



CITY OF NEW ORLEANS
CustomerServiceSTAT

April 3, 2014
(Reporting Period: February 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.

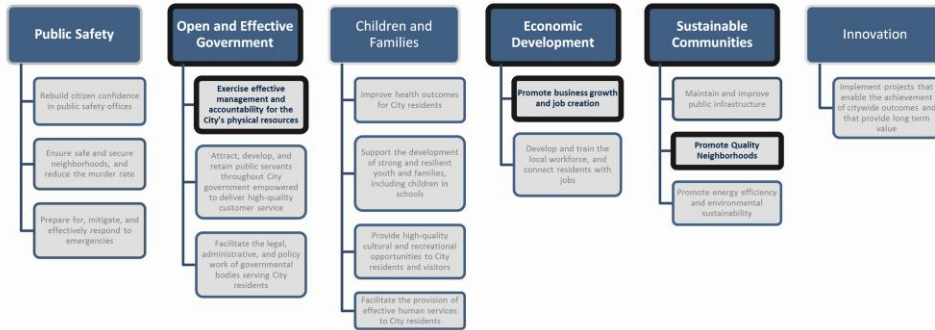
Values

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
<p>Exercise effective management and accountability for the City's physical resources</p> <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
<p>Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service</p> <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
<p>Facilitate the legal, administrative, and policy work of governmental bodies serving City residents</p> <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



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

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

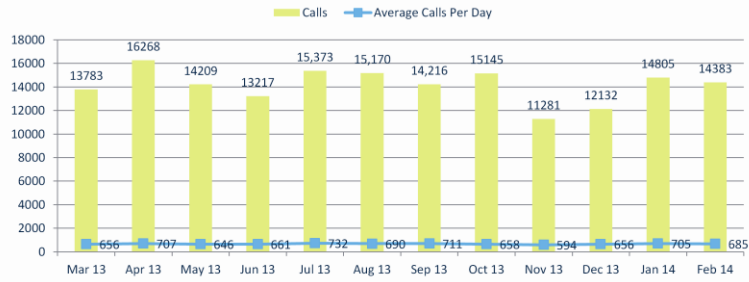
Referral: a 311 call resulting in a transfer to a City department

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

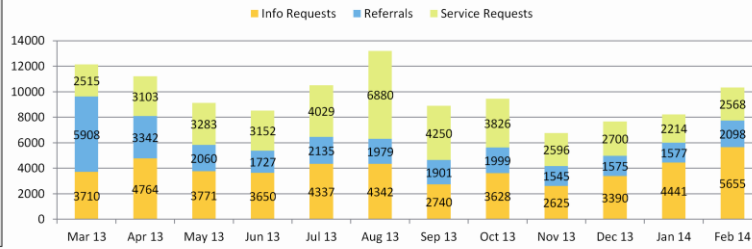
Note: The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

While NOLA 311 Calls Decreased Slightly, Requests Increased

Number of 311 calls



Number of 311 requests



Responsible Organization:
Information Technology and Innovation

Data Source: 311

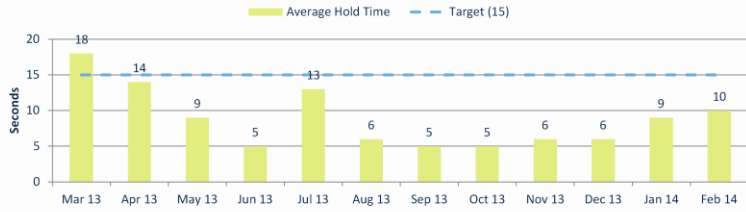
Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Call abandonment: call where the caller hangs up before the call is answered

Legend
● On Target
▲ Within 10% of Target
◆ Off Target

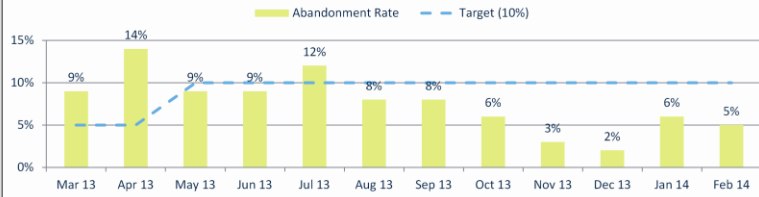
◆ Key measure that best indicates whether City activities are achieving the desired results

