



CITY OF NEW ORLEANS
CustomerServiceSTAT

February 6, 2014
(Reporting Period: December 2013)

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.

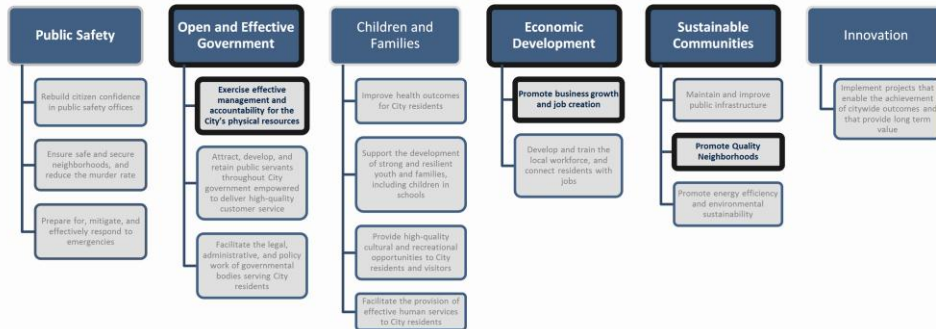
Values

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

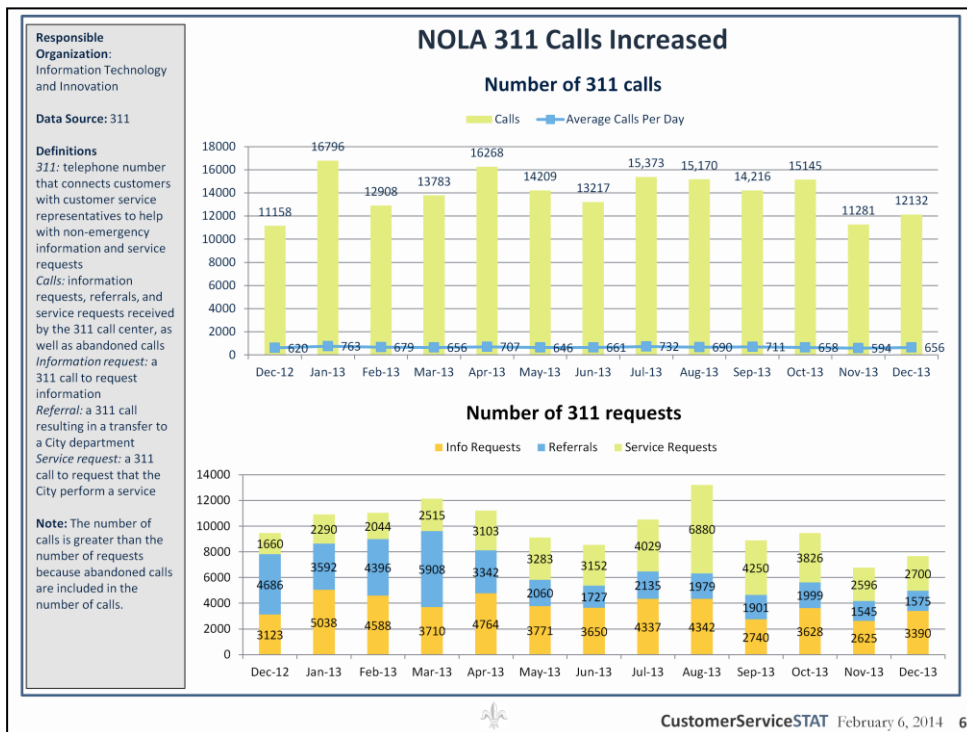


Open and Effective Government

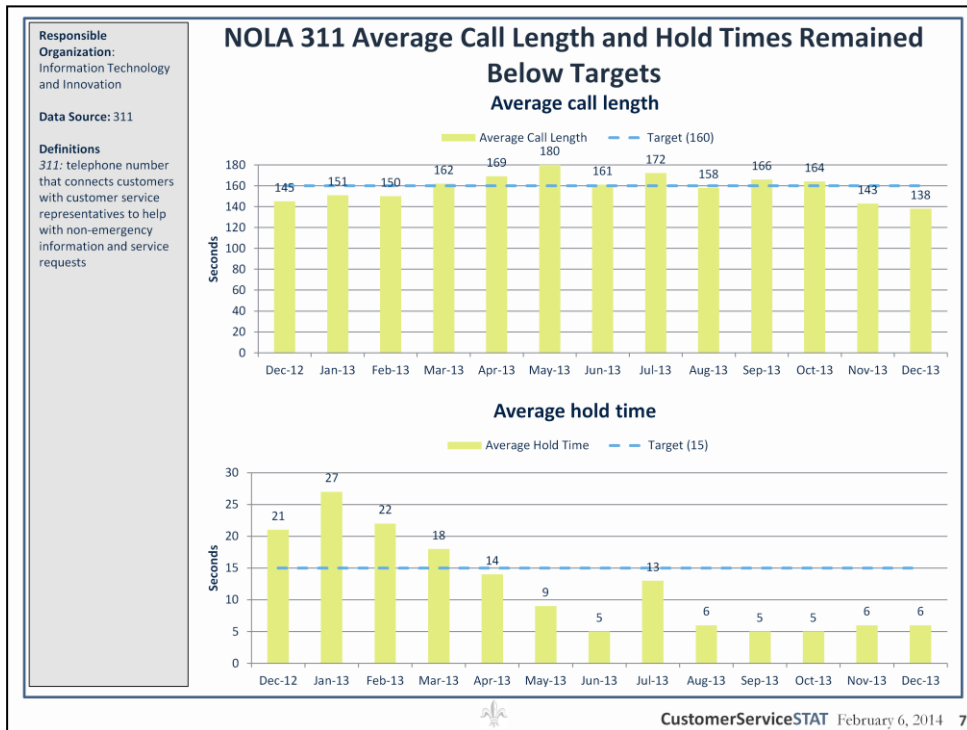
Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

Objectives and Strategies	Outcome Measures
Exercise effective management and accountability for the City's physical resources 1. Effectively steward the City's financial resources 2. Manage the City's information and analyze the City's performance data 3. Manage vendor relationships and provide oversight of City contracts 4. Responsibly support the City's capital assets	<ul style="list-style-type: none"> • Bond ratings (S&P, Fitch, Moody's) • Comprehensive Financial Statement Audit Opinion • Property tax collection rate (two year) • Satisfaction with ITI services • Average number of respondents to bids and RFPs
Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service 1. Cultivate a high-quality City workforce 2. Provide fair and reasonable benefits to City employees and retirees	<ul style="list-style-type: none"> • Turnover rate • Employee engagement and satisfaction (specific questions TBD from an internal survey)
Facilitate the legal, administrative, and policy work of governmental bodies serving City residents 1. Govern the City with integrity and accountability 2. Defend the City's legal interests 3. Promote civic engagement 4. Facilitate, link, and leverage resources with external organizations	<ul style="list-style-type: none"> • Citizen satisfaction with overall government services (UNO Quality of Life Survey) • Philanthropic resources secured

