



CITY OF NEW ORLEANS
CustomerServiceSTAT

June 5, 2014
(Reporting Period: April 2014)

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.

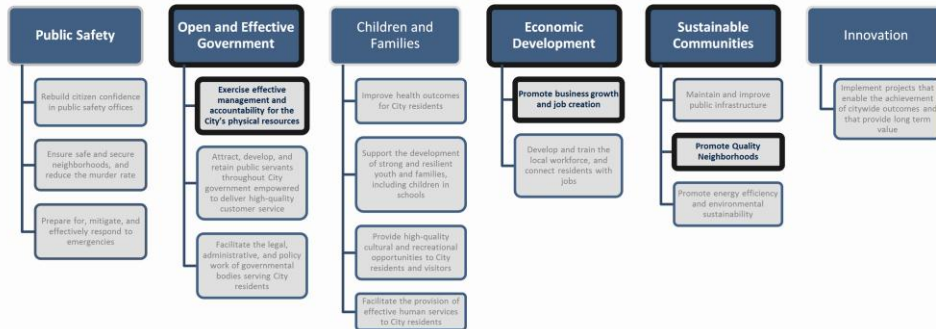
Values

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

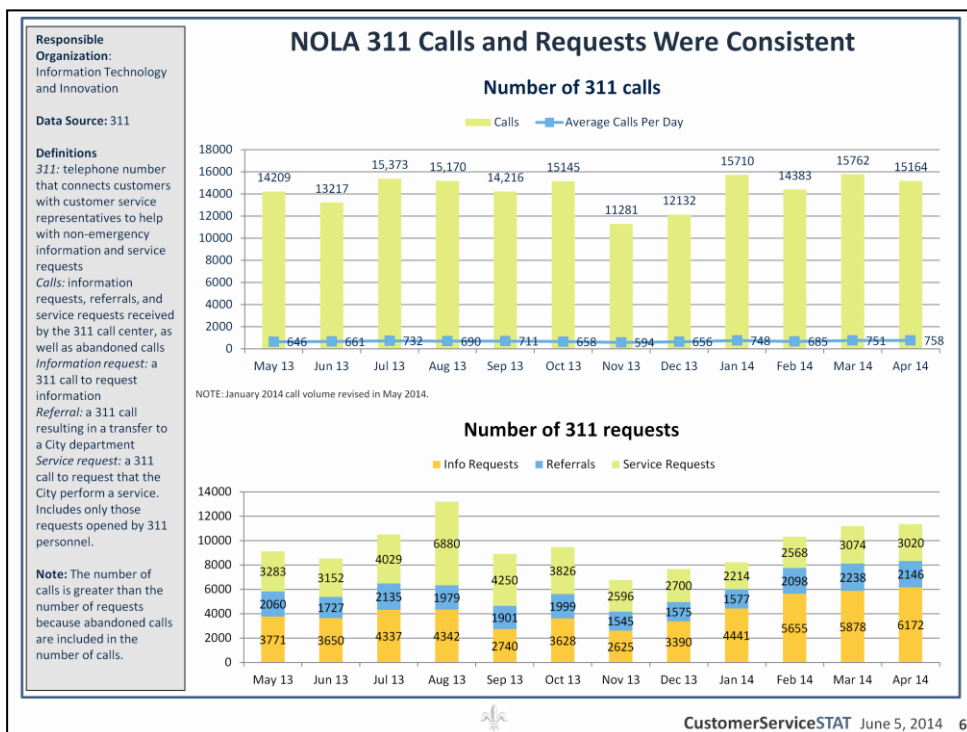


Open and Effective Government

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





The Office of Information Technology and Innovation anticipates that 311 calls will increase throughout the summer.

Responsible Organization:
Information Technology and Innovation

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

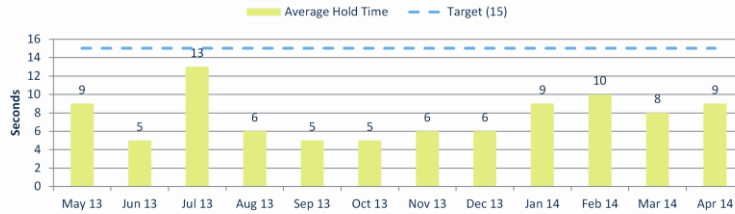
Legend

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

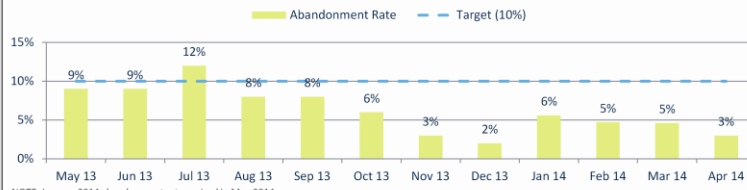
Key measure that best indicates whether City activities are achieving the desired results