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

Average hold time

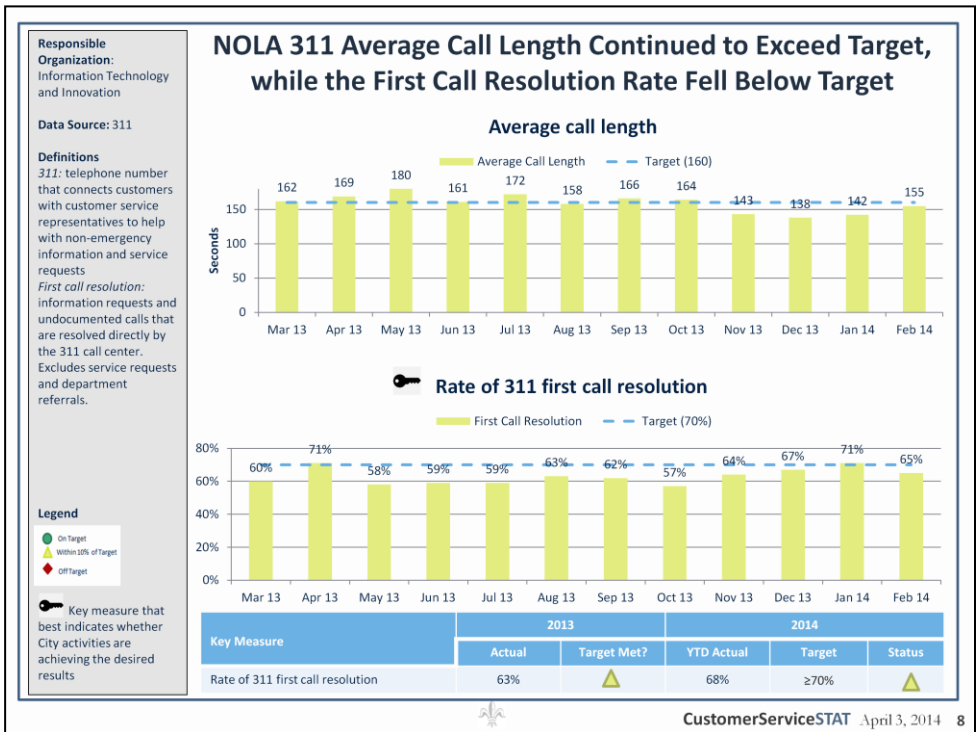


Rate of 311 call abandonment

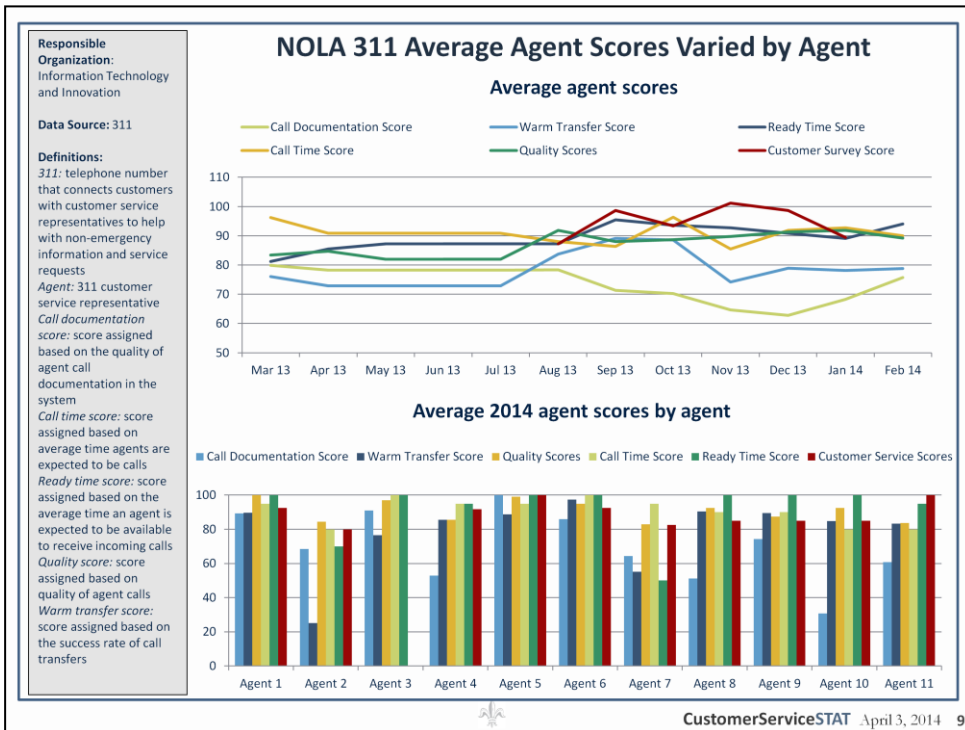


Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%	●	5.51%	≤10%	●

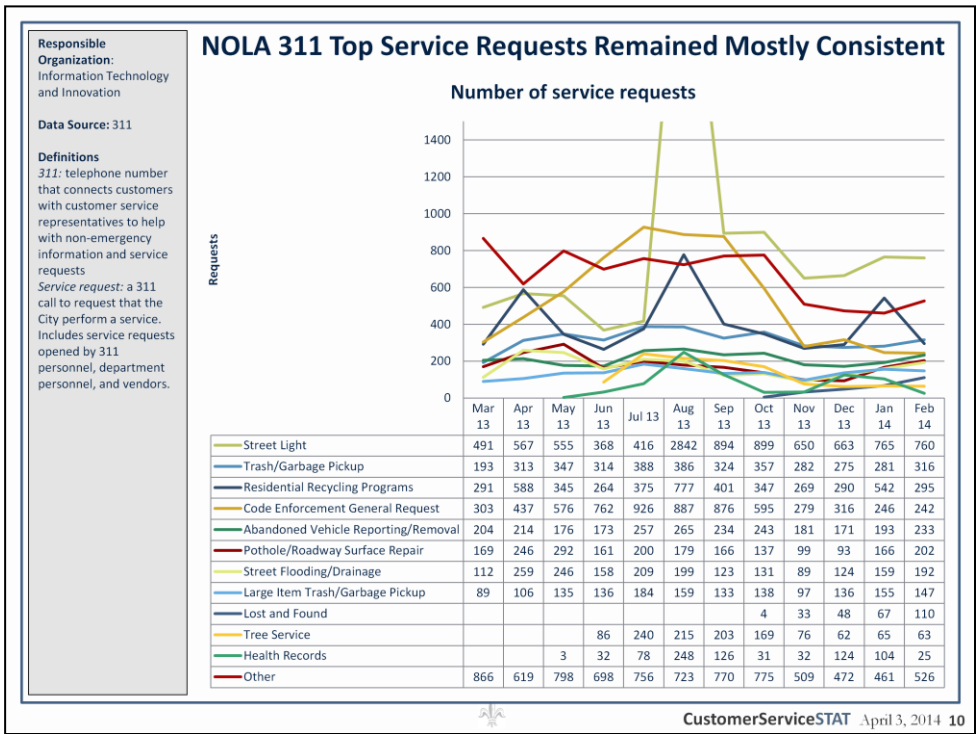




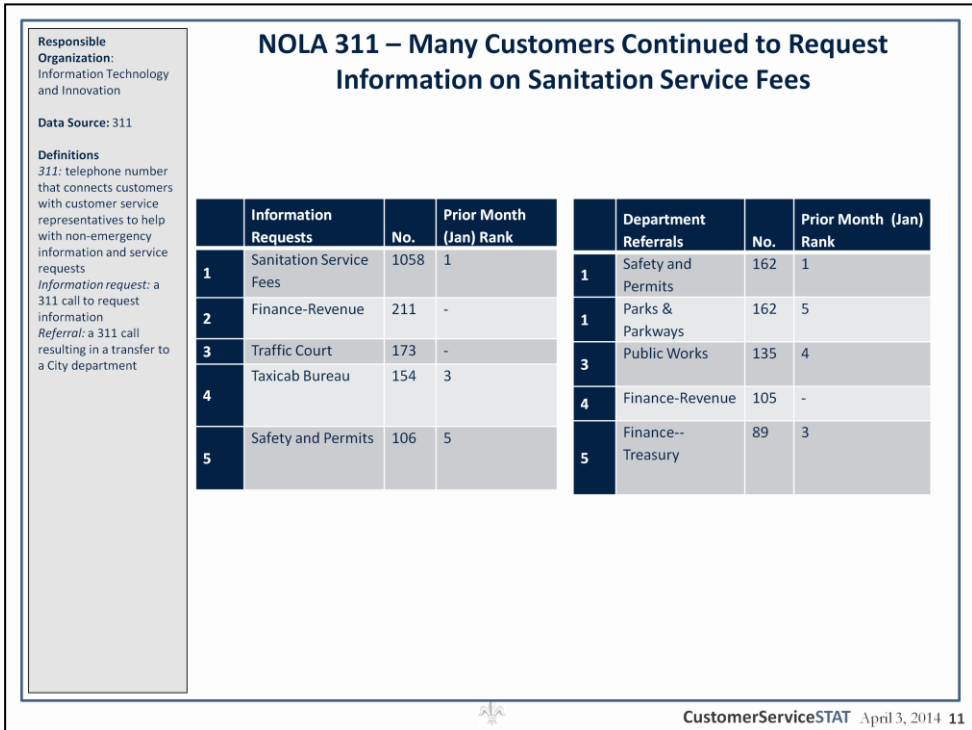
The decrease in first call resolution was largely due to the increase in departmental referrals.



The Office of Information Technology and Innovation has held more 311 agent trainings, with a recent focus on departments with high numbers of referrals.



The number of Taxicab Bureau lost and found cases typically increases in conjunction with special events, such as Mardi Gras.



