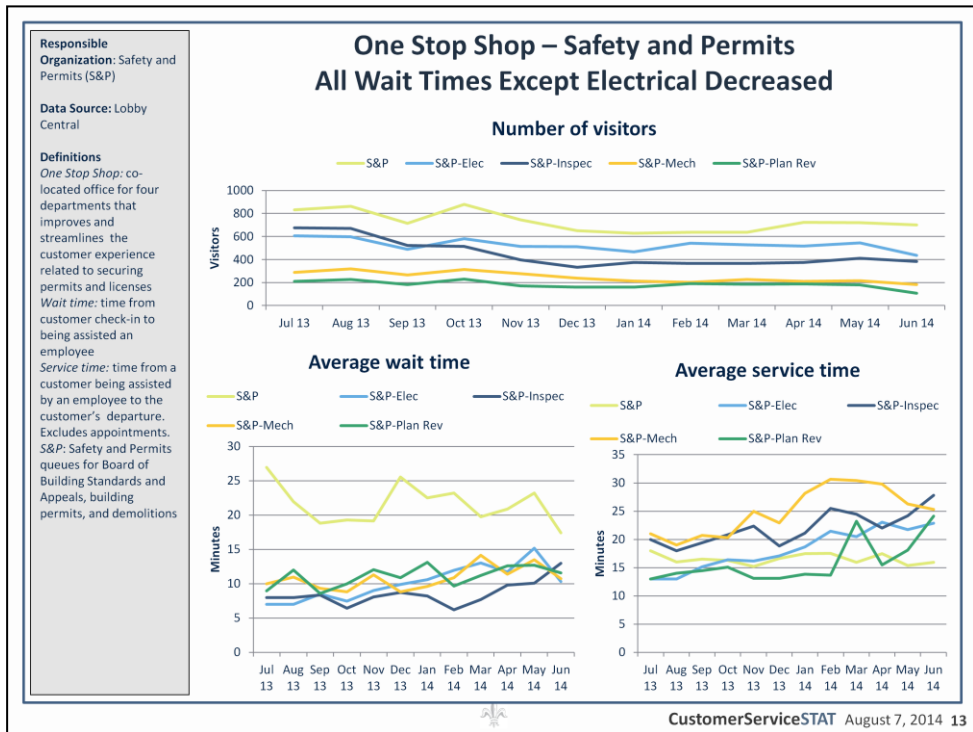
# Economic Development

**Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.**

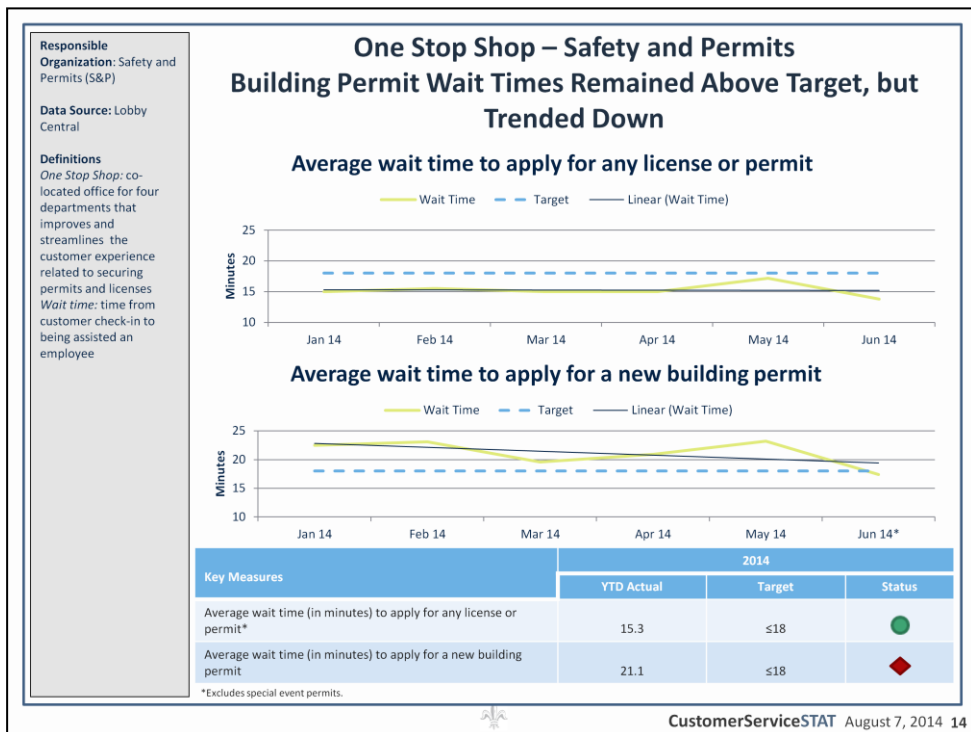
Objectives and Strategies	Outcome Measures
<b>Promote business growth and job creation</b> <ol style="list-style-type: none"> <li>1. Foster a business-friendly regulatory environment, including streamlining the permitting process</li> <li>2. Promote an environment of equal opportunity for a diverse supplier pool</li> <li>3. Aggressively seek to attract new business and retain existing businesses</li> <li>4. Provide support for world-class special events</li> </ol>	<ul style="list-style-type: none"> <li>• Population growth</li> <li>• Job growth</li> <li>• Proportion of total jobs that are high wage jobs</li> <li>• Percent of jobs in the cultural industry</li> <li>• Number of tourists</li> <li>• Amount of sales taxes generated</li> </ul>
<b>Develop and train the local workforce, and connect residents with jobs</b> <ol style="list-style-type: none"> <li>1. Provide access to work opportunities to youth and other vulnerable populations</li> <li>2. Promote workforce development and skills training to meet employers' needs</li> <li>3. Link employers to the local workforce</li> </ol>	<ul style="list-style-type: none"> <li>• Unemployment rate</li> <li>• Gross Metro Product (GMP) per job</li> <li>• Percent of population holding a bachelor's degree or higher</li> <li>• Percent of households in national income quintiles</li> <li>• Amount of median household income by race and ethnicity</li> </ul>



CustomerServiceSTAT August 7, 2014 12



The increase in service time may have been related to staff not properly closing out cases when customers leave, in which case training will be provided.



The decrease in wait times was partially due to the One Stop Shop's use of a new building permit form, which allows for faster data entry.

**Responsible Organizations:** Safety and Permits, City Planning Commission (CPC), Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

**Data Source:** Lobby Central

**Definitions**

**Business intake:** applications for occupational licenses to conduct business

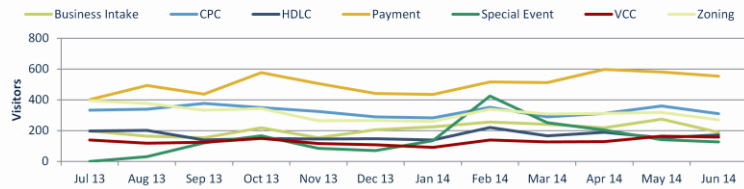
**One Stop Shop:** co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses

**Wait time:** time from customer check-in to being assisted an employee

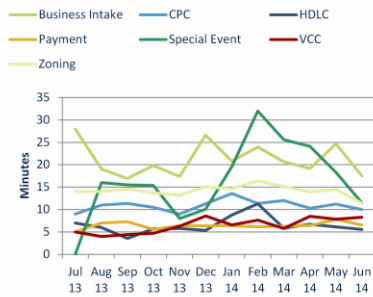
**Service time:** time from a customer being assisted by an employee to the customer's departure . Excludes appointments.