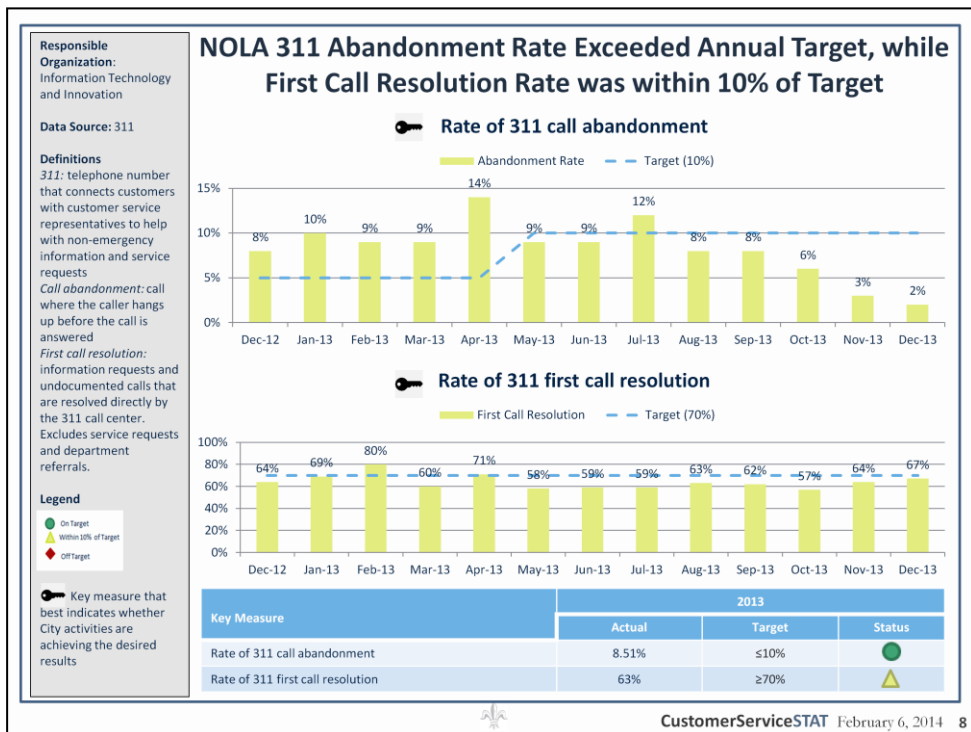




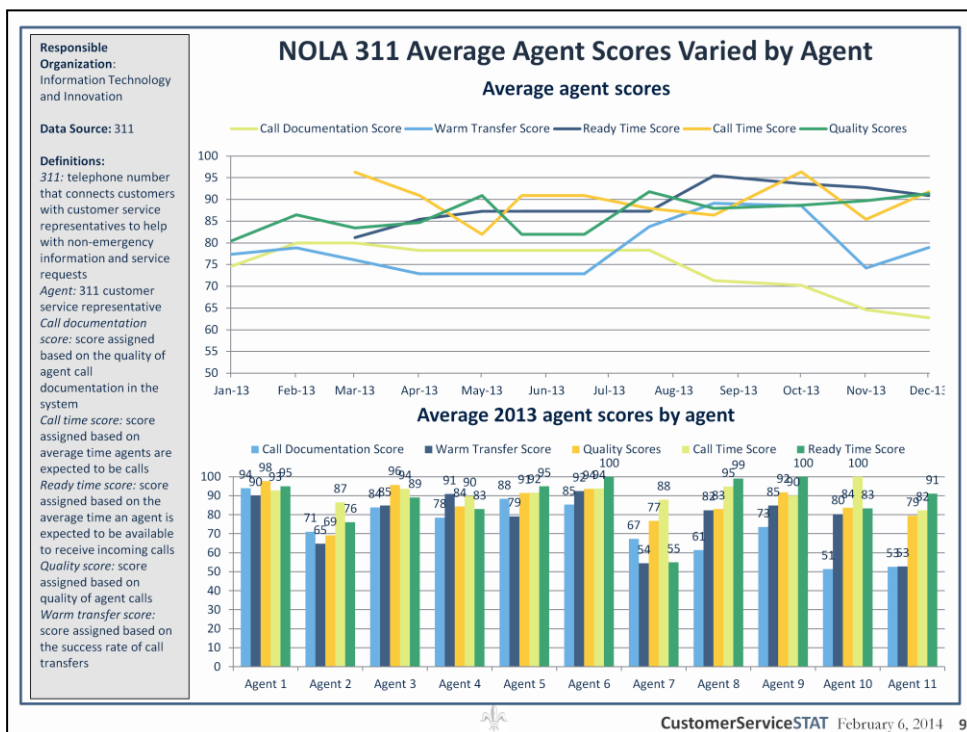
There was a significant decrease in departmental referrals during the past year as additional departments were onboarded and agents received additional training.



The decrease in average hold times was due to managerial improvements.



The 311 team will review whether calls handled by the auto attendant should continue to be categorized as first call resolutions.



In early February, 311 will hold peer-to-peer training, where high performing agents will lead call documentation and warm transfer training for other agents.

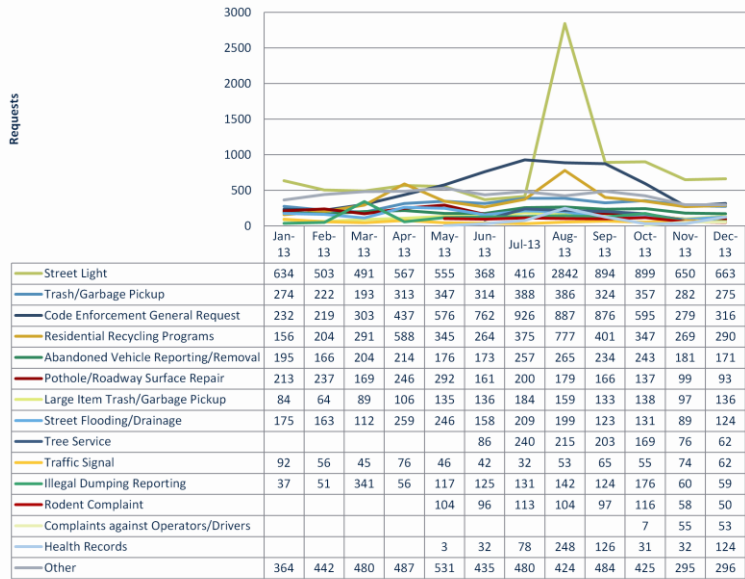
Responsible Organization:
Information Technology and Innovation

Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Service request: a 311 call to request that the City perform a service

NOLA 311 Top Service Requests Remained Largely Consistent

Number of service requests



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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 Requested Information on Sanitation Service Fees, Top Referrals were Unchanged

	Information Requests	No.	Prior Month (Nov) Rank
1	Sanitation Service Fees	827	2
2	Traffic Court	109	5
3	Assessor	107	-
3	Taxicab Bureau	107	-
5	Civil Courts	70	-

	Department Referrals	No.	Prior Month (Nov) Rank
1	Taxicab Bureau	157	1
2	Safety and Permits	151	2
3	Public Works	118	3
4	Parks and Parkways	97	4
4	Finance-Treasury	97	5



311 will examine Taxicab Bureau calls in-depth to determine why the number was so high.