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

Average hold time



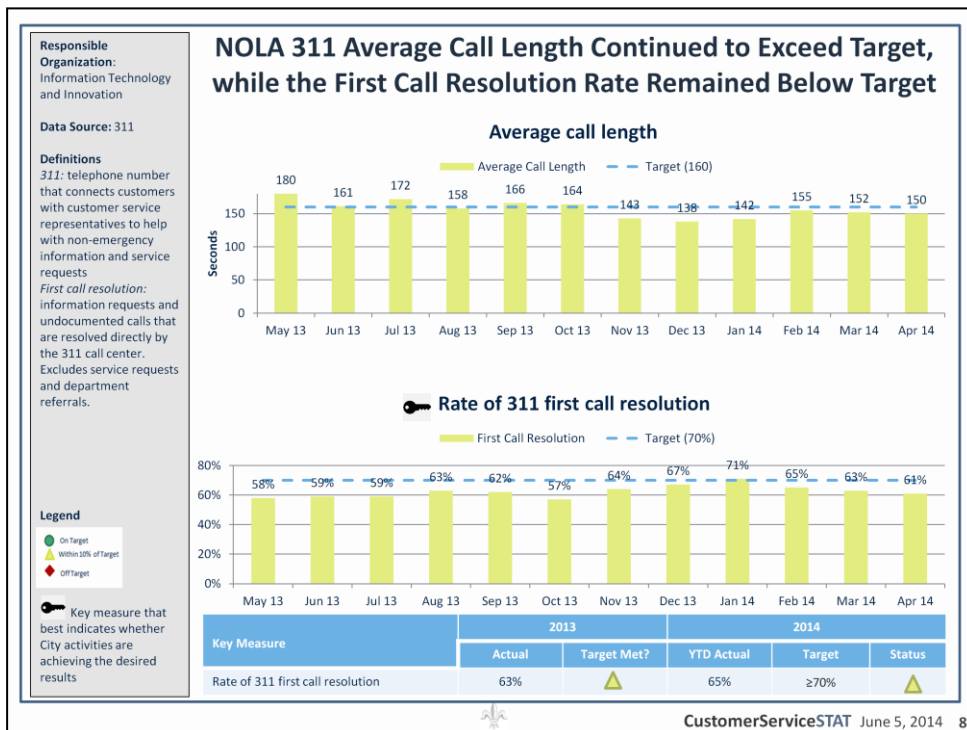
Rate of 311 call abandonment



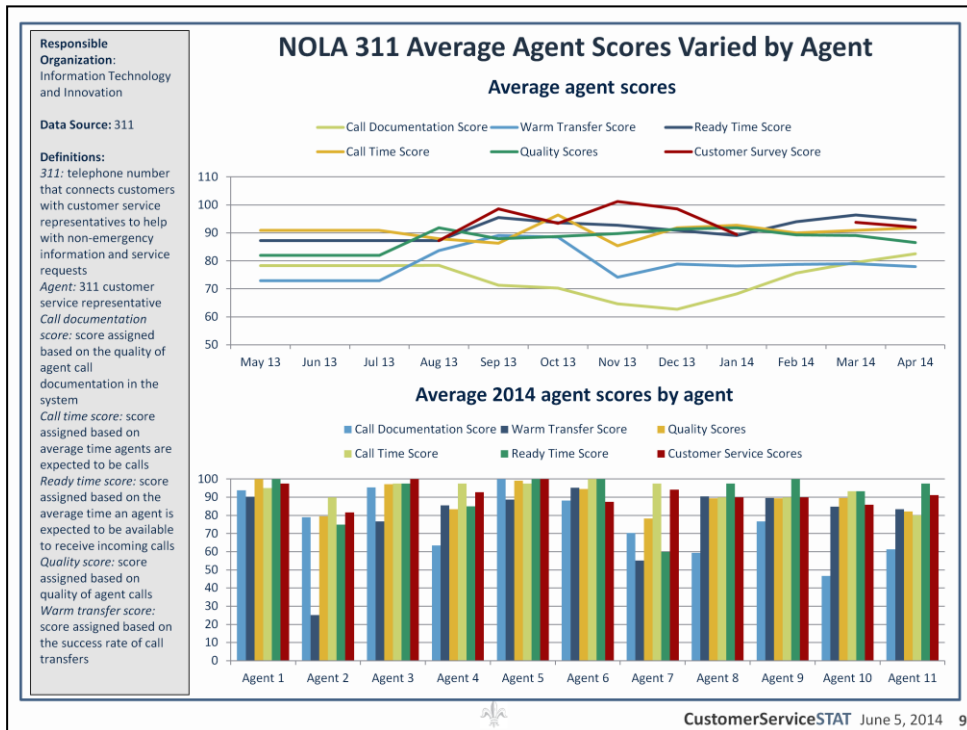
NOTE: January 2014 abandonment rate revised in May 2014.

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%	●	4.48%	≤10%	●

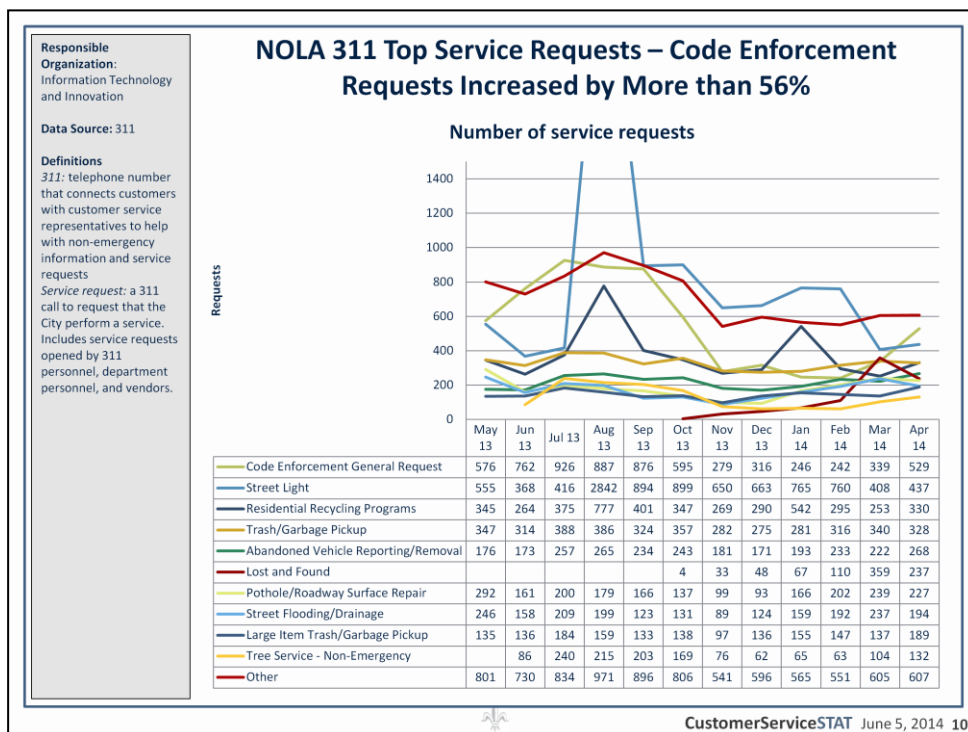




To increase the rate of first call resolution, the Office of Information Technology and Innovation is providing training for 311 agents to increase their knowledge about specific departmental issues, which will reduce the need for departmental referrals.



The Office of Information Technology and Innovation is focused on improving quality scores.



The increase in 311 calls related to Code Enforcement is largely due to lots becoming overgrown during growing season.

The City Council has approved additional funds for streetlight repairs, and the 311 team will work with the Department of Public Works to develop messaging about when repairs in specific neighborhoods are expected to occur.

Responsible Organization:
Information Technology and Innovation

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 (Mar) Rank
1	Sanitation Service Fees	871	1
2	Taxicab Bureau	229	-
3	Assessor	174	4
4	Municipal Court	159	3
5	Civil Courts	99	-

	Department Referrals	No.	Prior Month (Mar) Rank
1	Safety & Permits	202	2
1	Parks & Parkways	196	1
3	Public Works	138	3
4	Finance-Revenue	70	5
5	Finance—Treasury	67	4