## One Stop Shop – CPC, HDLC, VCC, etc. All Wait Times were Consistent or Decreased

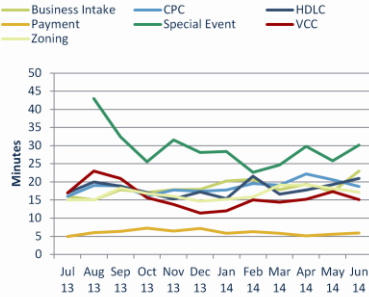
### Number of visitors



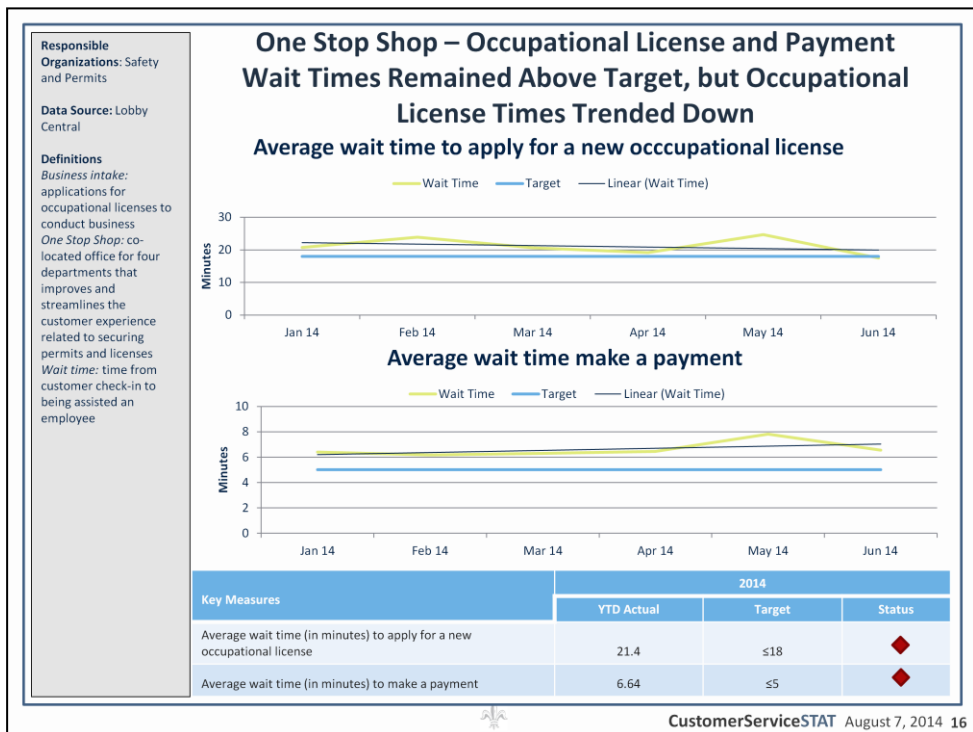
### Average wait time



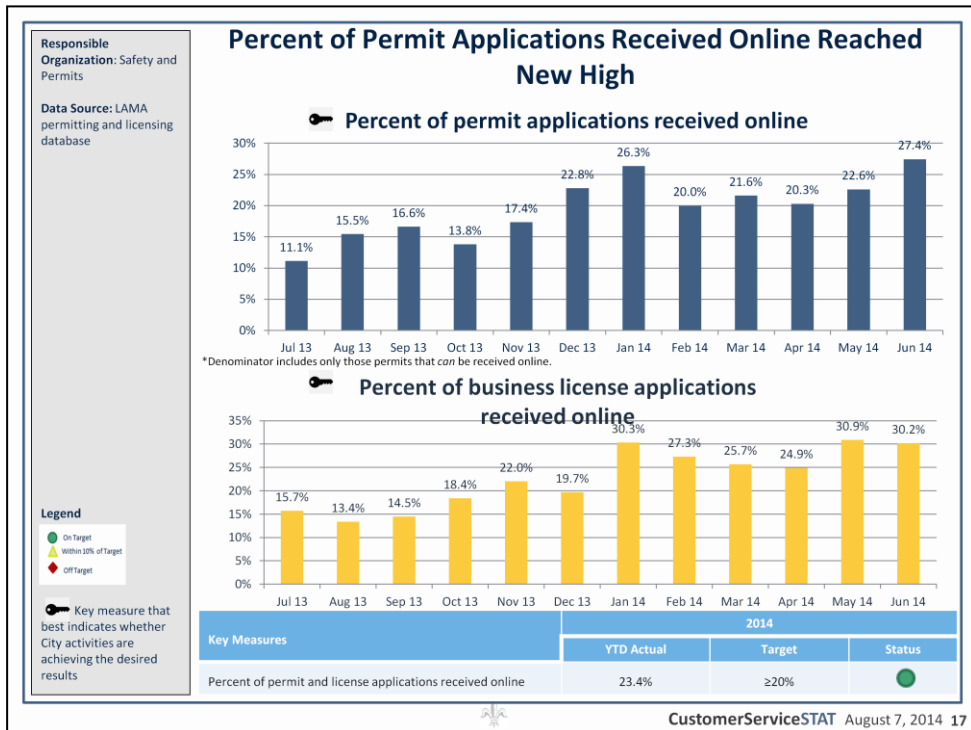
### Average service time



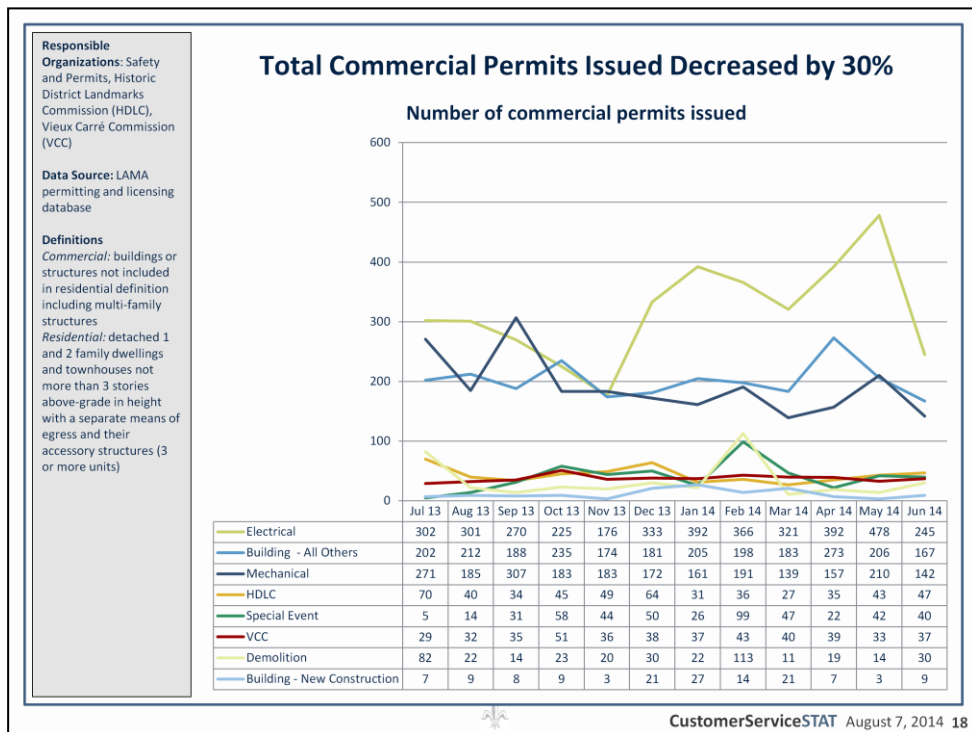
CustomerServiceSTAT August 7, 2014 15



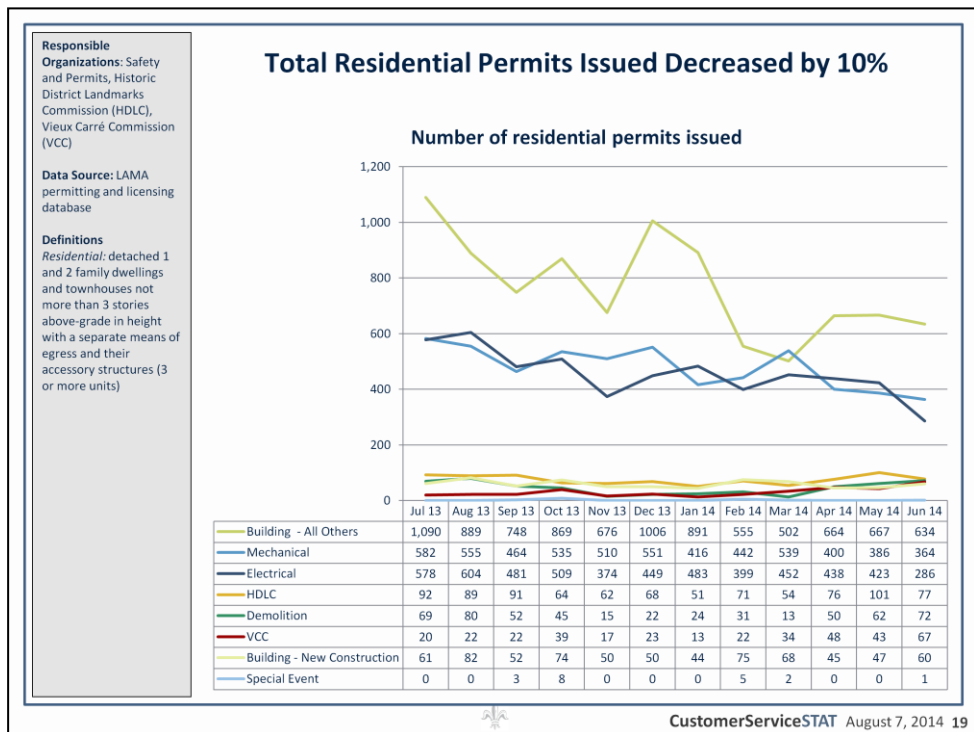
The One Stop Shop (OSS) anticipates that the average wait time to make a payment will increase due to the Taxicab Bureau’s move into the OSS. Additional staff may be necessary to handle the additional volume.



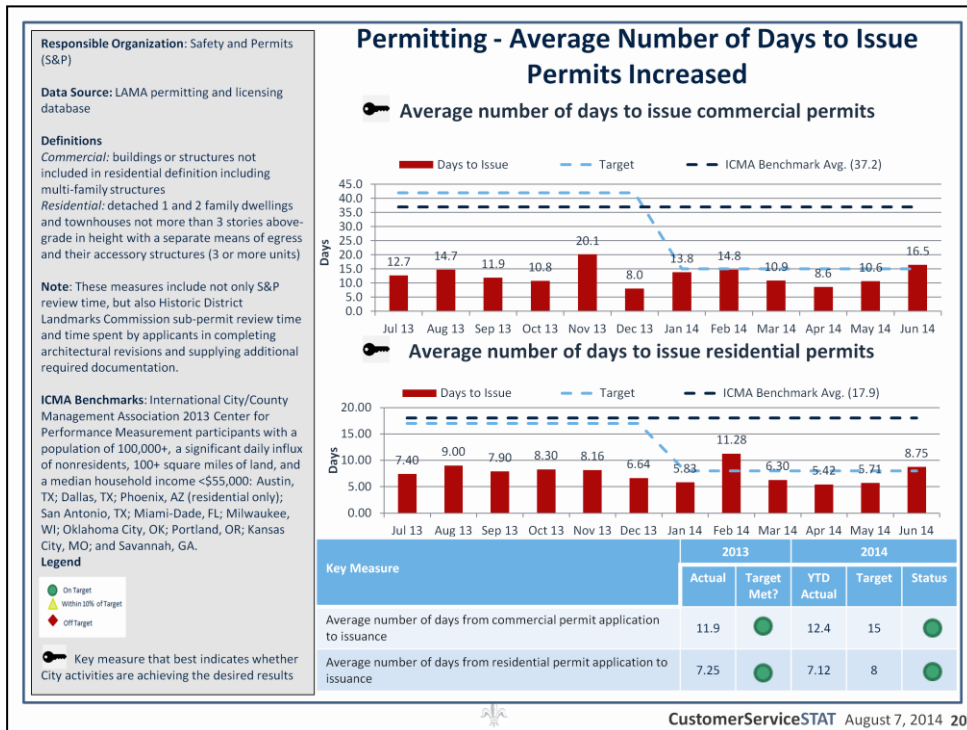
The One Stop Shop (OSS) is currently testing a system update that will improve the online application process. OSS reported that there are more than 8,000 registered users of the online application tool.



The number of commercial permits issued in May was unusually high due to the Riverwalk project.