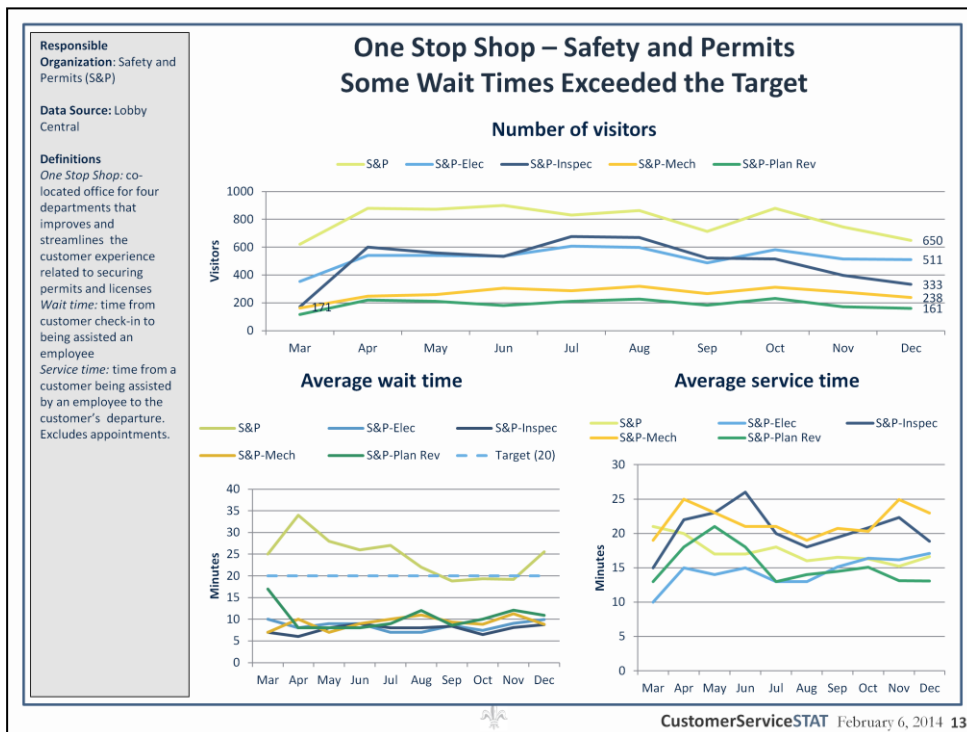
Economic Development

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

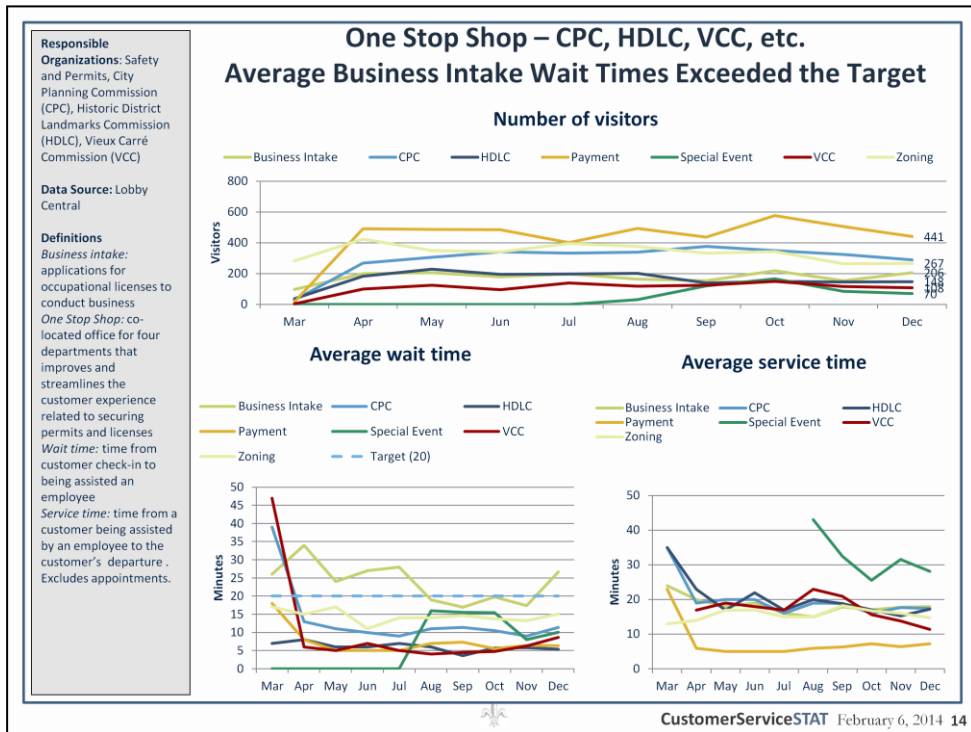
Objectives and Strategies	Outcome Measures
Promote business growth and job creation <ol style="list-style-type: none"> 1. Foster a business-friendly regulatory environment, including streamlining the permitting process 2. Promote an environment of equal opportunity for a diverse supplier pool 3. Aggressively seek to attract new business and retain existing businesses 4. Provide support for world-class special events 	<ul style="list-style-type: none"> • Job growth (metro) • High wage job growth • Cultural industry job growth • Tourism growth (metro) • Population growth • Value of residential and commercial construction • Office, retail, and warehouse space occupancy rates (deviation from mean of benchmark jurisdictions) • Sales taxes generated • Occupational license growth
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 • Average annual wages • Gross Metro Product (GMP) per job • Educational attainment (proportion of population with some college, and bachelor's degree or higher) • Size of the City's middle class (proportion of households by national income quintiles) • Median household income by race and ethnicity



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Temporary increases in some wait times were due to staff annual leave, as well as an increase in the number of permits issued in advance of 2014 changes to the building code.



Wait times for business intake also increased, since the same One Stop Shop staff who handle business intake also handle building permits. The temporary increases in some wait times were due to staff annual leave, as well as an increase in the number of permits issued in advance of 2014 changes to the building code.