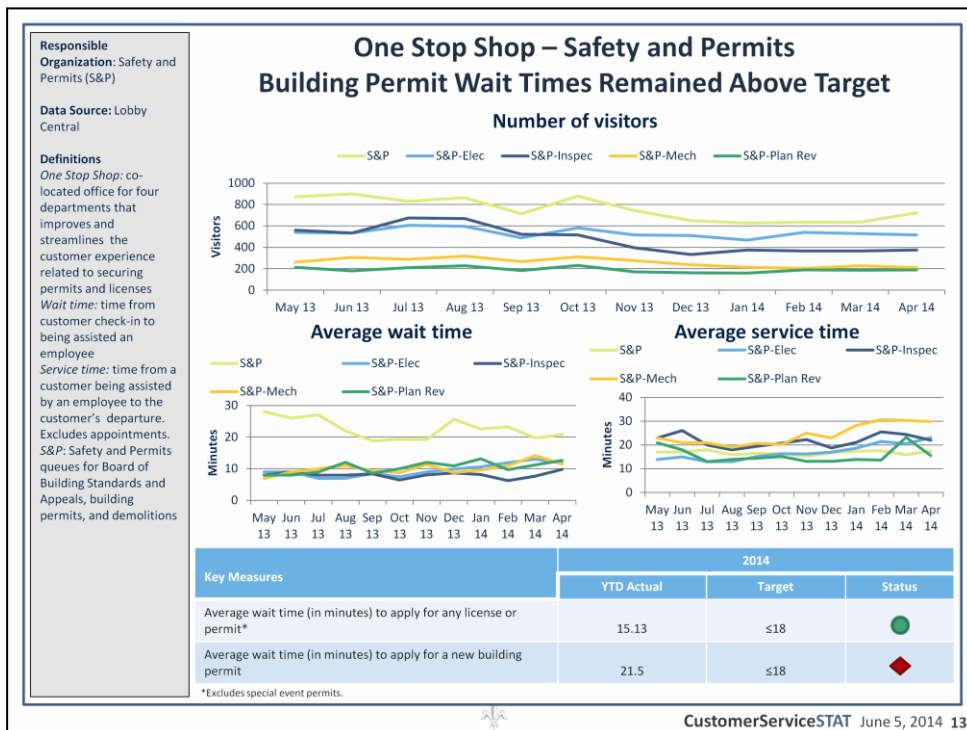
Economic Development

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

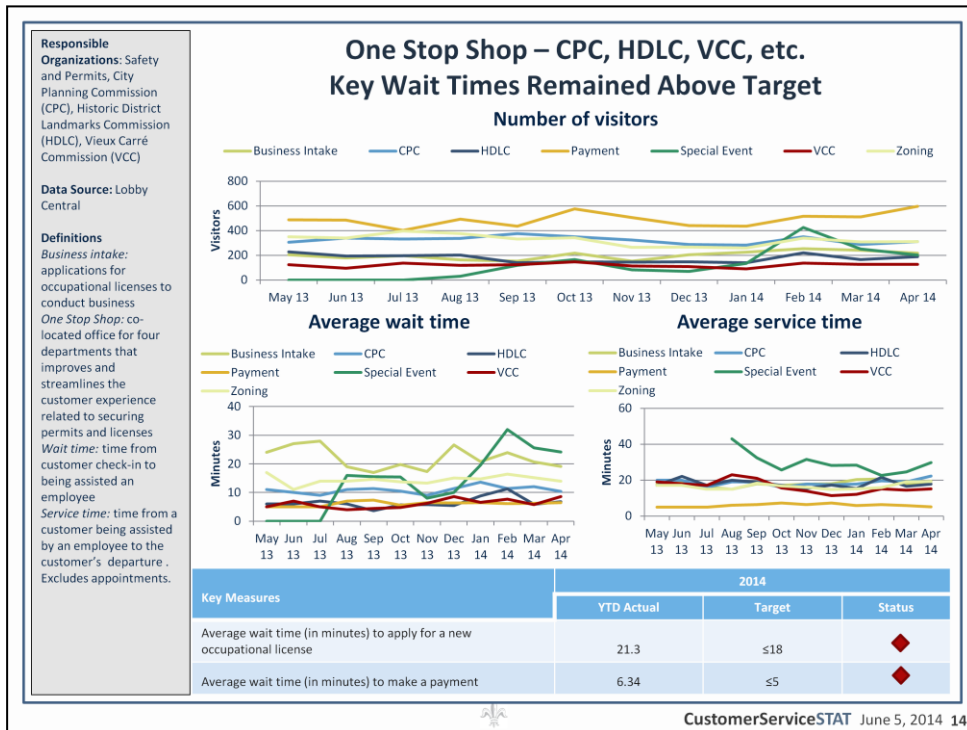
Objectives and Strategies	Outcome Measures
Promote business growth and job creation <ol style="list-style-type: none"> 1. Foster a business-friendly regulatory environment, including streamlining the permitting process 2. Promote an environment of equal opportunity for a diverse supplier pool 3. Aggressively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



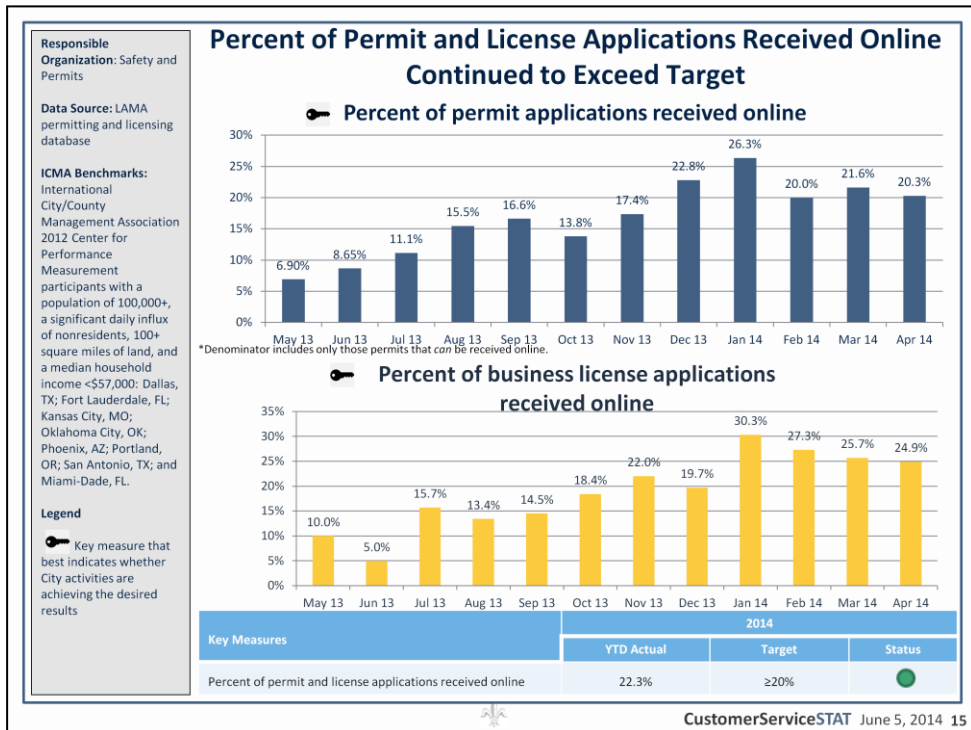
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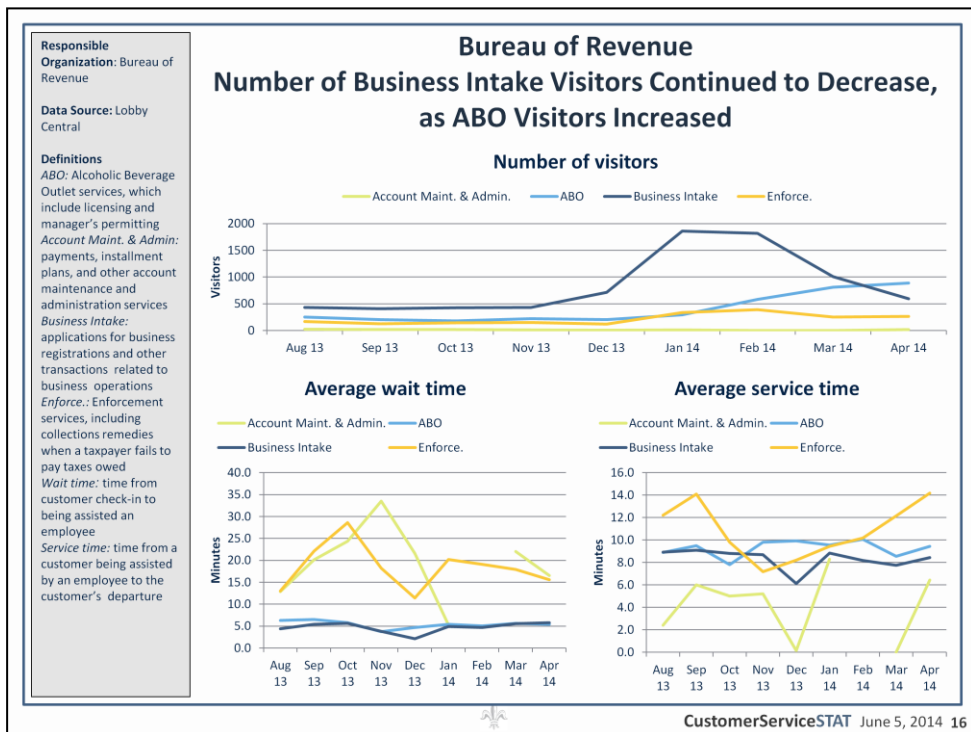
The One Stop Shop is currently working to improve the building permit application to decrease service and wait times.