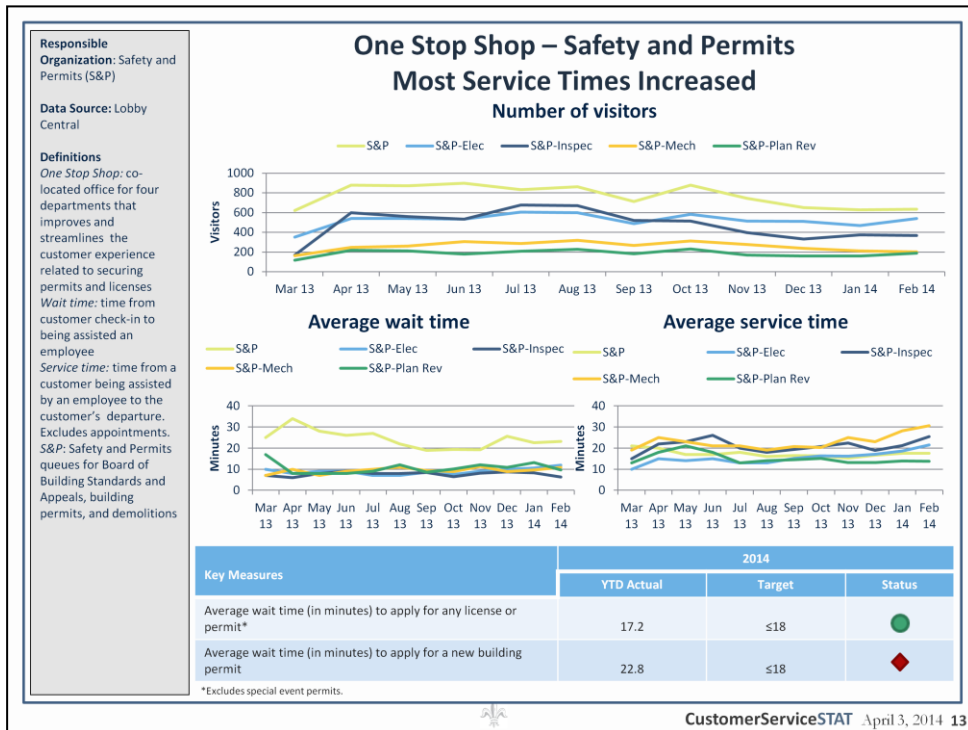
The number of referrals to the Taxicab Bureau decreased substantially following additional 311 agent training.

Economic Development

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

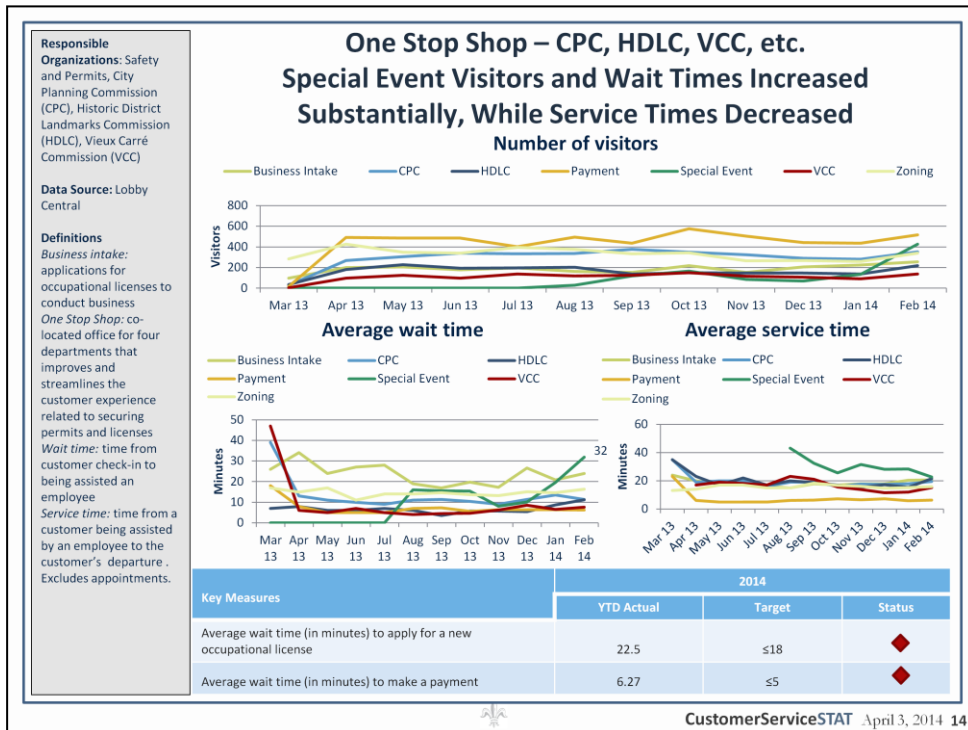
Objectives and Strategies	Outcome Measures
<p>Promote business growth and job creation</p> <ol style="list-style-type: none"> 1. Foster a business-friendly regulatory environment, including streamlining the permitting process 2. Promote an environment of equal opportunity for a diverse supplier pool 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
<p>Develop and train the local workforce, and connect residents with jobs</p> <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