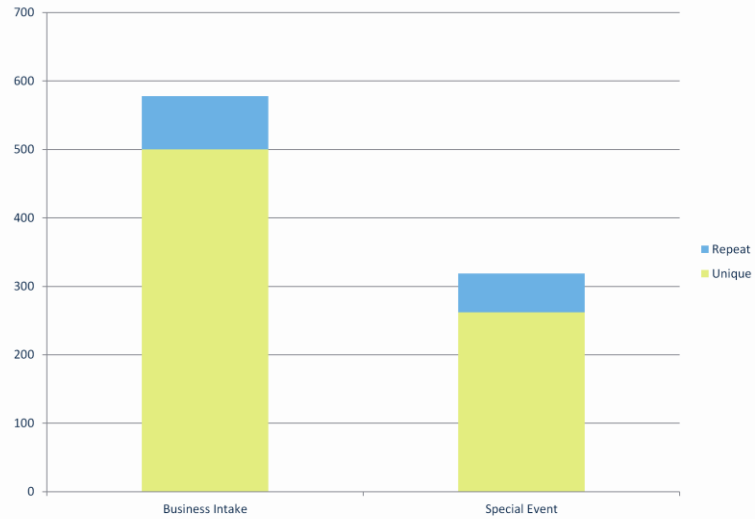
Responsible Organizations: Safety and Permits, City Planning Commission (CPC), Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

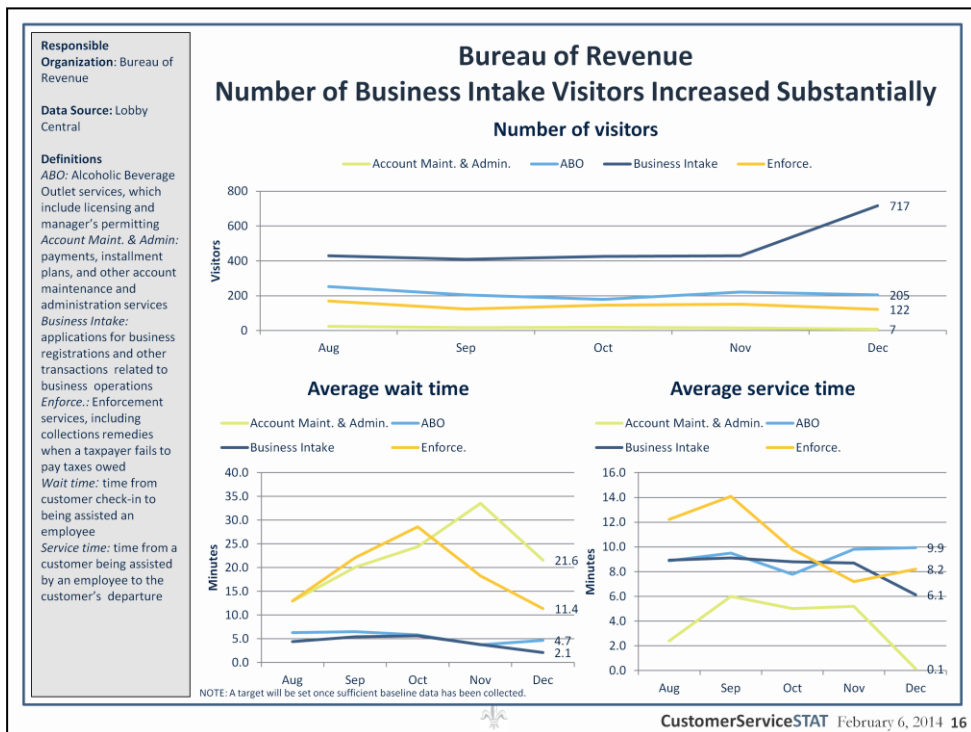
Data Source: Lobby Central

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.

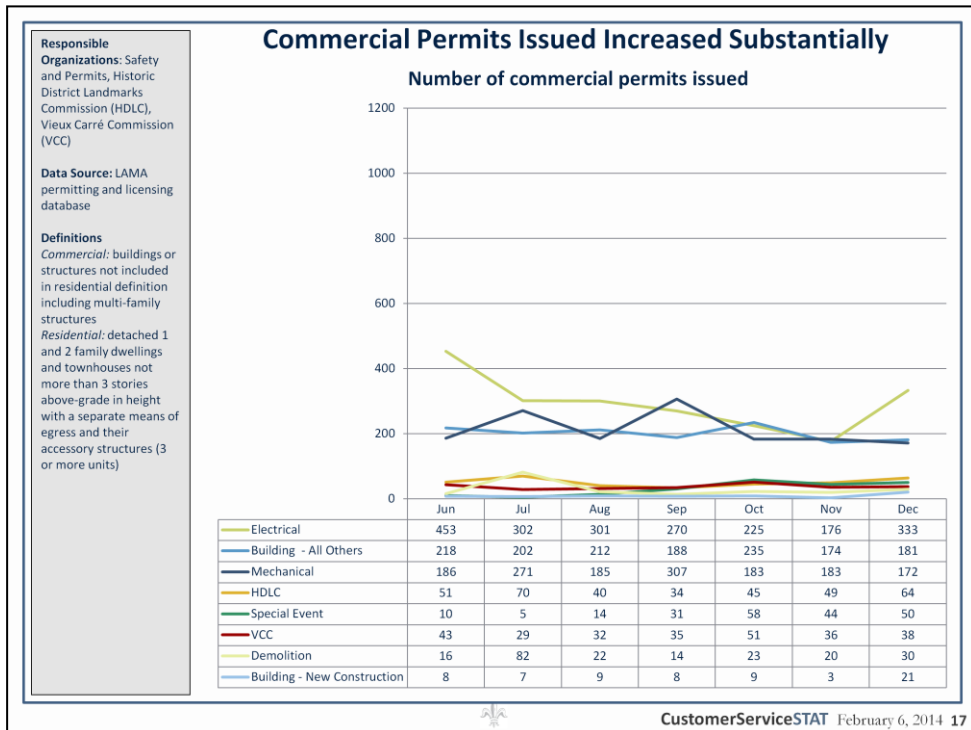
One Stop Shop – Most Business Intake and Special Event Customers were Unique

Number of business intake and special event visitors in Q4 (Oct-Dec)