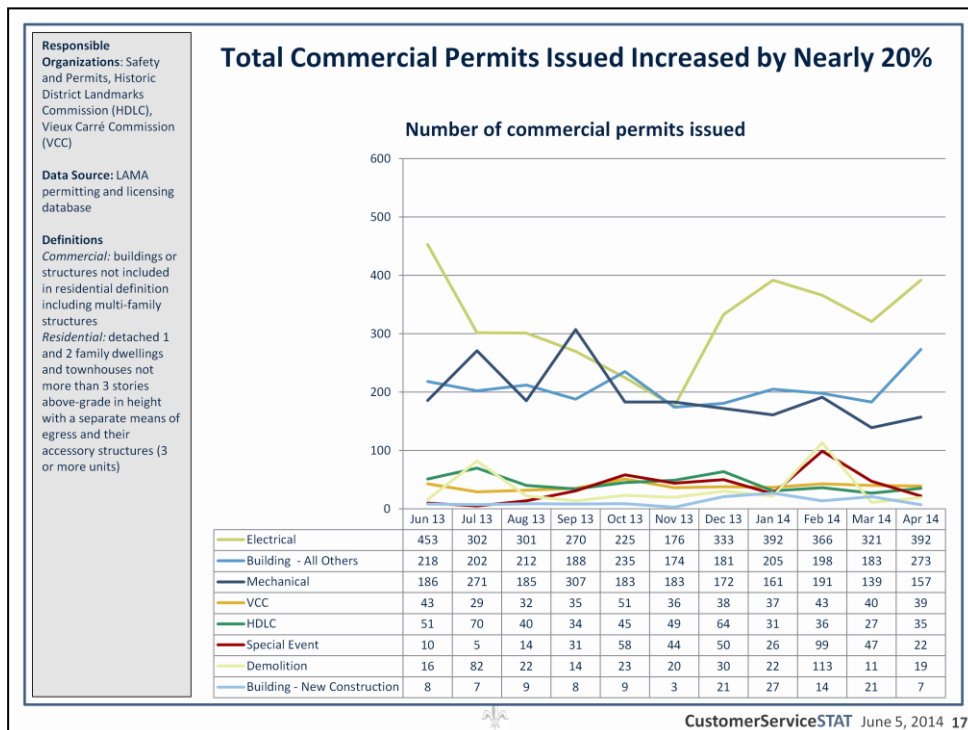
The One Stop Shop is coordinating with Revenue to address customer confusion affecting occupational license wait times. Payment wait times were affected by temporary staffing shortages. The One Stop Shop hired new special events staff, which should result in decreased special event wait times.



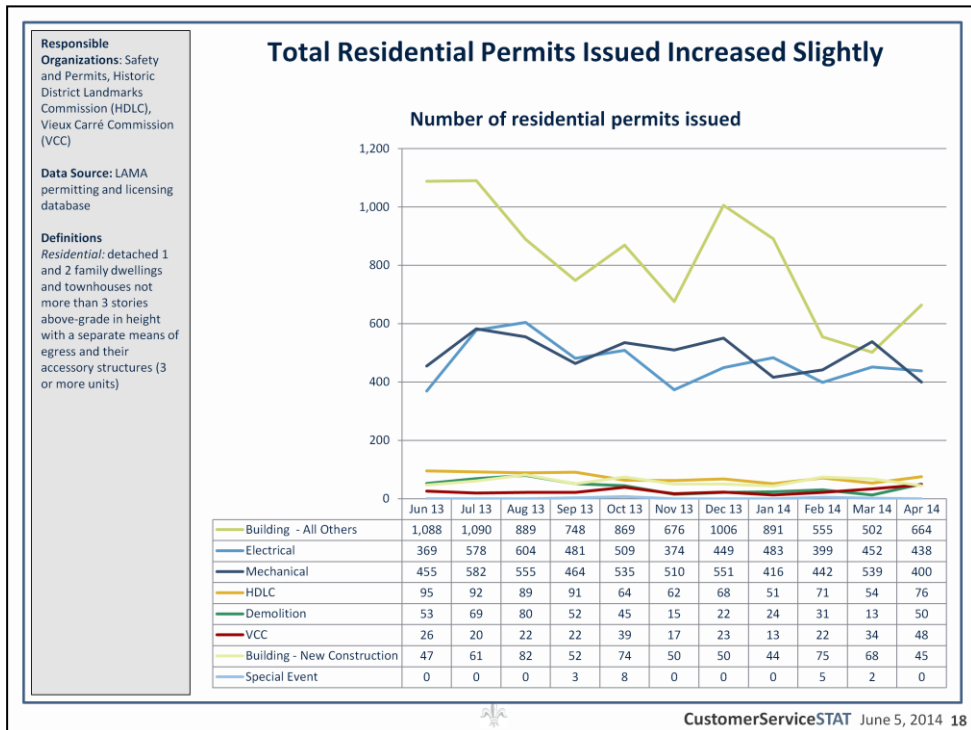
The One Stop Shop anticipates that the percent of applications received online will remain relatively steady in upcoming months.