The changes from the previous month were due to seasonal variation.



The increase in the average number of days to issue permits was partially due to interruptions from the relocation of the Taxicab Bureau to the One Stop Shop, and also affected by staff supervision of summer workers assisting with projects.

**Responsible Organization:** Safety and Permits

**Data Source:** LAMA permitting and licensing database

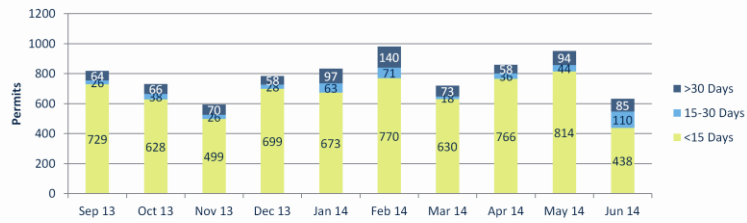
**Definitions**

*Commercial:* buildings or structures not included in residential definition including multi-family structures *Residential:* detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

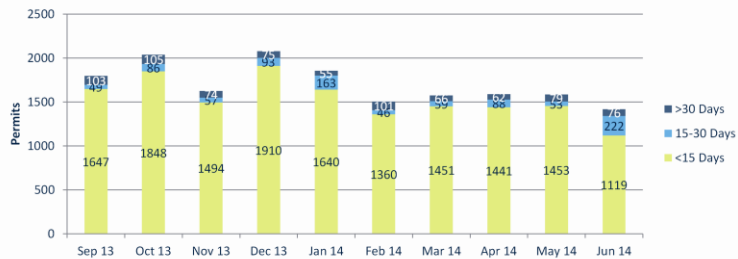
**Note:** This measures include not only S&P review time, but also Historic District Landmarks Commission sub-permit review time and time spent by applicants in completing architectural revisions and supplying additional required documentation.