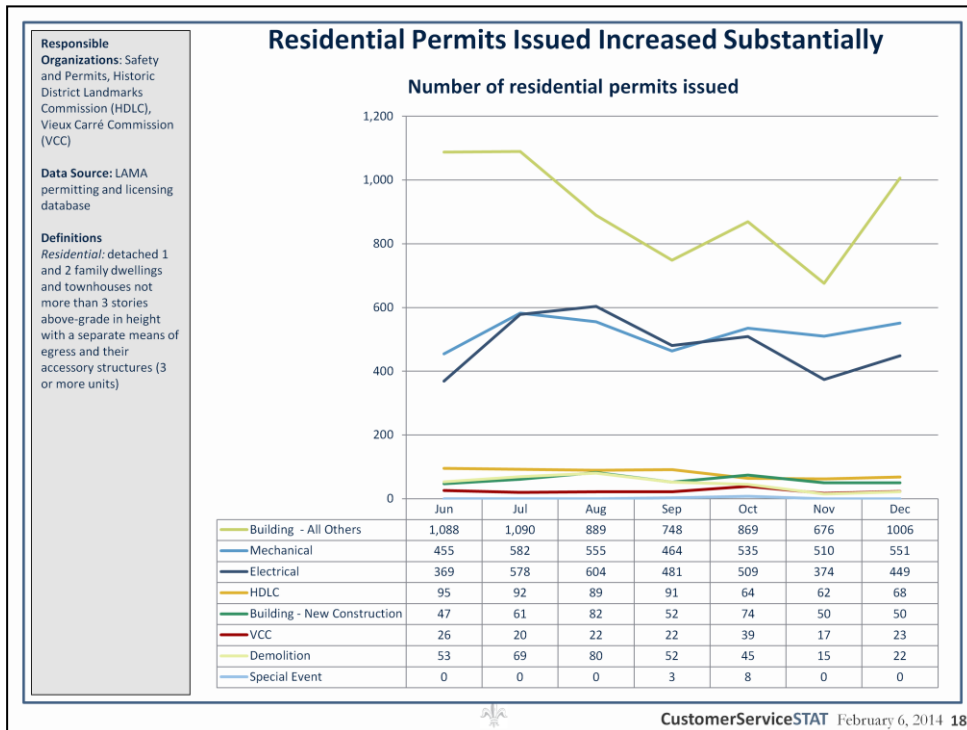




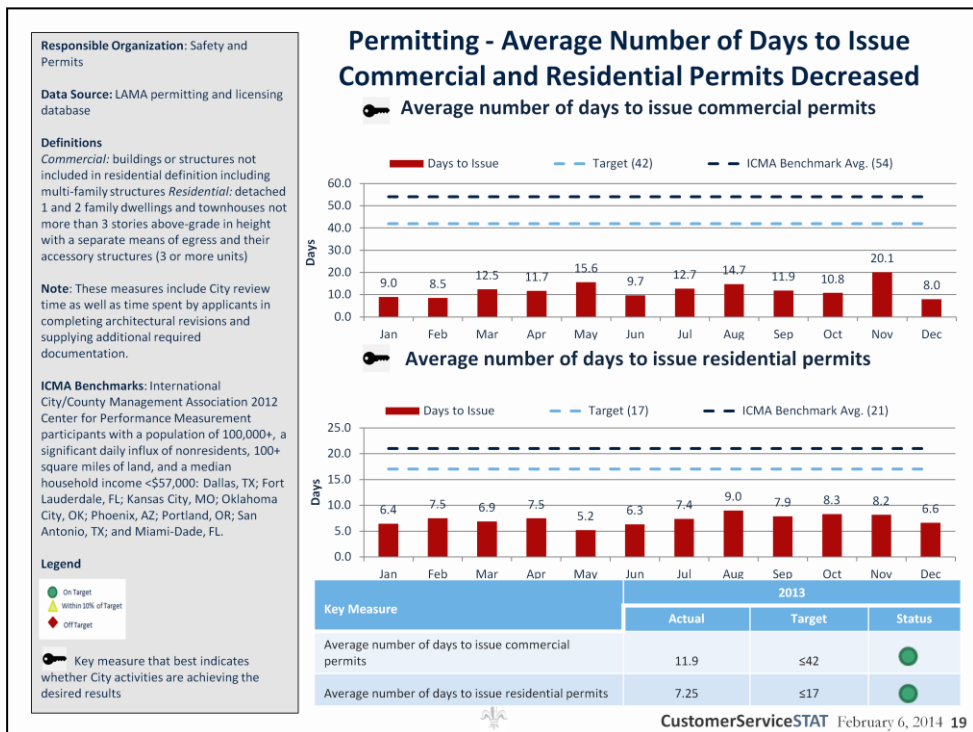
Bureau of Revenue staff is now promptly checking customers in and out. Wait times are expected to increase in the first quarter of 2014 due to an influx of visitors seeking renewals.



State building code changes that took effect at the beginning of 2014 led to a slight increase in permits for applicants who wanted permits issued under the old code.



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Safety and Permits anticipates a possible increase in the time to issue permits in January because of a high number of permits applications in December.

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 measure includes City review time as well as time spent by applicants in completing architectural revisions and supplying additional required documentation.

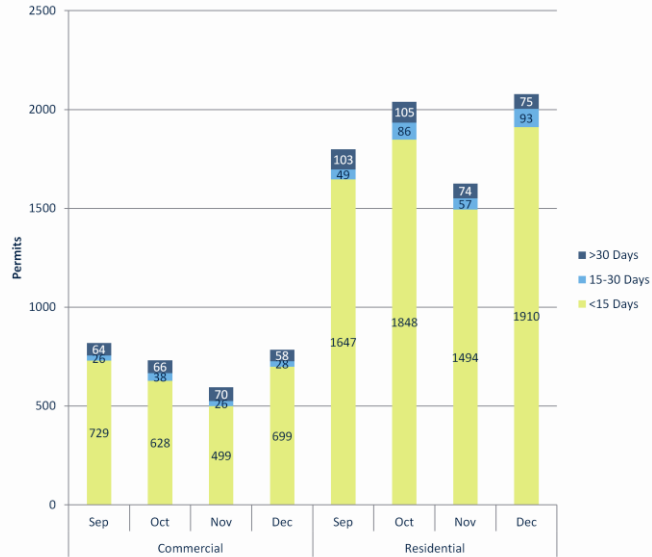
ICMA Benchmarks: International City/County Management Association 2012 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas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