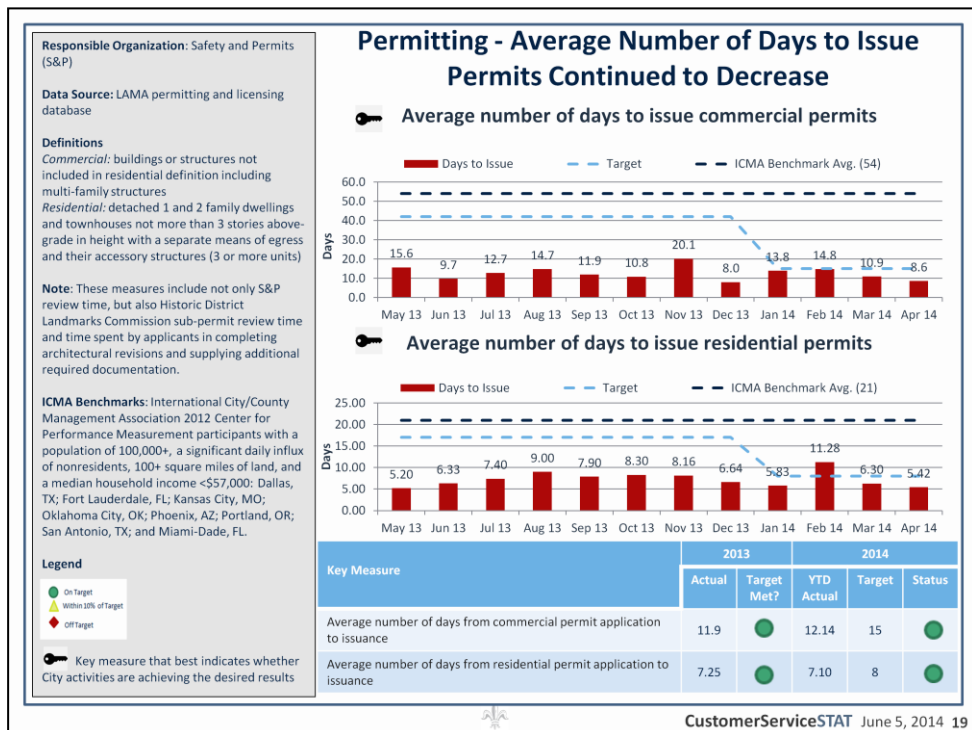
The Bureau of Revenue anticipates that the number of visitors for enforcement will increase in upcoming months, as agents have been sending letters regarding permits and occupational licenses that have not been renewed.



The increase in permits is attributed to both the Riverwalk development project and to regular seasonal variation.



The increase from previous months is due to seasonal variation, while the longer term decrease is due to the fact that fewer flooded properties have yet to be renovated.



Safety and Permits has improved communication with the Historic District Landmarks Commission regarding cross-departmental permitting issues.

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.

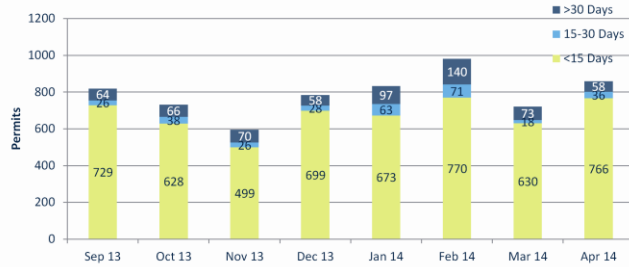
ICMA Benchmarks: International City/County Management Association 2012 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas City, MO; Oklahoma City, OK; Phoenix, AZ; Portland, OR; San Antonio, TX; and Miami-Dade, FL.

Legend

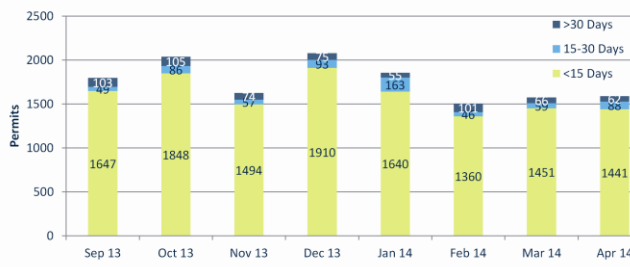
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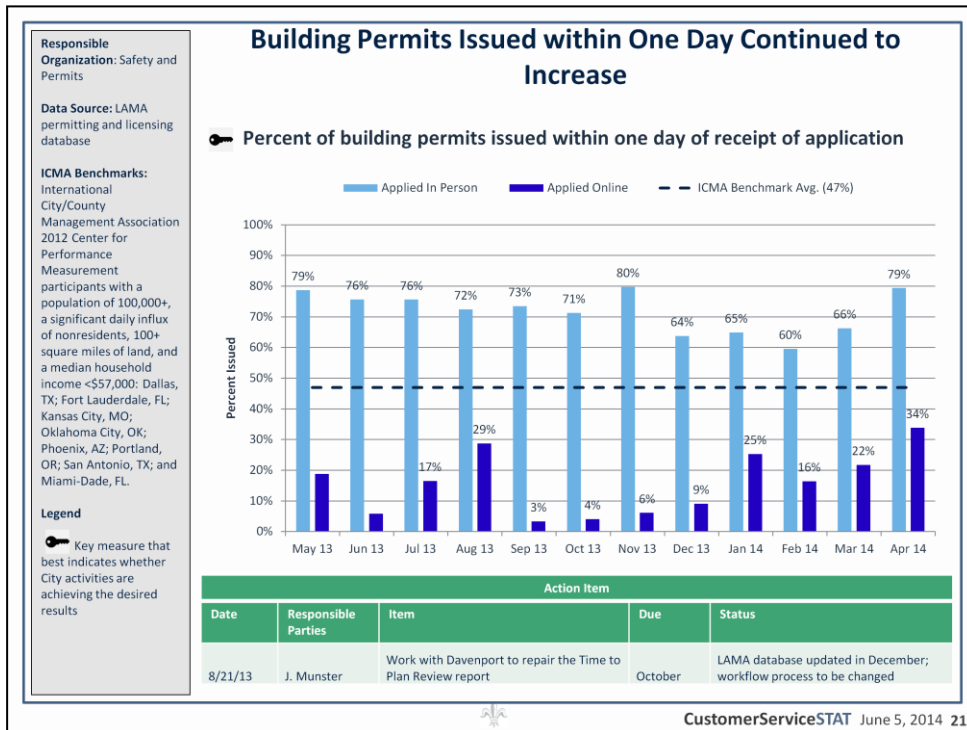
Permitting – 89% of Commercial and 91% of Residential Permits Issued in less than 15 Days

Number of days to issue commercial permits



Number of days to issue residential permits





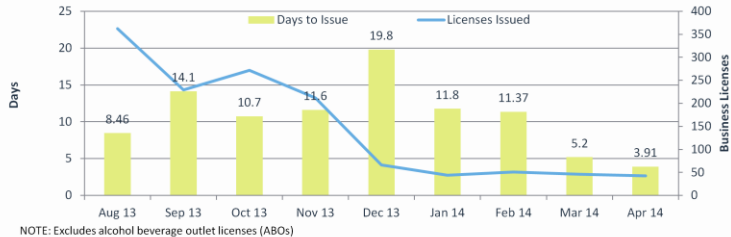
The increase in permits issued within one day is largely a function of an increase in applications for certain types of permits with fast turnaround times.