## Permitting – 69% of Commercial and 79% of Residential Permits Issued in less than 15 Days in June

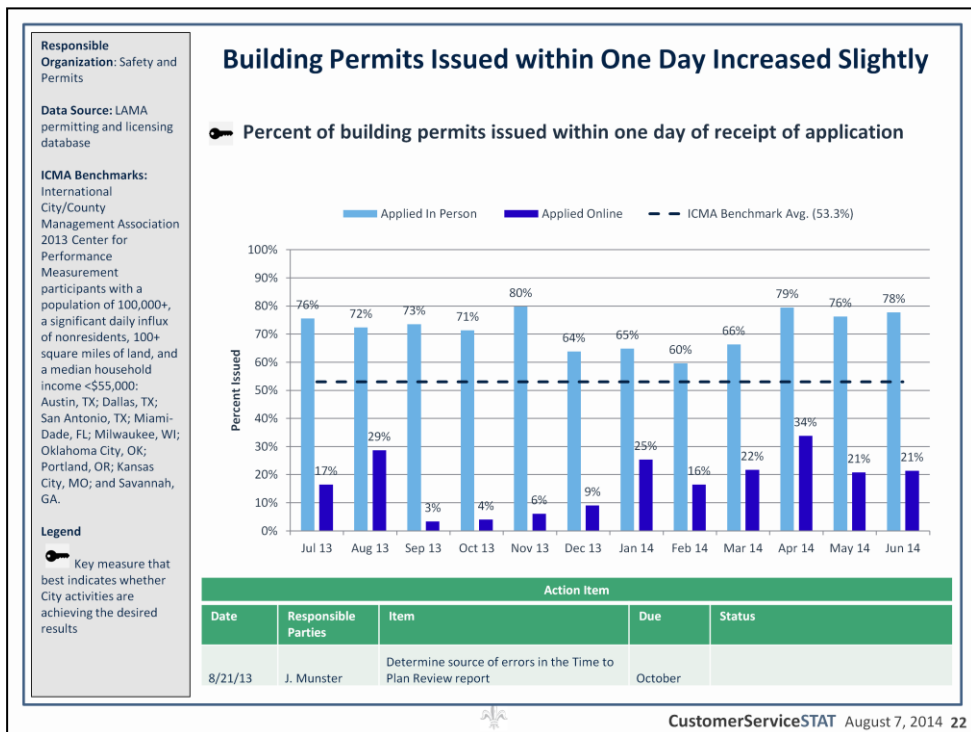
Number of days to issue commercial permits



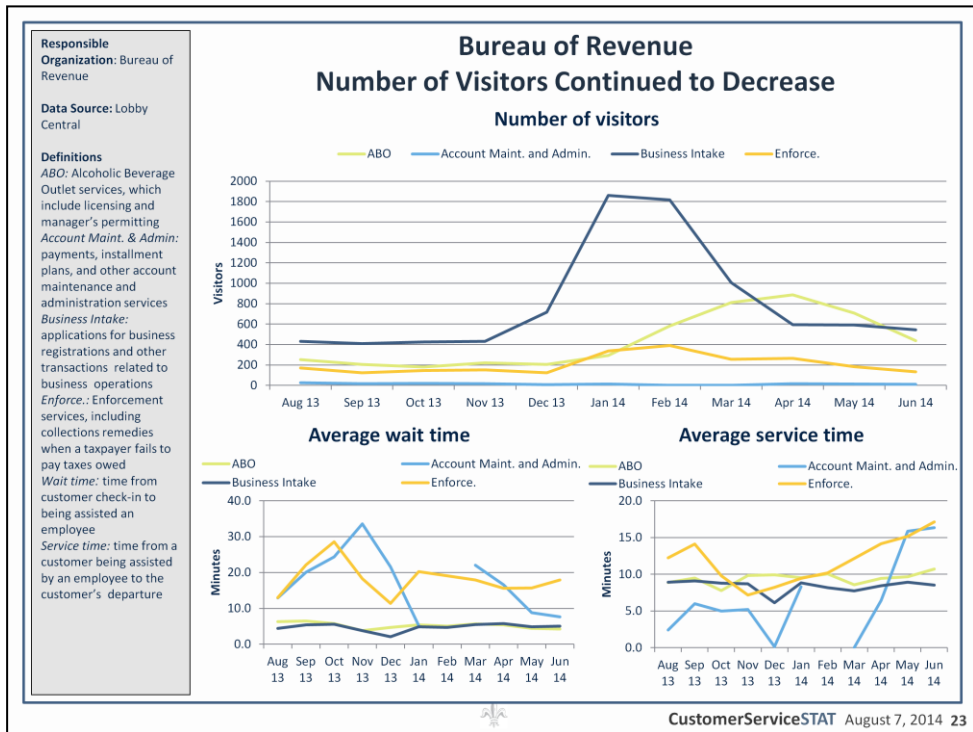
Number of days to issue residential permits



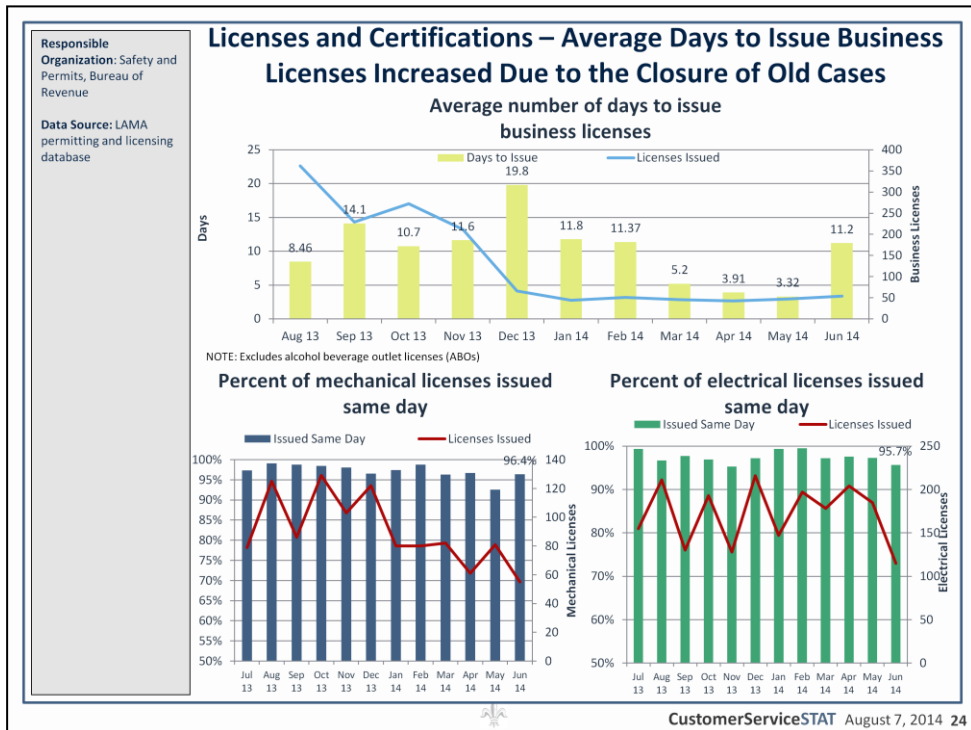
CustomerServiceSTAT August 7, 2014 21



The increase was likely related to the One Stop Shop's use of a new, simplified building permit form.