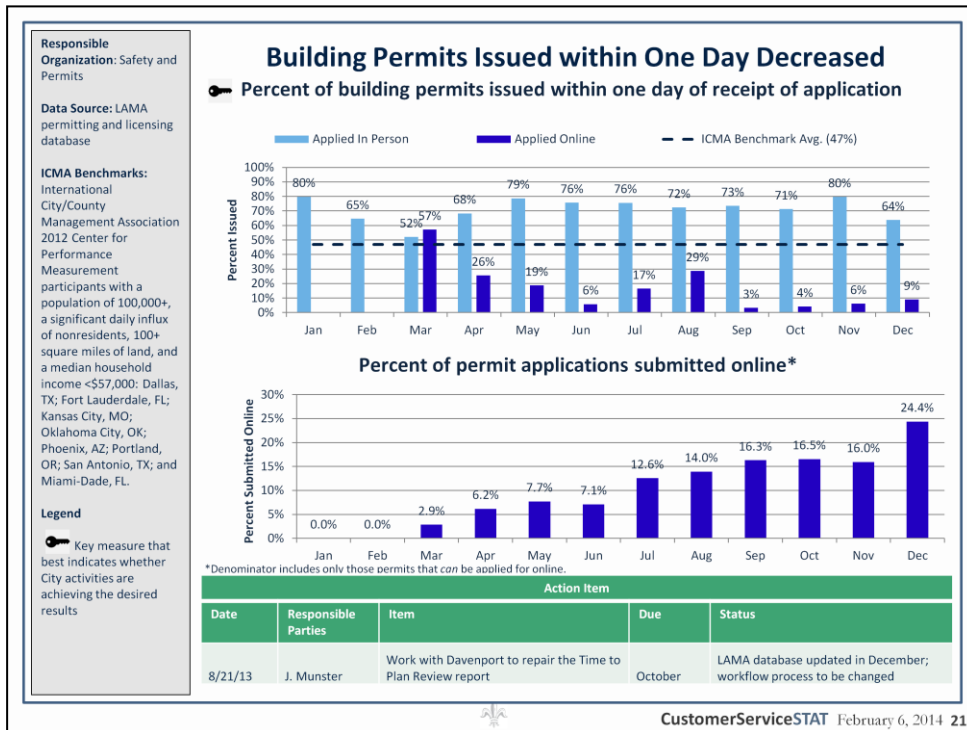
Legend

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

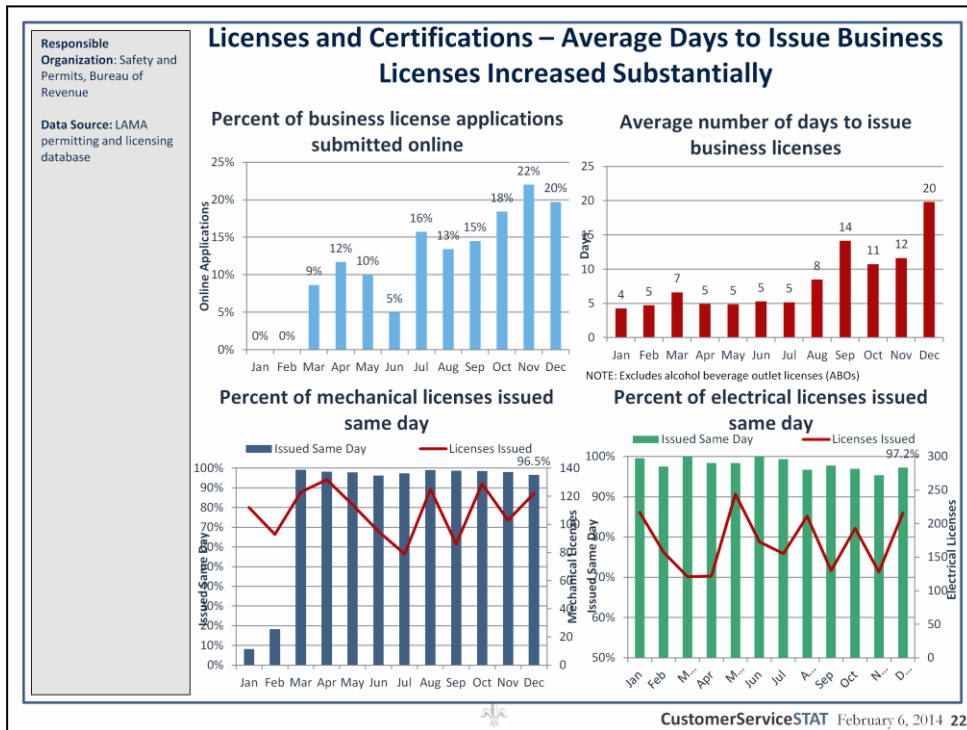
Permitting – Vast Majority of Permits Issued in less than 15 Days

Number of days to issue permits

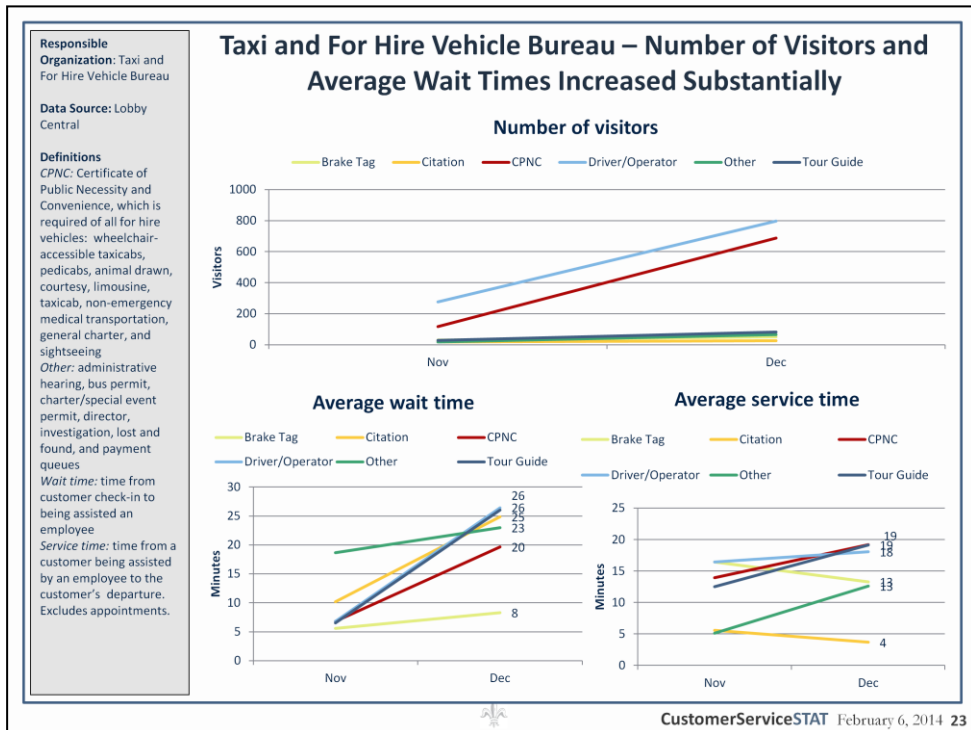




The increase in applications submitted online is due to a high number of solar panel projects resulting from a planned expiration of tax incentives at the end of 2013.



The increase in the number of days to issue business licenses was likely due to the Bureau of Revenue’s closing of old cases during December.



The increase in visitors was due to CPNC and driver/operator permit renewals. While wait times increased in December, compared to November, the wait times decreased substantially compared to 2013, when wait times could take hours. The decrease in wait times resulted from a new system to set up appointments.

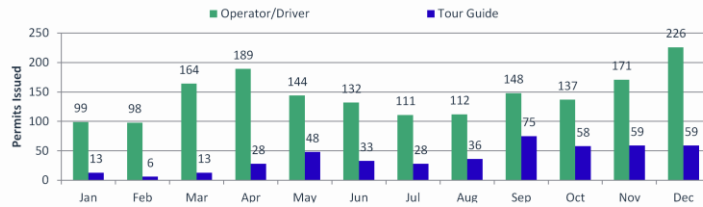
Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: LAMA permitting and licensing database

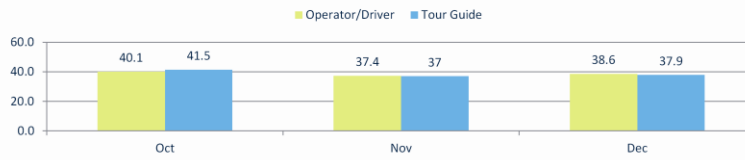
Note: The number of days to issue operator/driver and tour guide permits is affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. For example, new drivers and tour guides must pass tests in order to receive permits, and some applicants must re-test multiple times.