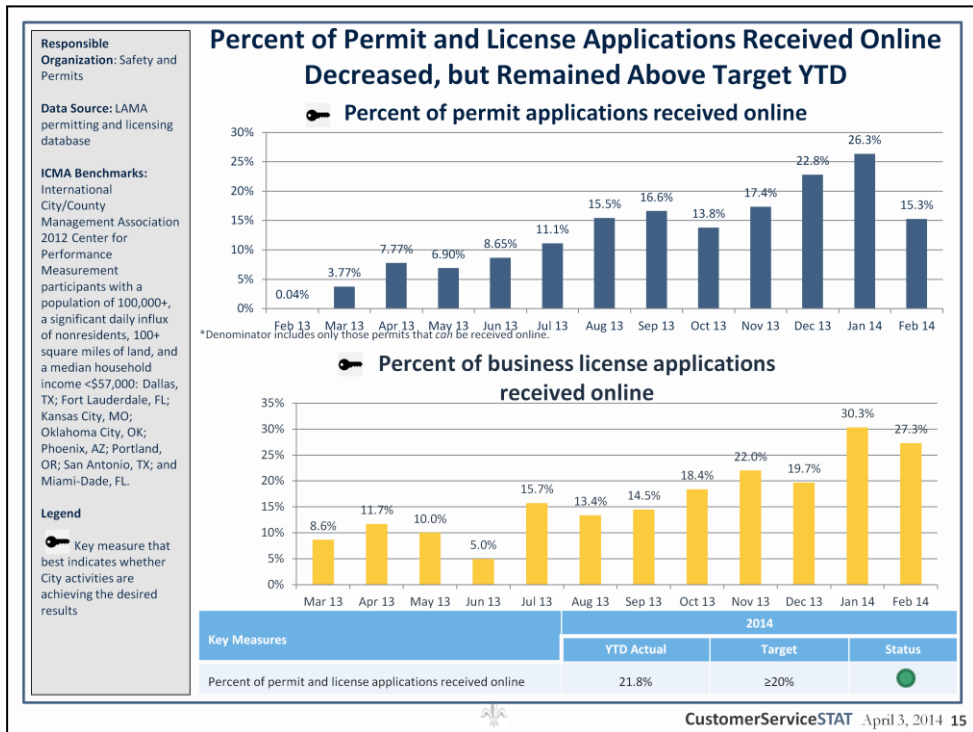


The One Stop Shop implemented an operational change so that inspectors who are not in the field are now seeing permitting customers, resulting in improved performance.

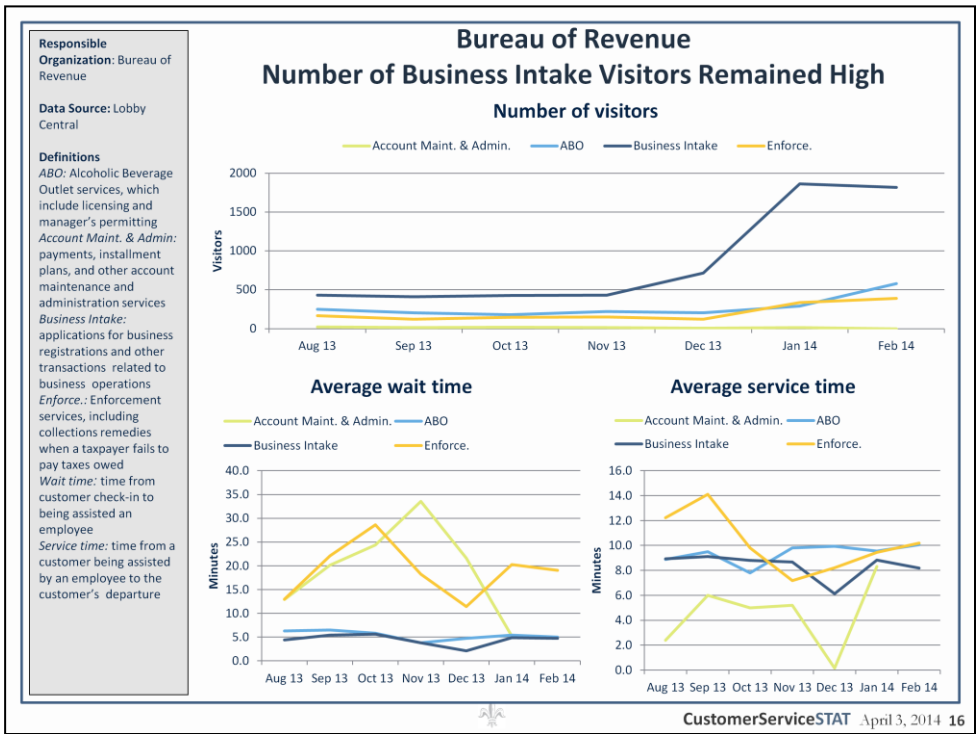
Building permit intake staff are now handling intake for 4 different departments, affecting wait times for new building permits.