The Bureau of Revenue reported that the decrease in visitors during June was a normal decrease associated with the end of the ABO renewal process in May.



Safety and Permits attributed the increase in the time to issue business licenses to data clean-up.

**Responsible Organization:** Taxi and For Hire Vehicle Bureau

**Data Source:** Lobby Central

**Definitions**

**CPNC:** Certificate of Public Necessity and Convenience, which is required of all for hire vehicles: wheelchair-accessible taxicabs, pedicabs, animal drawn, courtesy, limousine, taxicab, non-emergency medical transportation, general charter, and sightseeing

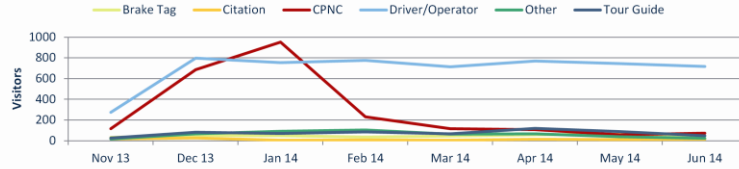
**Other:** administrative hearing, bus permit, charter/special event permit, deputy director, director, investigation, lost and found, and payment queues

**Wait time:** time from a customer check-in to being assisted an employee

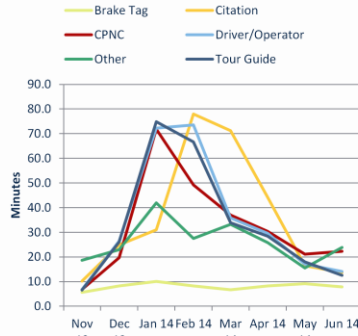
**Service time:** time from a customer being assisted by an employee to the customer's departure. Excludes appointments.

## Taxi and For Hire Vehicle Bureau – Most Wait Times Decreased or Were Consistent

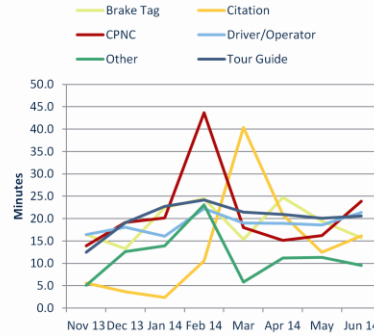
### Number of visitors



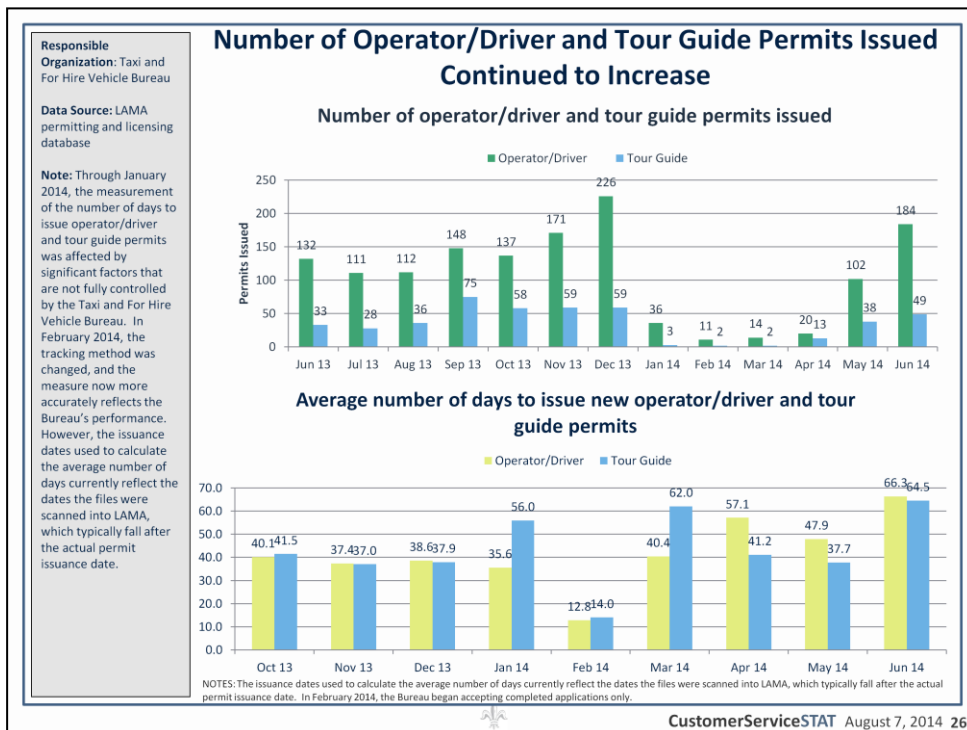
### Average wait time



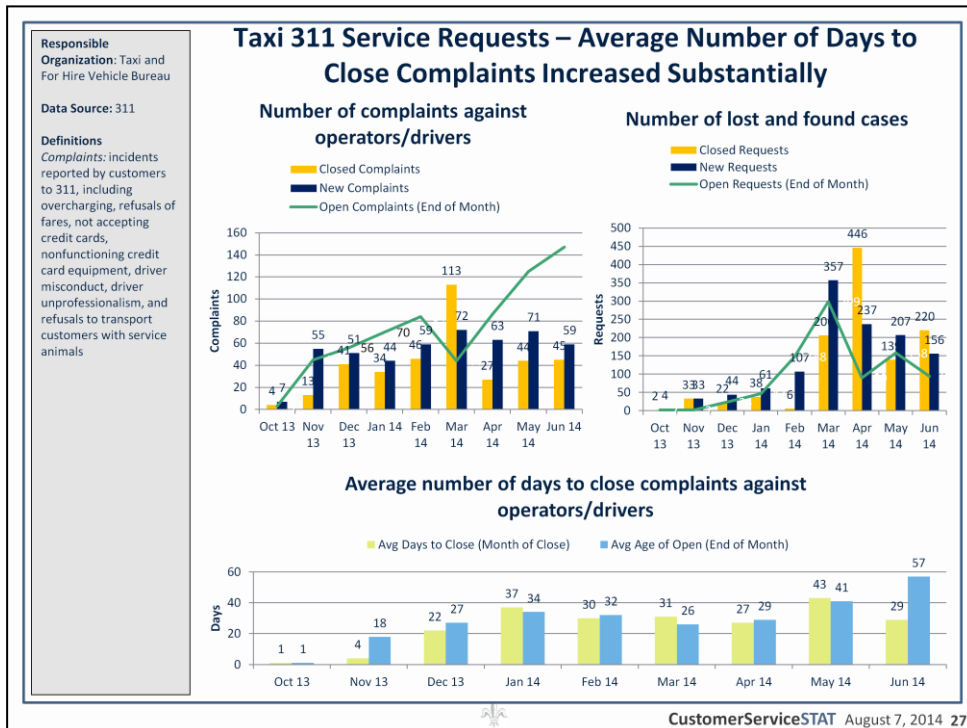
### Average service time



CustomerServiceSTAT August 7, 2014 25



The decrease of operator/driver and tour guide permits in January through April was due to data entry errors. The issue has since been resolved.