Number of Operator/Driver Permits Issued Increased

Number of operator/driver and tour guide permits issued



Average number of days to issue new operator/driver and tour guide permits



Action Item				
Date	Responsible Parties	Item	Due	Status
12/5/13	J. Soileau, M. Hull	Add measure(s) of segment(s) of permitting process controlled by the Taxi and For Hire Vehicle Bureau.	TBD	Determined that the Bureau will need to improve tracking by entering accurate event completion dates, and the vendor will need to produce a custom report.



Responsible Organization: Taxi and For Hire Vehicle Bureau

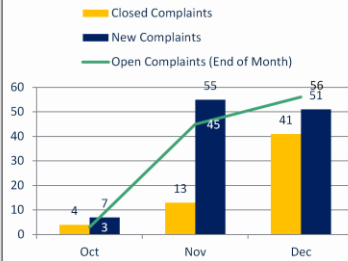
Data Source: 311

Definitions

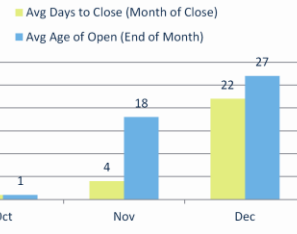
Complaints: incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service animals

Complaints Against Operators/Drivers and Lost and Found Cases – Average Age of Open and Days to Close Increased

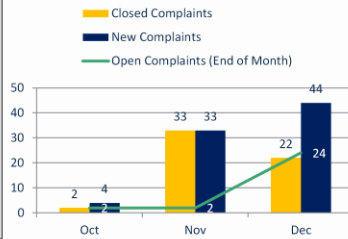
Number of complaints against operators/drivers



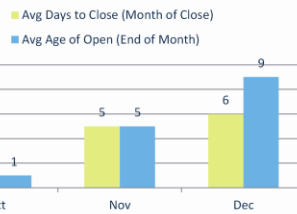
Average number of days to close complaints against operators/drivers



Number of lost and found cases



Average number of days to close lost and found cases



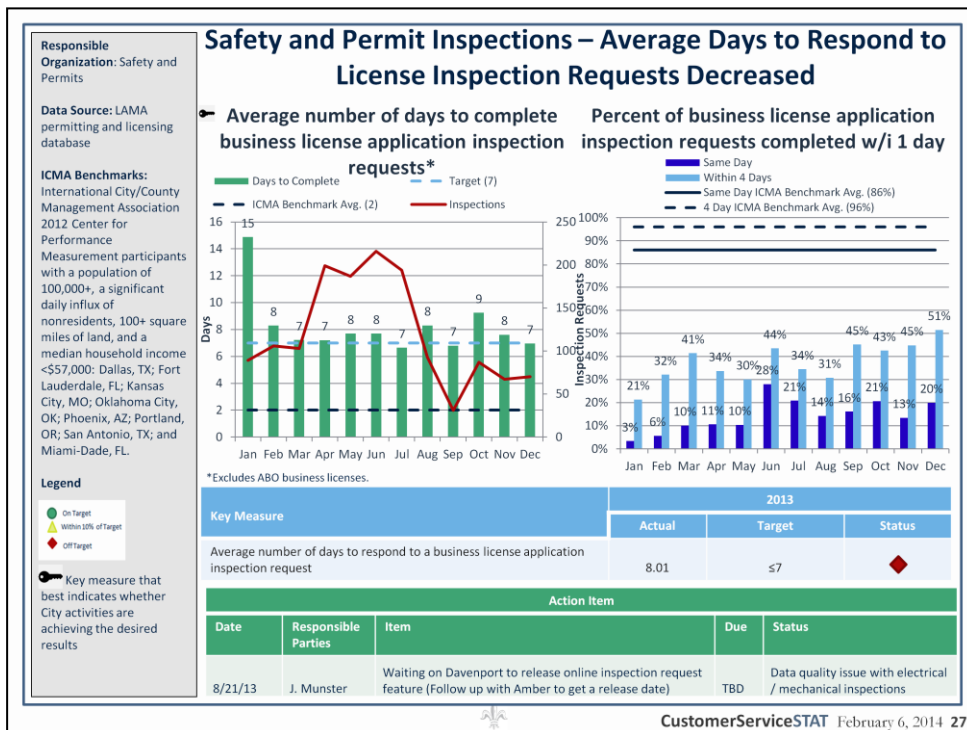
Sustainable Communities

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

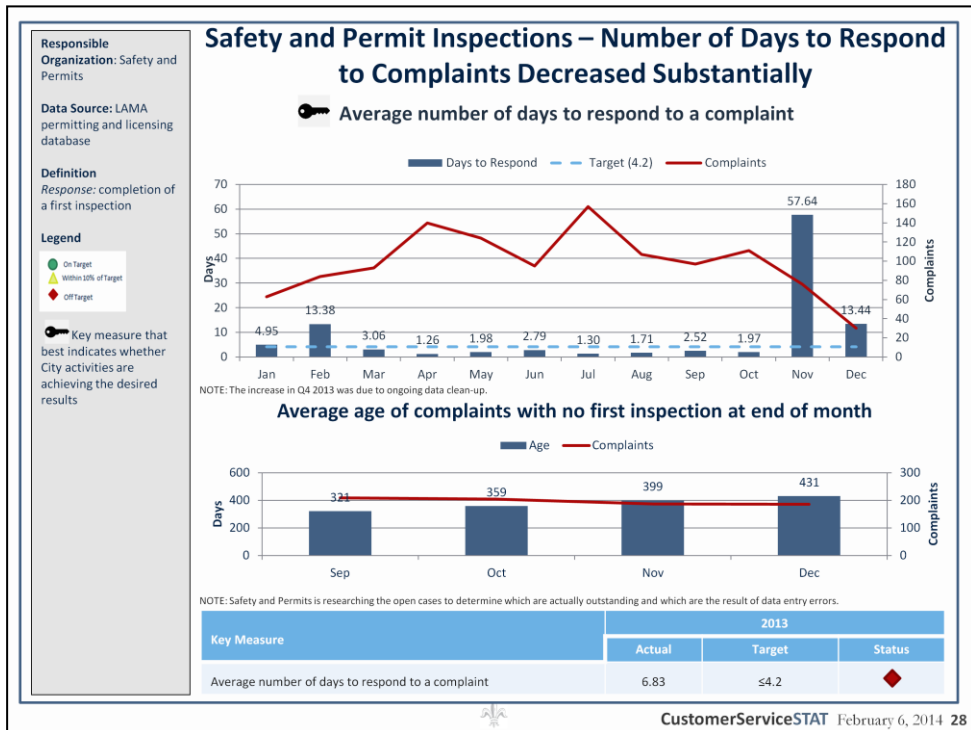
Objectives and Strategies	Outcome Measures
Maintain and improve public infrastructure 1. Maintain and improve road surface infrastructure 2. Consistently implement Complete Streets philosophy in streets investments 3. Effectively administer the City's capital improvements program 4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	<ul style="list-style-type: none"> • Citizen perceptions of condition of streets (UNO Quality of Life Survey) • Mean travel time to work (American Community Survey) • Percentage of workers commuting to work by means other than driving alone (including carpooling, public transportation, biking, and walking)
Promote Quality Neighborhoods 1. Reduce blighted properties by 10,000 by the end of 2014 2. Provide effective sanitation services to residents and businesses 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"> • Blighted residential addresses or empty lots (GNOCDC analysis of USPS data) • Citizen perceptions of parks and recreation (UNO Quality of Life Survey) • Citizen perceptions of trash pickup (UNO Quality of Life Survey) • Citizen perceptions of general quality of life (UNO Quality of Life Survey) • ParkScore (based on acreage, service and investment, and access) (Trust for Public Land)
Promote energy efficiency and environmental sustainability 1. Restore the City's marshes and coastline 2. Promote green energy and other sustainability measures 3. Remediate brownfields, lead, and other environmental hazards	<ul style="list-style-type: none"> • Percentage of days with healthy air quality (EPA) • Health based drinking water violations (EPA) • Certified green buildings (US Green Building Council) • Land acres in Orleans Parish (US Geological Survey)