Responsible Organization: Safety and Permits, Bureau of Revenue

Data Source: LAMA permitting and licensing database

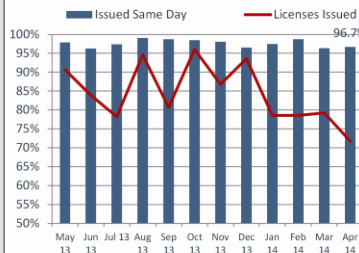
Licenses and Certifications – Average Days to Issue Business Licenses Continued to Decrease

Average number of days to issue business licenses

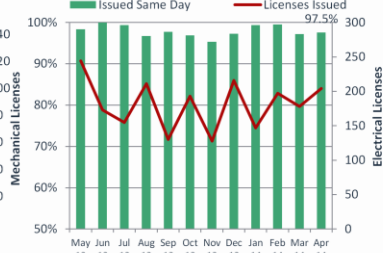


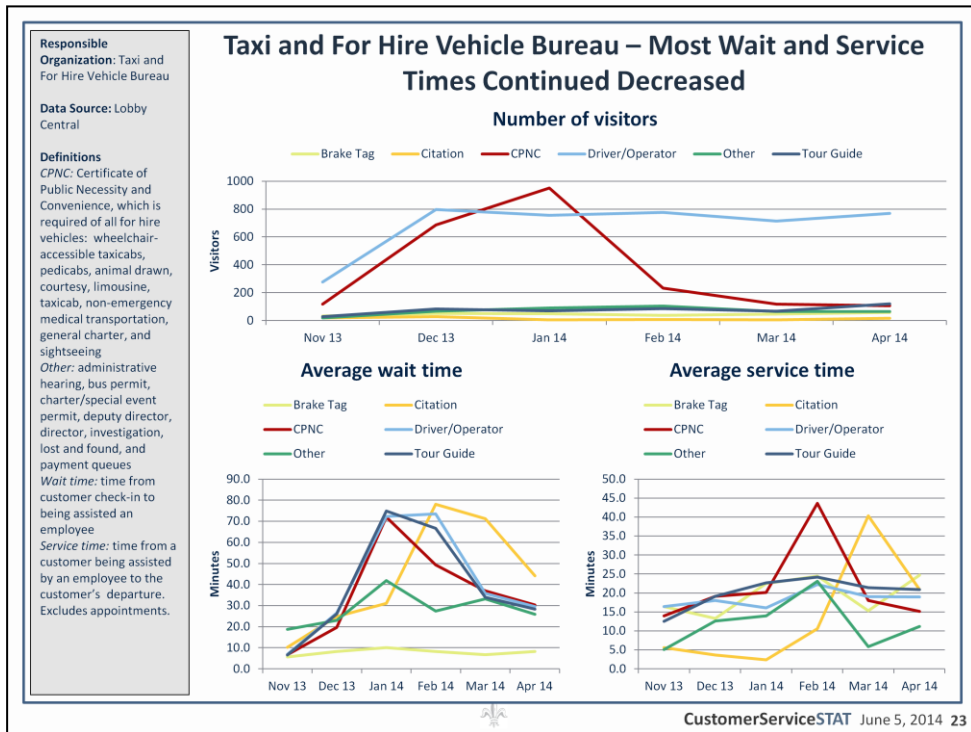
NOTE: Excludes alcohol beverage outlet licenses (ABOs)

Percent of mechanical licenses issued same day

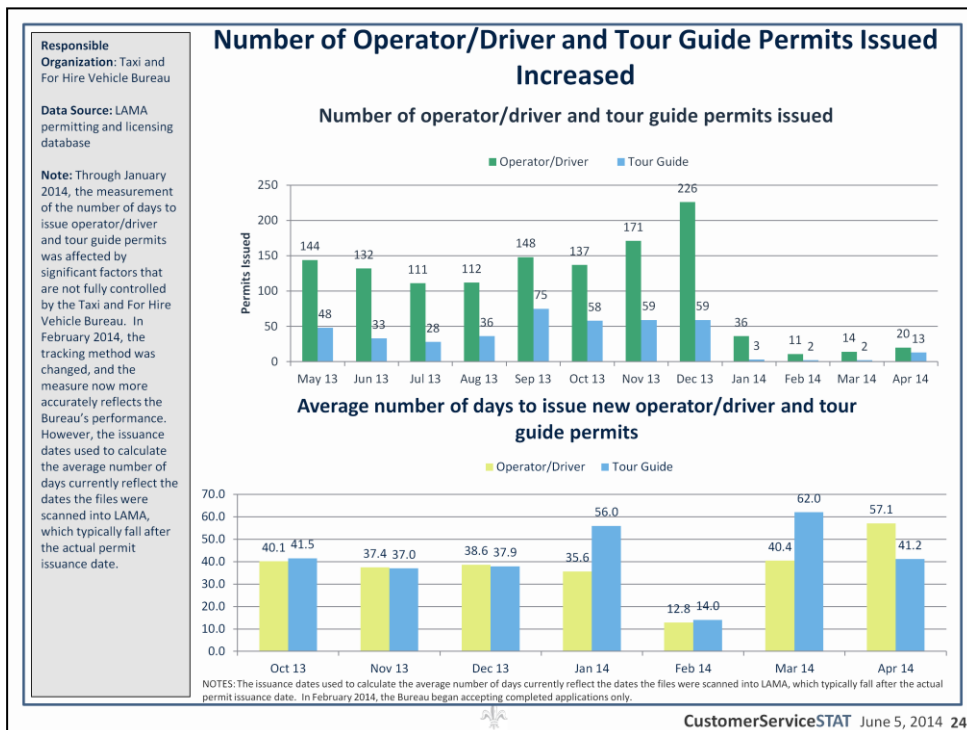


Percent of electrical licenses issued same day



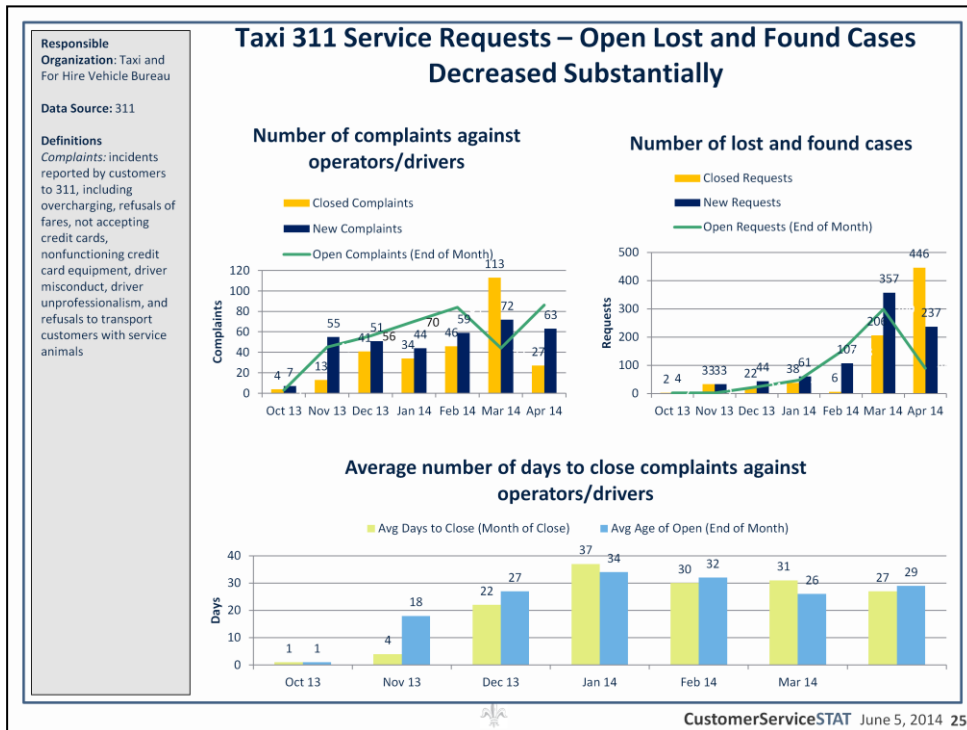


The Taxicab Bureau anticipates that the number of visitors will remain low until the next big special events.