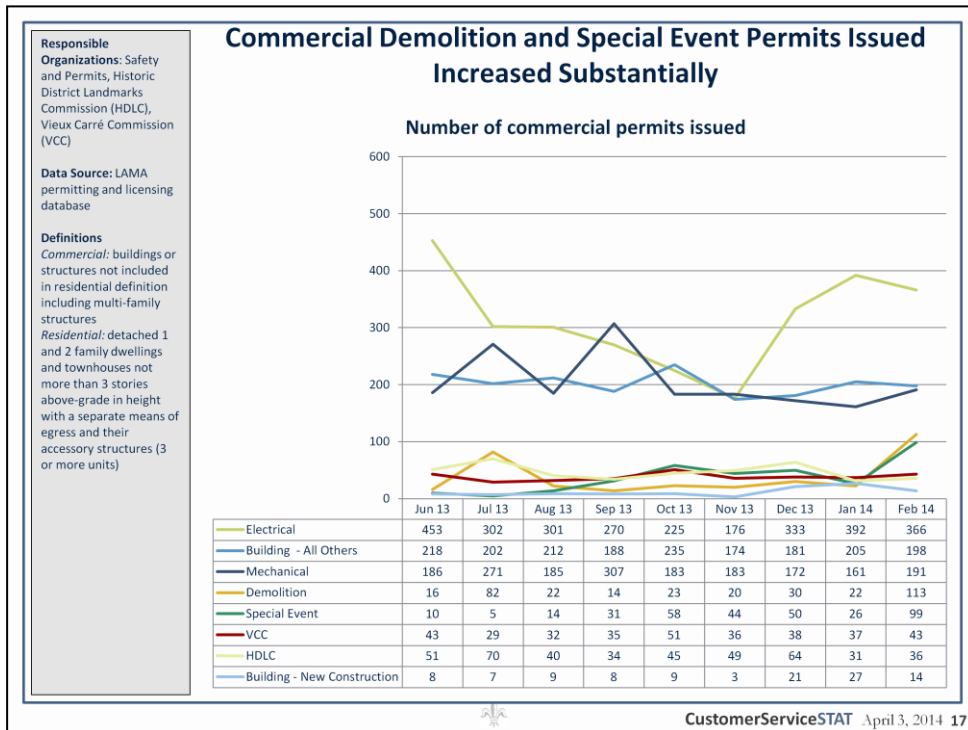
The One Stop Shop anticipates that the average wait time to make a payment will decrease starting in the second quarter, as additional staff time is devoted to the process.



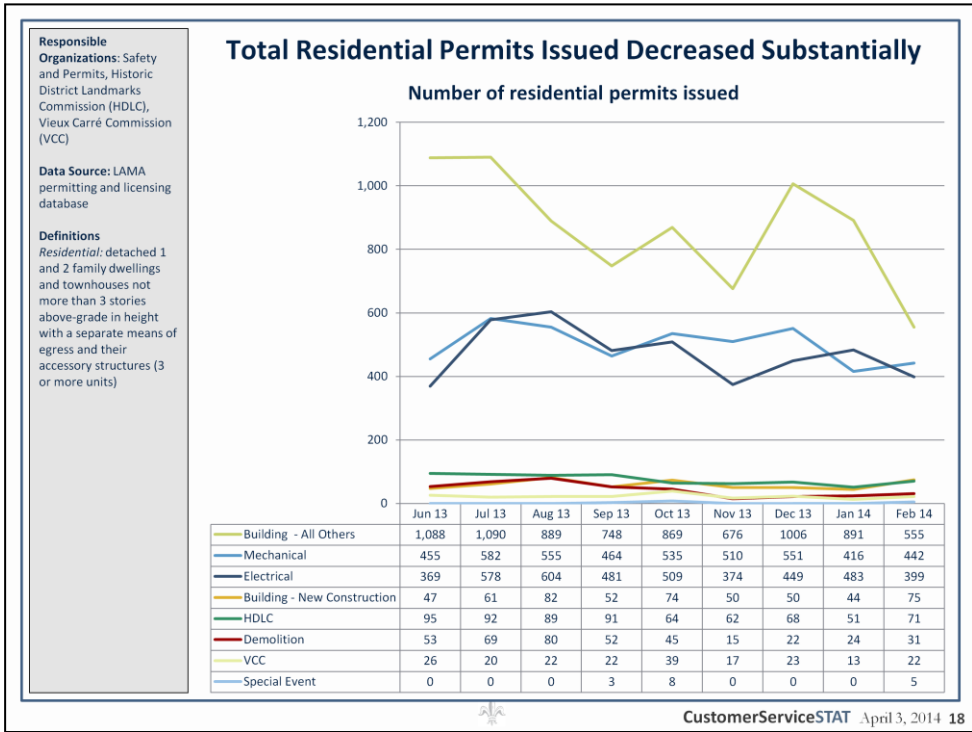
The decrease in permit applications received online was largely due to one contractor who applies for a very high number of online permits applying for fewer permits than usual in February. The One Stop Shop held training on the online application in February, and another is planned in April.



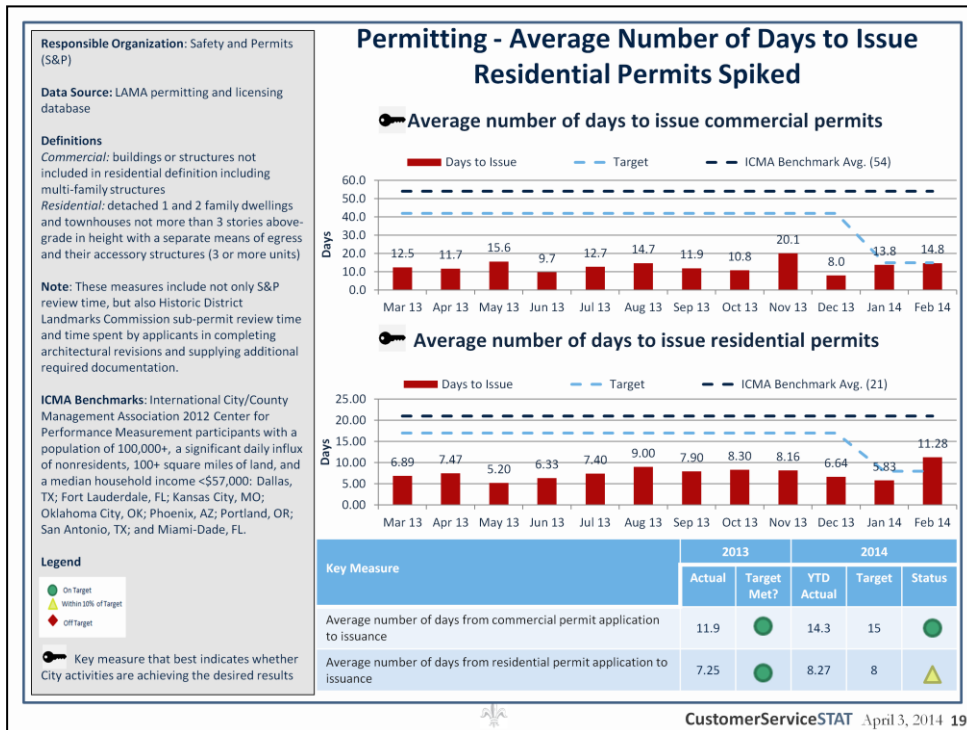
The Bureau of Revenue expects to continue to receive a large number of visitors until June 1, due to renewals. Despite the large number, the Bureau maintained wait and service times.