The number of open complaints against operators/drivers increased in June due to the departure of some investigators and a focus on fleet inspections. The Bureau is hiring new investigators.

# Sustainable Communities

**Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.**

Objectives and Strategies	Outcome Measures
<b>Maintain and improve public infrastructure</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with condition of streets</li> <li>Mean travel time to work</li> </ul>
1. Maintain and improve road surface infrastructure	
2. Consistently implement Complete Streets philosophy in streets investments	<ul style="list-style-type: none"> <li>Percentage of workers commuting to work by means other than driving alone</li> </ul>
3. Effectively administer the City's capital improvements program	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with drainage/flood control</li> </ul>
4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with public transportation</li> <li>Percent of citizens satisfied with traffic congestion</li> </ul>
<b>Promote Quality Neighborhoods</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with control of abandoned houses</li> <li>Percent of citizens satisfied with parks and recreation</li> </ul>
1. Reduce blighted properties by 10,000 by the end of 2014	
2. Provide effective sanitation services to residents and businesses	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with control of trash and litter / trash pickup</li> </ul>
3. Protect and preserve parks and other green spaces	
4. <b>Regulate land use to support safe, vibrant neighborhoods and preserve historic properties</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with life in New Orleans</li> <li>ParkScore (based on acreage, service and investment, and access)</li> <li>Percent of citizens satisfied with zoning</li> </ul>
<b>Promote energy efficiency and environmental sustainability</b>	<ul style="list-style-type: none"> <li>Percent of days with healthy air quality</li> </ul>
1. Restore the City's marshes and coastline	<ul style="list-style-type: none"> <li>Number of health based drinking water violations</li> </ul>
2. Promote green energy and other sustainability measures	<ul style="list-style-type: none"> <li>Number of certified green buildings</li> </ul>
3. Remediate brownfields, lead, and other environmental hazards	<ul style="list-style-type: none"> <li>Number of land acres in Orleans Parish</li> </ul>



CustomerServiceSTAT August 7, 2014 28

**Responsible Organization:** Safety and Permits

**Data Source:** LAMA permitting and licensing database

**ICMA Benchmarks:**  
International City/County Management Association (ICMA) 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$55,000: Dallas, TX; San Antonio, TX; Miami-Dade, FL; Portland, OR; Kansas City, MO; and Savannah. The ICMA measure includes all commercial inspection requests.

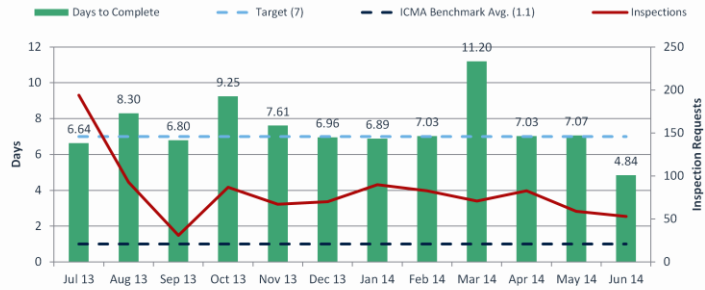
**Legend**

- On Target
- ▲ Within 20% of Target
- ◆ Off Target

Key measure that best indicates whether City activities are achieving the desired results

## Safety and Permit Inspections – Average Days to Complete Business License Inspections Decreased Substantially

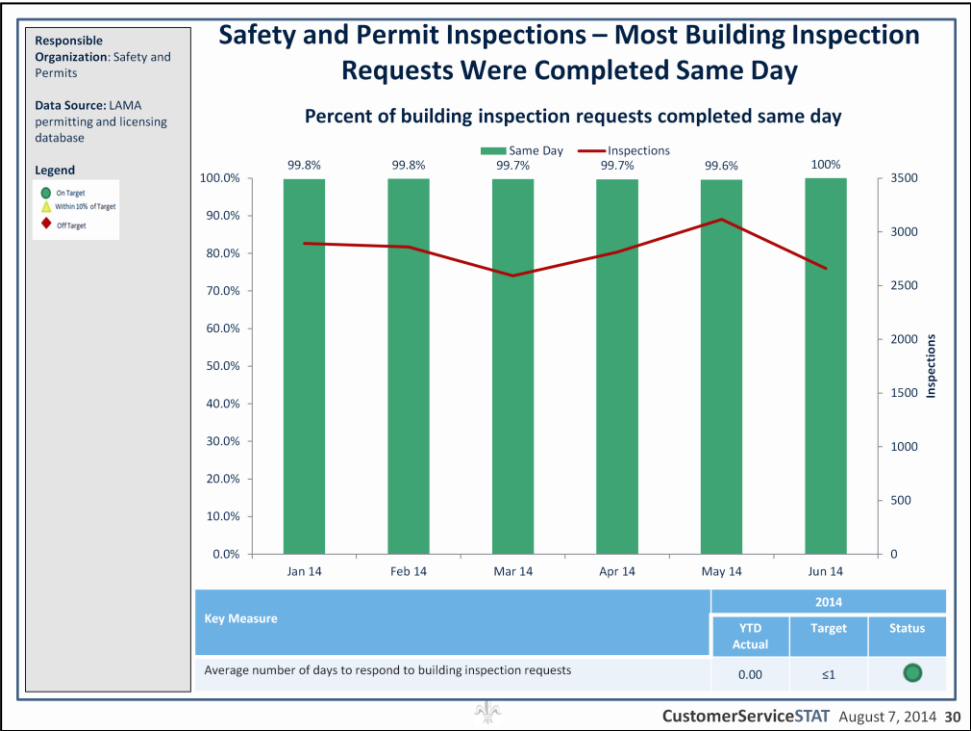
### Average number of days to complete business license inspection requests\*