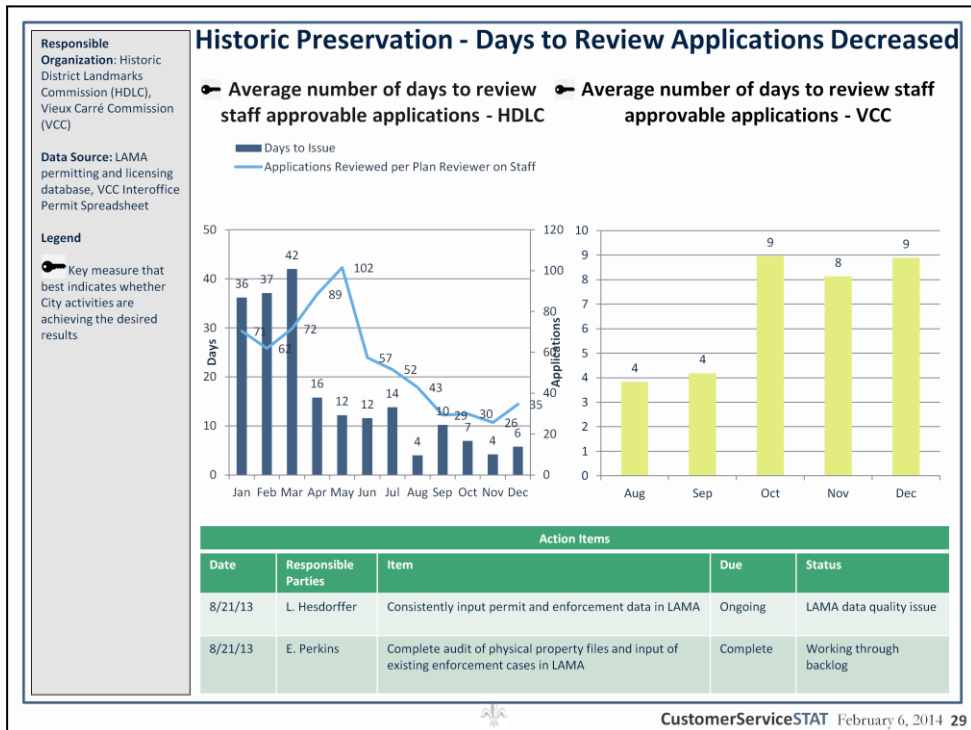
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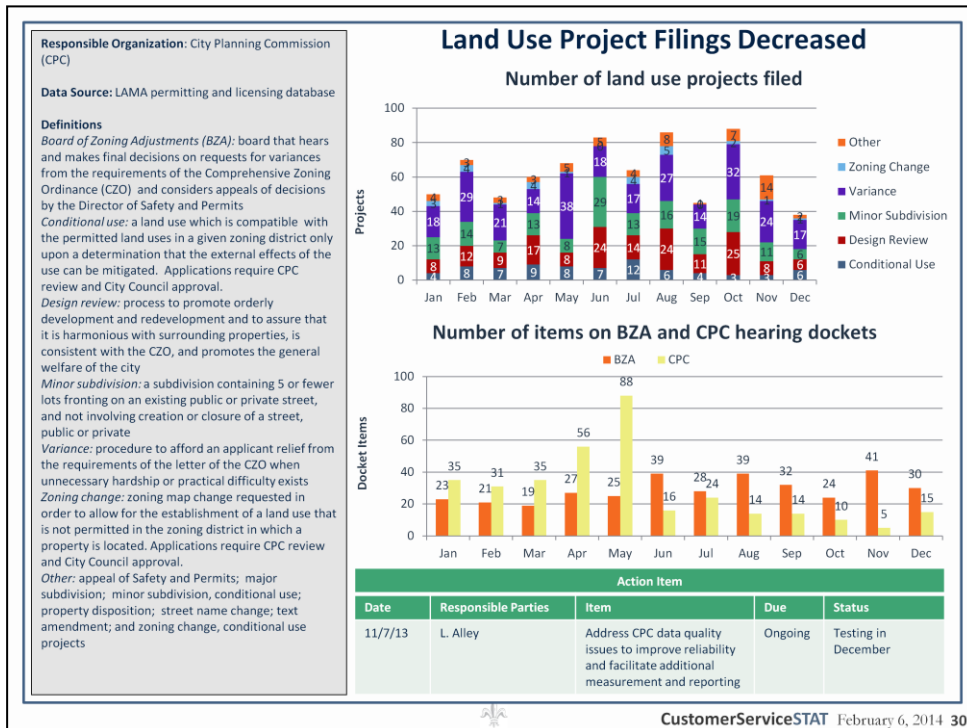
Safety and Permits and the 311 team are working together to enable 311 to take inspection requests. The project is scheduled to be completed in the summer of 2014.



Safety and Permits will research the open complaints to determine the reasons why there are no first inspection dates in the system.



There was a slight increase in the number of days to approve applications due to staff annual leave. The Historic District Landmarks Commission (HDLC) will have more enforcement data in upcoming months. The Vieux Carré Commission (VCC) will hire two new employees in upcoming months, which may impact application review times.



The City Planning Commission (CPC) handled fewer cases due to the holiday season. Starting in January, the CPC will report on timeliness.

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?