The increase in commercial demolition permits issued was largely due to the Iberville development.



The decrease in residential permits issued was likely due to regular seasonal variations. Safety and Permits will continue to monitor the numbers.



Safety and Permits (S&P) and the Historic District Landmarks Commission (HDLC) have coordinated and streamlined their permit application processes, resulting in an improved customer experience, but an increase in the average number of days to issue permits as currently measured by S&P.

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.

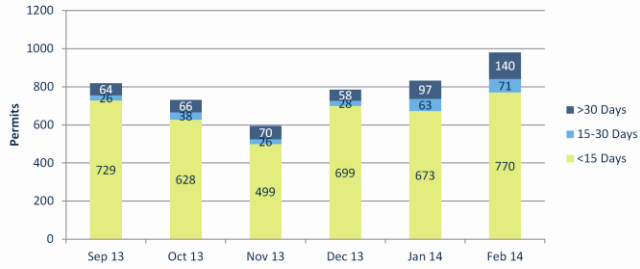
ICMA Benchmarks: International City/County Management Association 2012 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas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

Legend

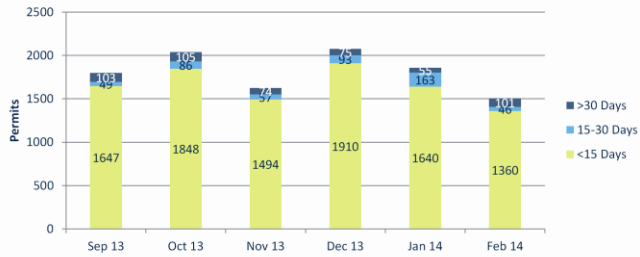
- On Target
- ▲ Within 10% of Target
- ◆ Off Target

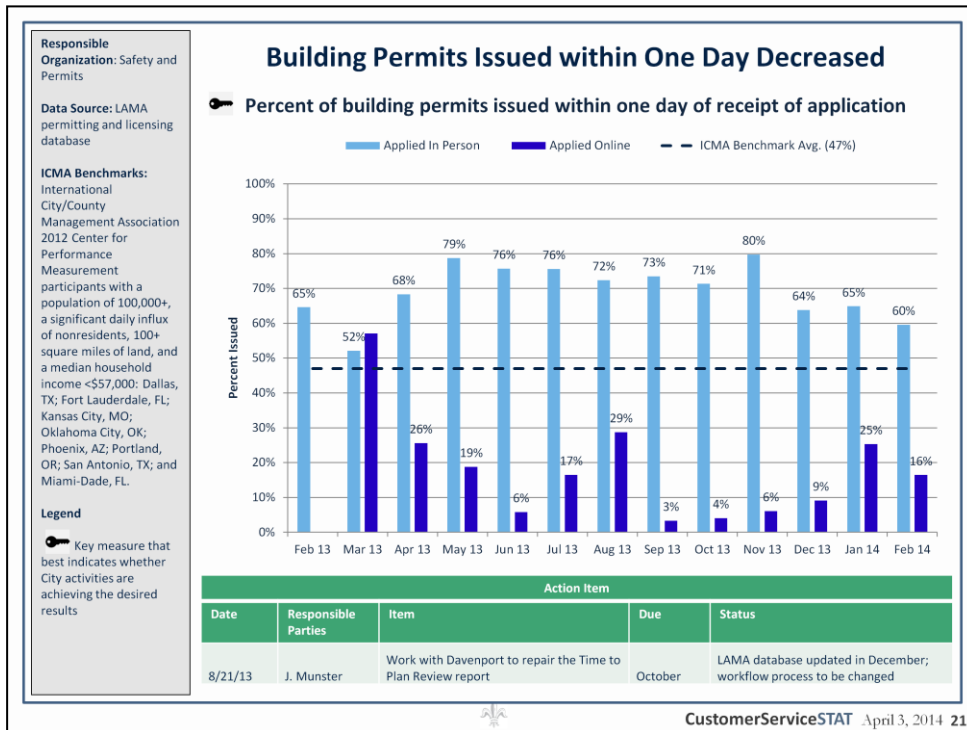
Permitting – 78% of Commercial and 92% of Residential Permits Issued in less than 15 Days