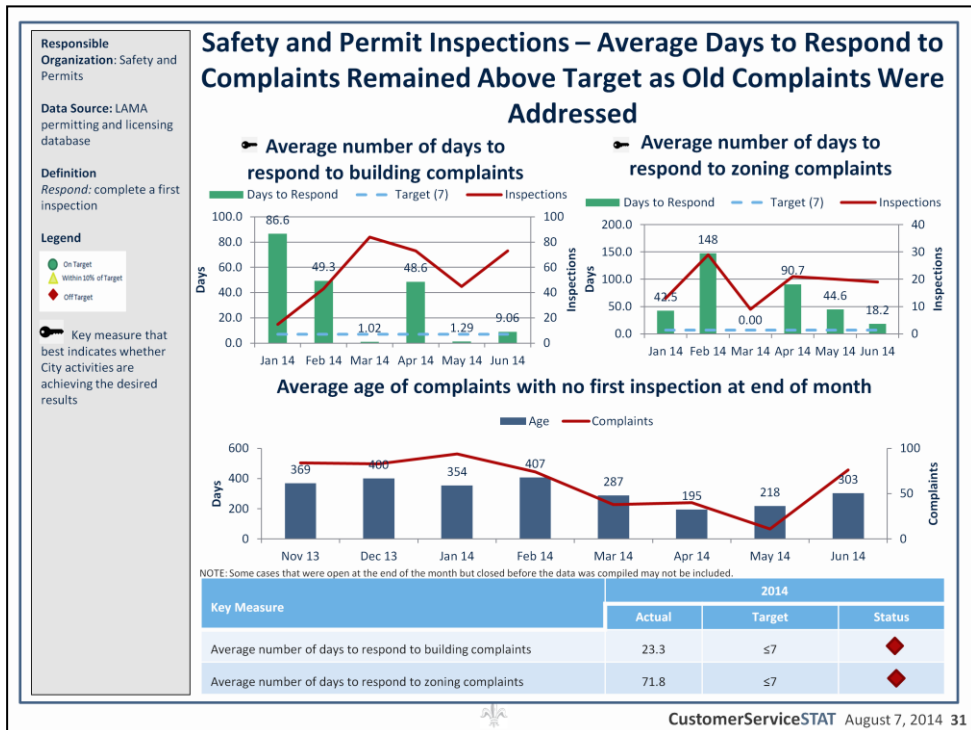


\*Excludes ABO business licenses.

Action Item							
Date	Responsible Parties	Item	Due	Status			
8/21/13	J. Munster	Waiting on Davenport to release online inspection request feature (Follow up to get a release date)	TBD	Data quality issue with electrical / mechanical inspections			
Key Measure			2013		2014		
			Actual	Target Met?	YTD Actual	Target	Status
Average number of days to respond to a business license inspection requests			8.01	◆	7.42	≤7	▲