Data entry errors have resulted in many permits not recorded as “issued.” The Bureau is training staff to properly enter all steps of the permit application process so that the permit issuances are recorded, and staff are making corrections.

The Taxicab Bureau has added an additional day for testing applicants for driver permits, which is expected to result in a decrease the number of days to issue permits.



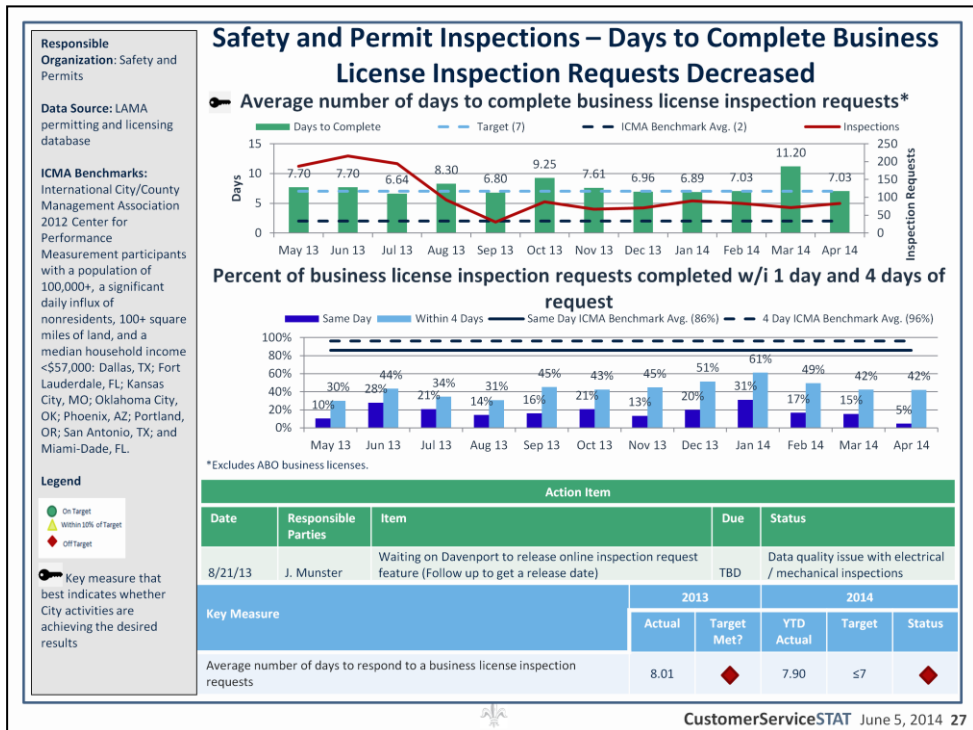
The Bureau assigned additional staff to address lost and found cases.

Sustainable Communities

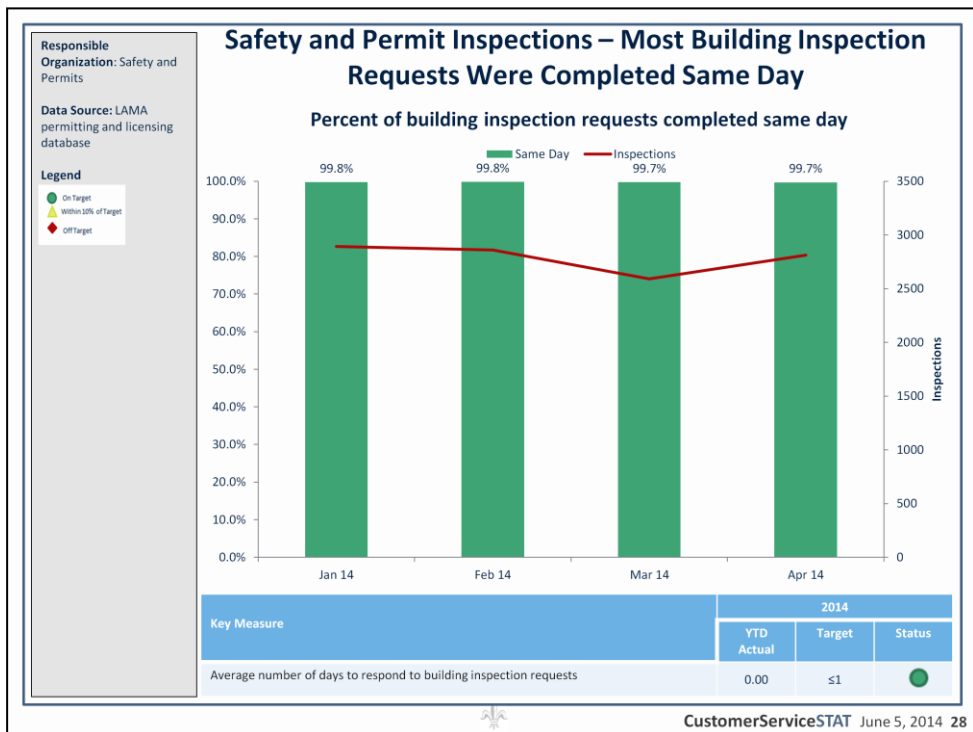
Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.

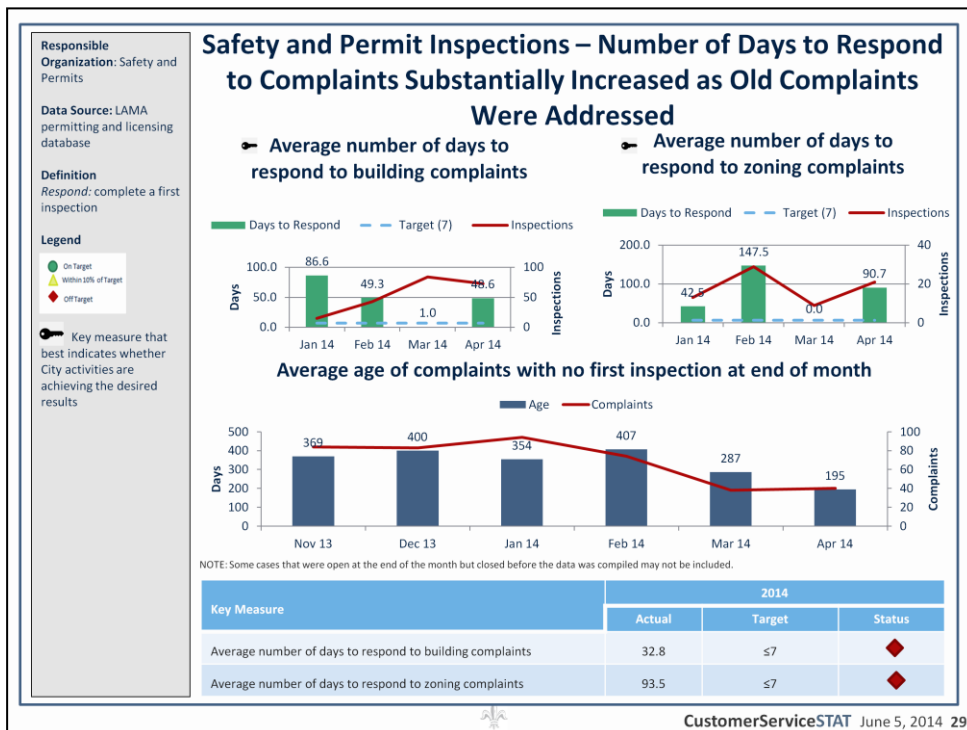
Objectives and Strategies	Outcome Measures
Maintain and improve public infrastructure	<ul style="list-style-type: none"> Percent of citizens satisfied with condition of streets Mean travel time to work
1. Maintain and improve road surface infrastructure	
2. Consistently implement Complete Streets philosophy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





The Department of Safety and Permits is working with the Office of Information Technology and Innovation on an online inspection request feature.