Number of days to issue commercial permits

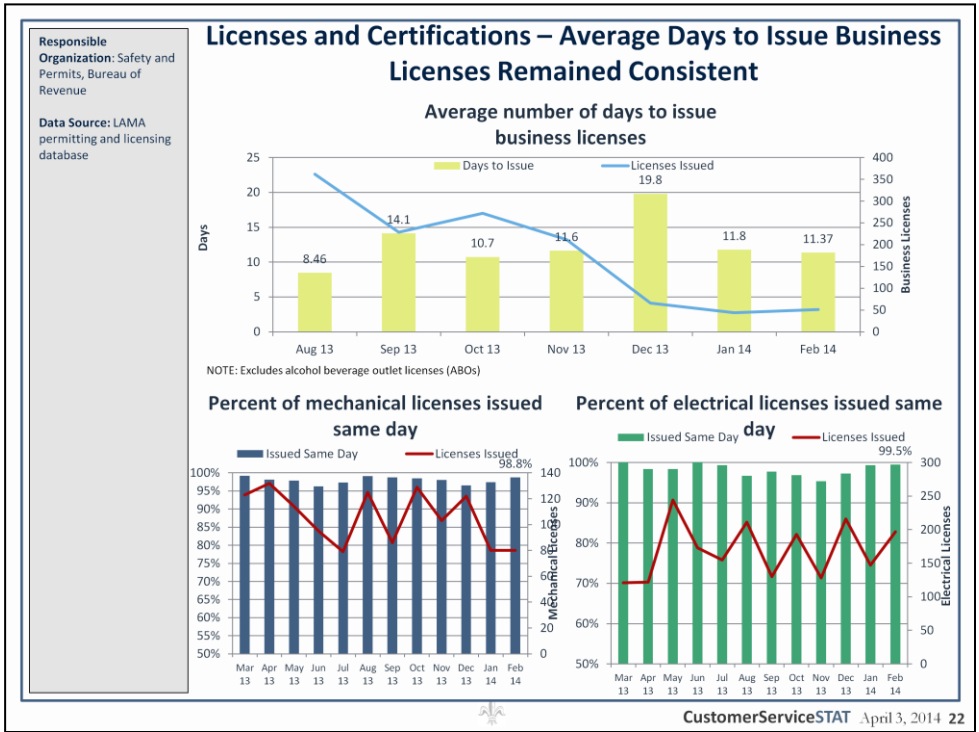


Number of days to issue residential permits

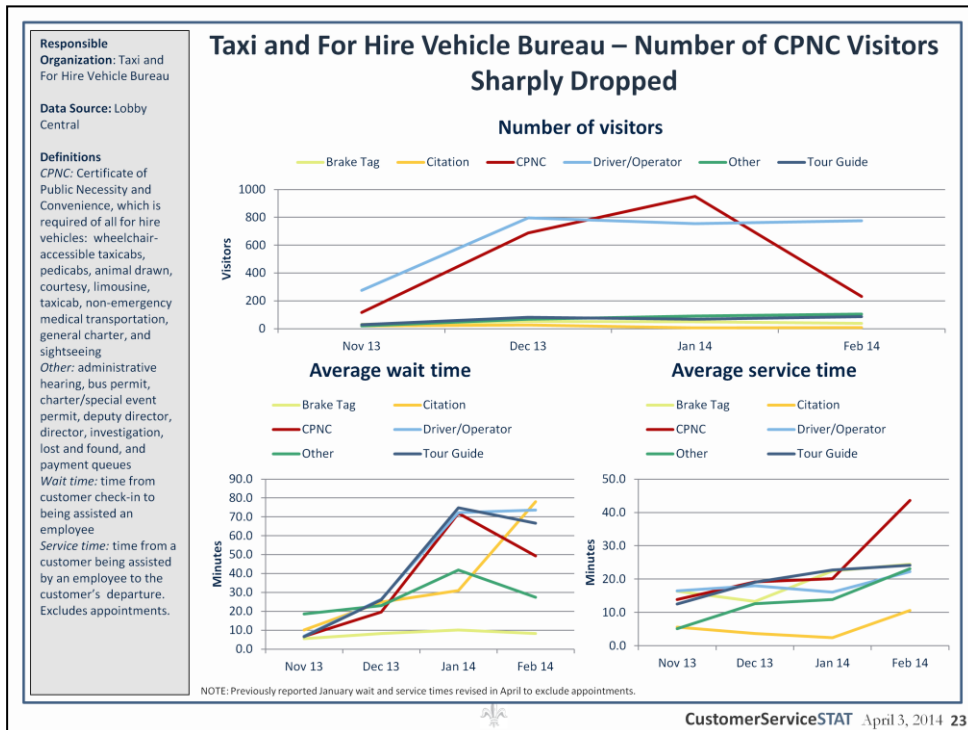




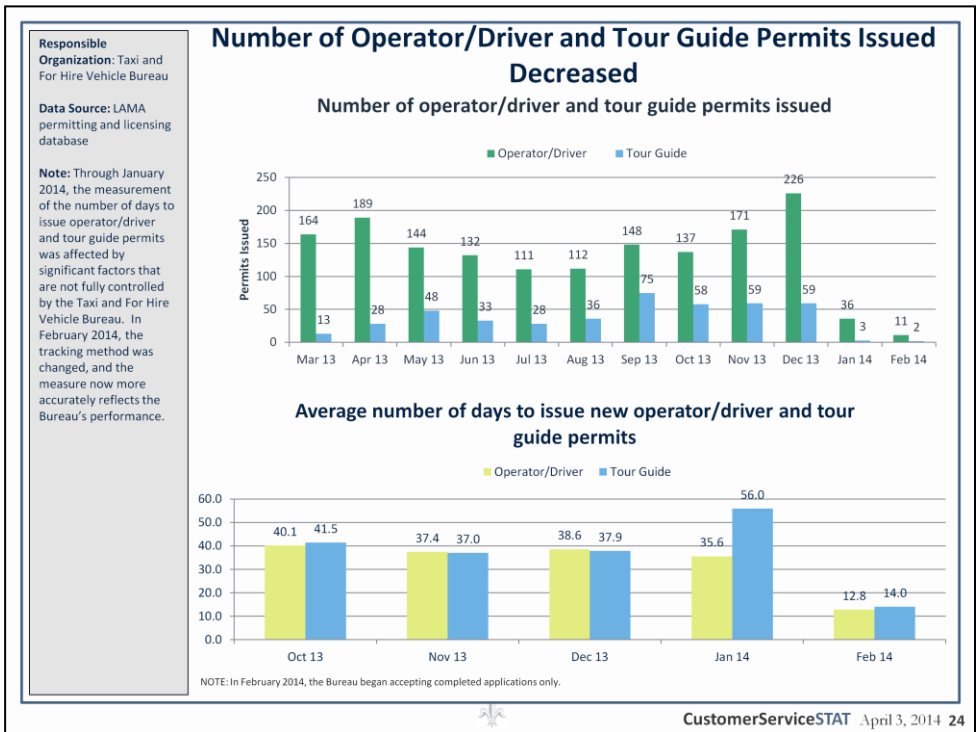
Whether or not a permit is issued within one day is largely a function of the permit type. In February, there was a decrease in the number of solar permits, which generally have a very fast turnaround time.