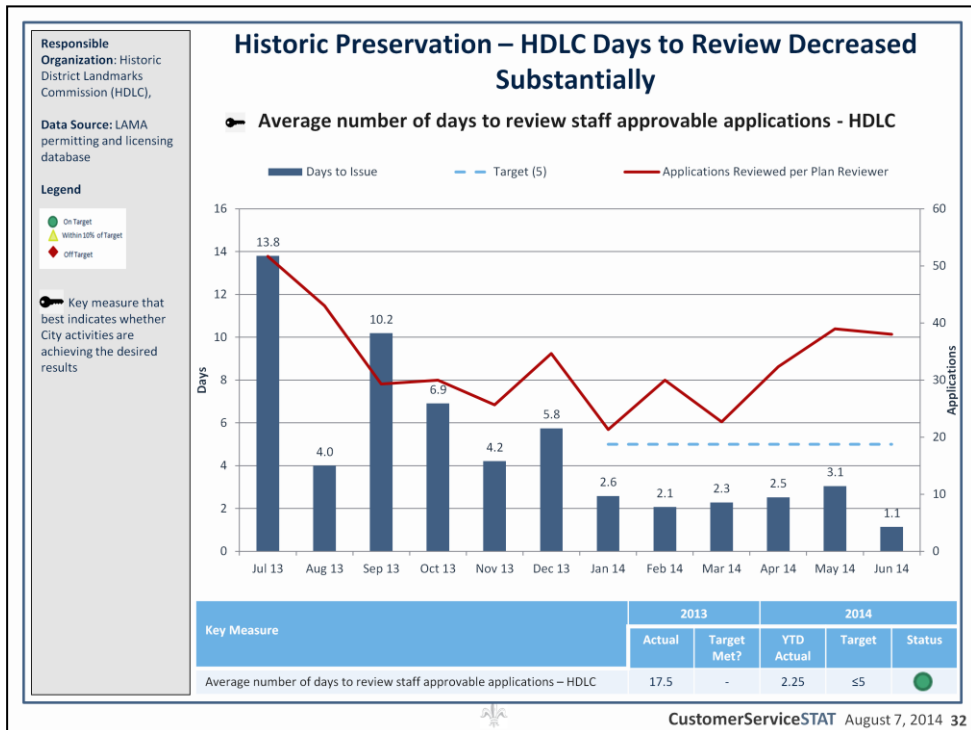
CustomerServiceSTAT August 7, 2014 29



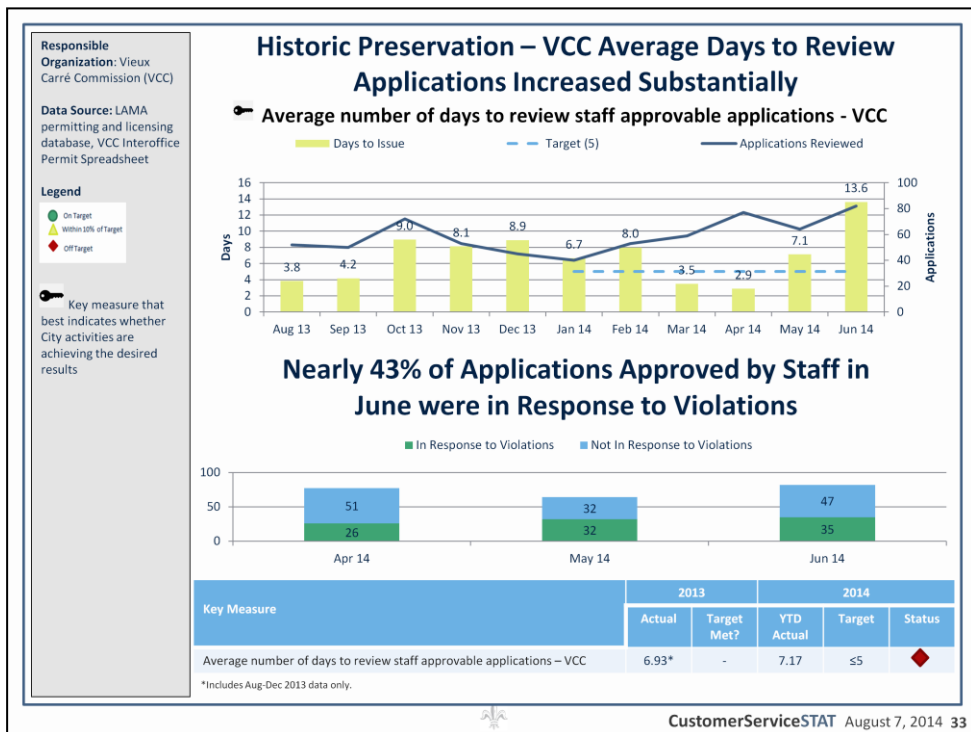


CustomerServiceSTAT August 7, 2014 31

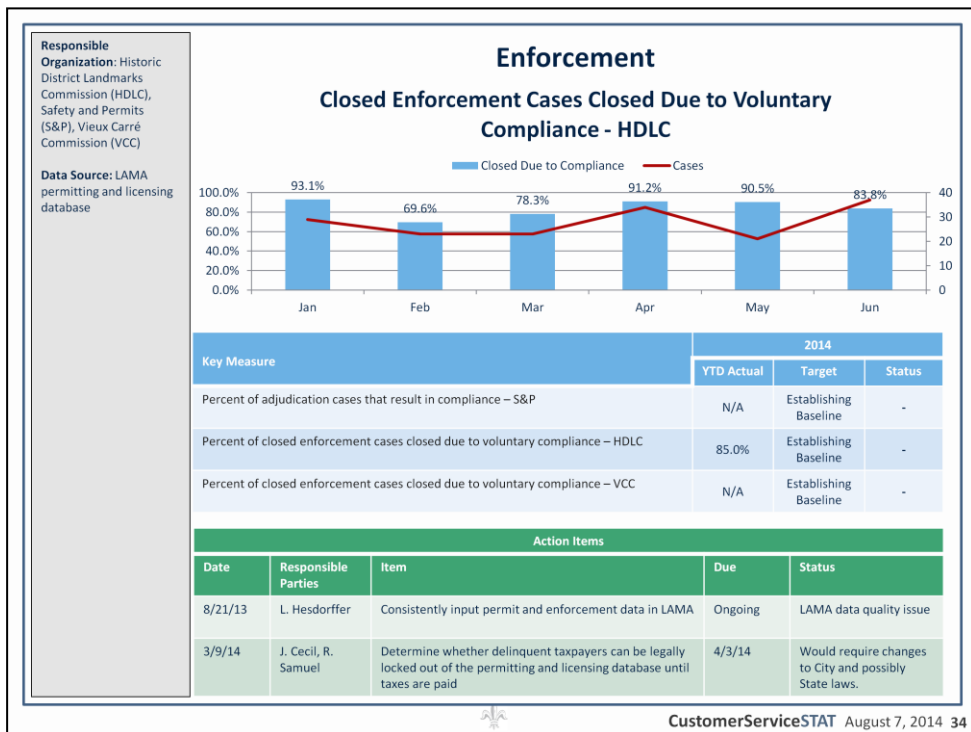
Safety and Permits continued to work to close its backlog of old complaints, resulting in a high average number of days to respond to complaints.



The HDLC adjusted its staffing to dedicate a sole staff person to over-the-counter permit applications, resulting in a substantial decrease in the average number of days to review staff approvable applications.



The increase in the average number of days to review applications was due to an increase in the number of applications reviewed.



The HDLC has attained a high level of voluntary compliance by withholding permits from code violators.

**Responsible Organization:** City Planning Commission (CPC)

**Data Source:** LAMA permitting and licensing database

#### Definitions

**Board of Zoning Adjustments (BZA):** board that hears and makes final decisions on requests for variances from the requirements of the Comprehensive Zoning Ordinance (CZO) and considers appeals of decisions by the Director of Safety and Permits

**Conditional use:** a land use which is compatible with the permitted land uses in a given zoning district only upon a determination that the external effects of the use can be mitigated. Applications require CPC review and City Council approval.

**Design review:** process to promote orderly development and redevelopment and to assure that it is harmonious with surrounding properties, is consistent with the CZO, and promotes the general welfare of the city

**Minor subdivision:** a subdivision containing 5 or fewer lots fronting on an existing public or private street, and not involving creation or closure of a street, public or private

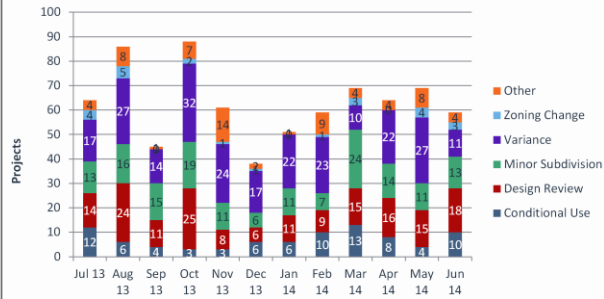
**Variance:** procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

**Zoning change:** zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.

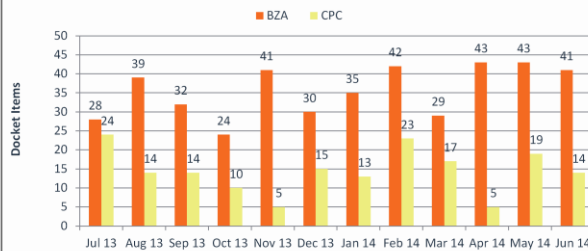
**Other:** appeal of Safety and Permits; conditional use, zoning change; design review, conditional use; design review, minor subdivision; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning – nonconforming use determination

## Land Use Project Filings Decreased Slightly

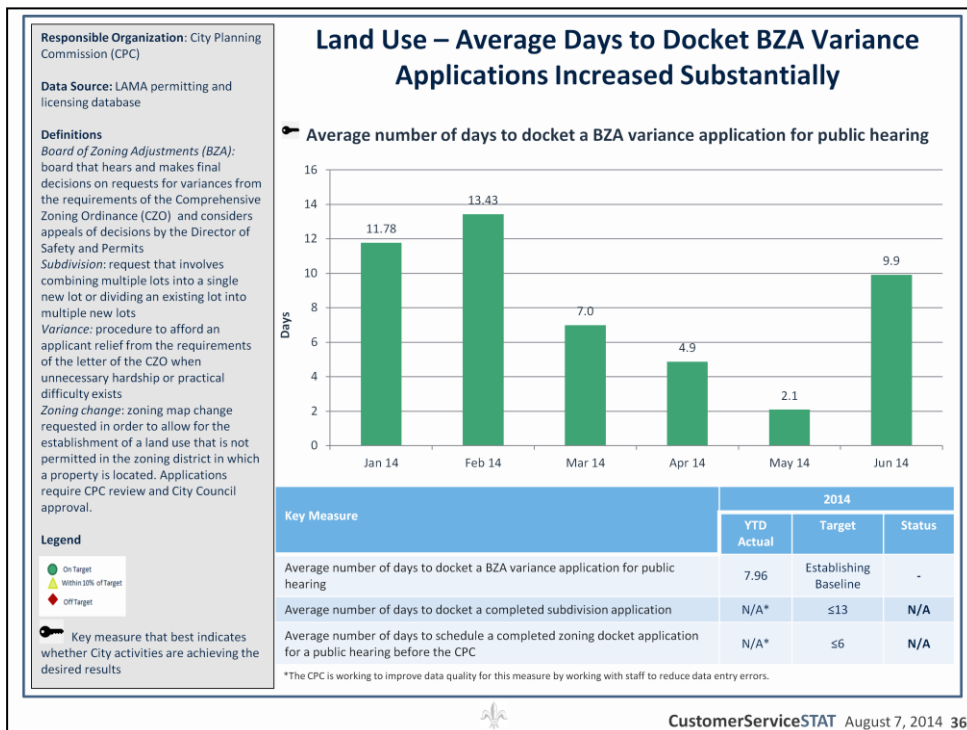
Number of land use projects filed



Number of items on BZA and CPC hearing dockets



CustomerServiceSTAT August 7, 2014 35



The City Planning Commission has determined the reasons for inaccuracies in its subdivision and zoning docket application data, and continues to work with staff to improve.

# Evaluation Form

- Are you a city employee or a member of the public?
- On a scale 1-5, how useful was this meeting to you (1= least useful and 5= most useful)?
- What's working?
- What's not working?