The Department of Safety and Permits is currently working to close their backlog of old complaints, which is resulting in a high average number of days to respond to complaints. Once the old cases are closed in June, the Department anticipates that the average number of days to respond to complaints will be closer to the target.

Responsible Organization: Historic District Landmarks Commission (HDLC),

Data Source: LAMA permitting and licensing database

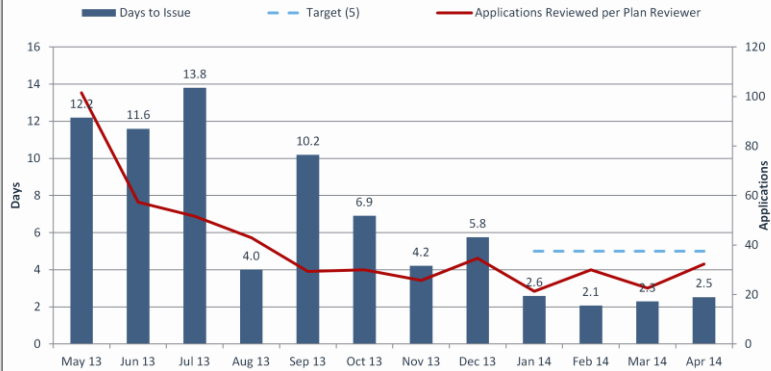
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Key measure that best indicates whether City activities are achieving the desired results

Historic Preservation – HDLC Days to Review Remained Below Target

Average number of days to review staff approvable applications - HDLC



Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to review staff approvable applications – HDLC	17.5	-	2.36	≤5	On Target



Responsible Organization: Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database, VCC Interoffice Permit Spreadsheet

Legend

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

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

Historic Preservation – VCC YTD Average Days to Review Fell Below Target, Despite a More than 30% Increase in Applications

Average number of days to review staff approvable applications - VCC



Nearly 34% of Applications Approved by VCC Staff in April were in Response to Violations



Key Measure	2013		2014		Status
	Actual	Target Met?	YTD Actual	Target	
Average number of days to review staff approvable applications – VCC	6.93*	-	4.87	≤5	●

*Includes Aug-Dec 2013 data only.

Responsible Organization: Historic District Landmarks Commission (HDLC), Safety and Permits (S&P), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database

Enforcement

Key Measure	2014		
	YTD Actual	Target	Status
Percent of adjudication cases that result in compliance – S&P	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – HDLC	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – VCC	N/A	Establishing Baseline	-

Action Items				
Date	Responsible Parties	Item	Due	Status
8/21/13	L. Hesdorffer	Consistently input permit and enforcement data in LAMA	Ongoing	LAMA data quality issue
3/9/14	J. Cecil, R. Samuel	Determine whether delinquent taxpayers can be legally locked out of the permitting and licensing database until taxes are paid	4/3/14	Law Department to be consulted



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

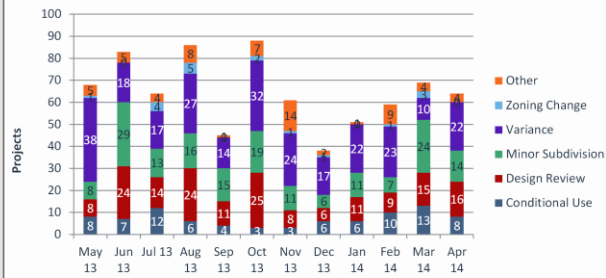
Variance: procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

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.

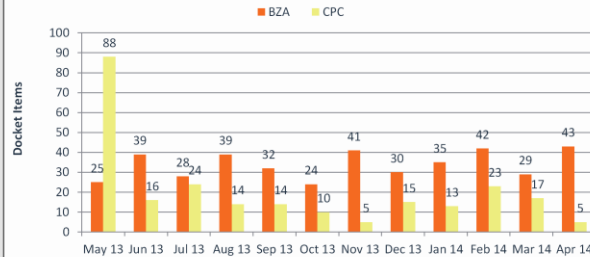
Other: appeal of Safety and Permits; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning – nonconforming use determination

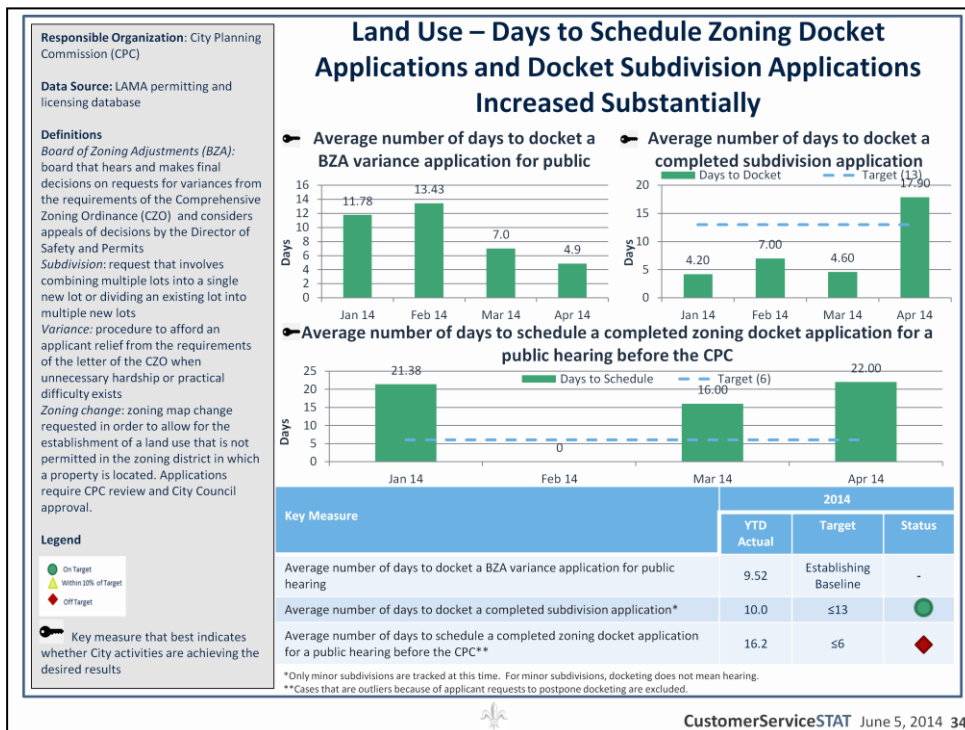
Land Use Project Filings Decreased Slightly

Number of land use projects filed



Number of items on BZA and CPC hearing dockets





The City Planning Commission is reviewing its data reliability and measures, to ensure that staff is accurately and consistently entering data, and that their measures fully capture the scope of work performed by their office. While there may be some errors in its data, the CPC reported that there were no backlogs in any of its docketing queues.

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?