The decrease from 2013 in the number of business licenses issued was due to the fall cleaning of the business license queue.



The January- March CPNC renewal period has been extended through the first week of April due to the ice storm in February. The Taxicab Bureau anticipates that wait times and service times will remain high until April.



The decrease in operator/driver and tour guide permits issued was likely due to applicants avoiding the long lines related to CPNC renewals. Many of these applicants likely applied for or renewed their permits in December, before the CPNC renewal period began.

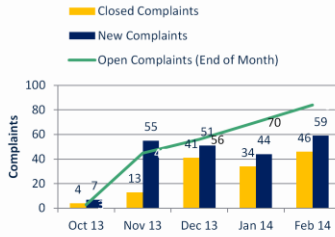
Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: 311

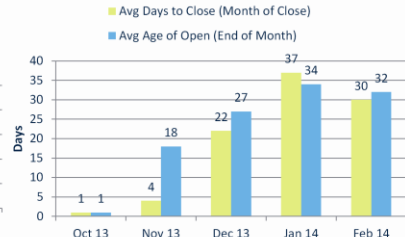
Definitions
Complaints: incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service animals

Taxi 311 Service Request Backlogs Continued to Increase

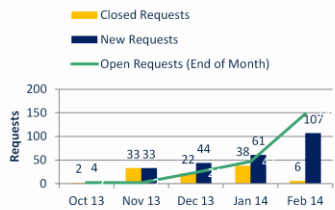
Number of complaints against operators/drivers



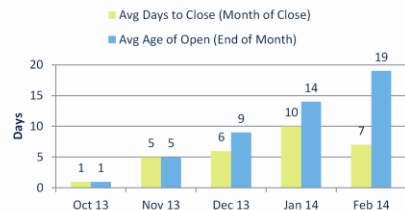
Average number of days to close complaints against operators/drivers



Number of lost and found cases



Average number of days to close lost and found cases



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The Taxicab Bureau will aim to close complaints in 7 days and lost and found cases in 14 days.

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"> Percent of citizens satisfied with condition of streets Mean travel time to work Percentage of workers commuting to work by means other than driving alone Percent of citizens satisfied with drainage/flood control Percent of citizens satisfied with public transportation Percent of citizens satisfied with traffic congestion
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"> Percent of citizens satisfied with control of abandoned houses Percent of citizens satisfied with parks and recreation Percent of citizens satisfied with control of trash and litter / trash pickup 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 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"> Percent of days with healthy air quality Number of health based drinking water violations Number of certified green buildings Number of land acres in Orleans Parish



Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

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.

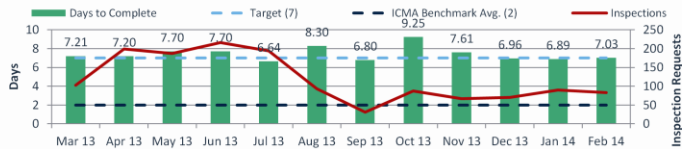
Legend

- On Target
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- ◆ Off Target

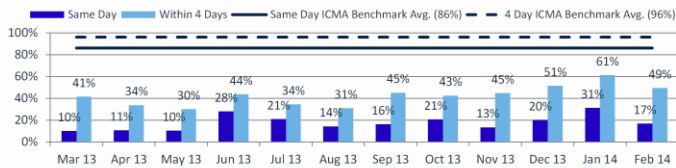
Key measure that best indicates whether City activities are achieving the desired results

Safety and Permit Inspections – Days to Complete Business License Inspection Requests Remained Consistent

Average number of days to complete business license inspection requests*

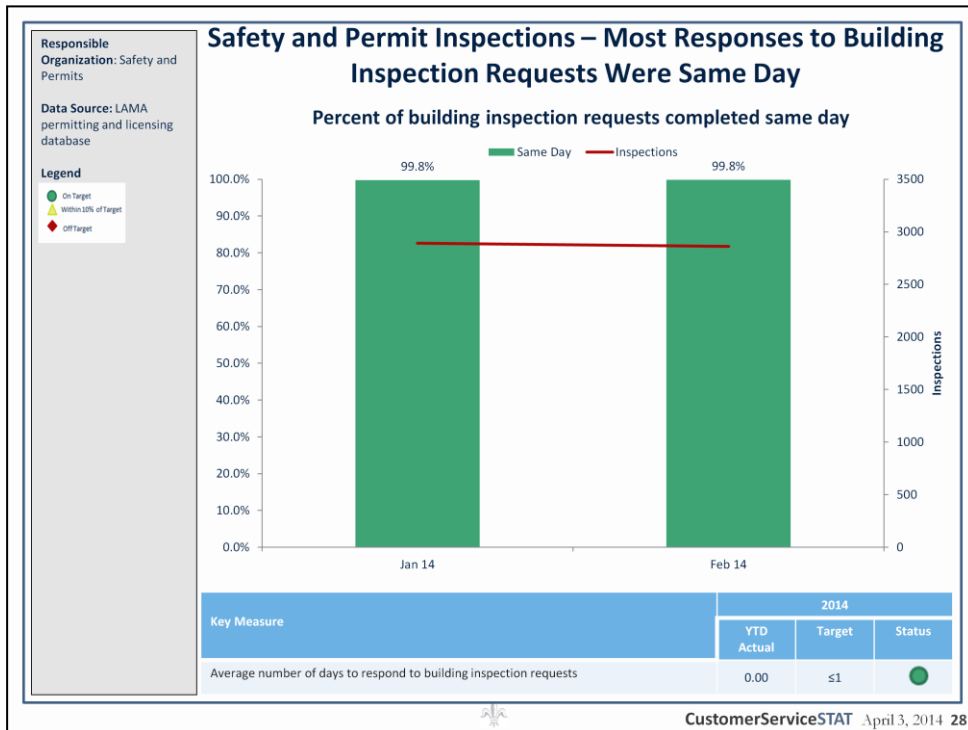


% of business license inspection requests completed w/i 1 and 4 days of request

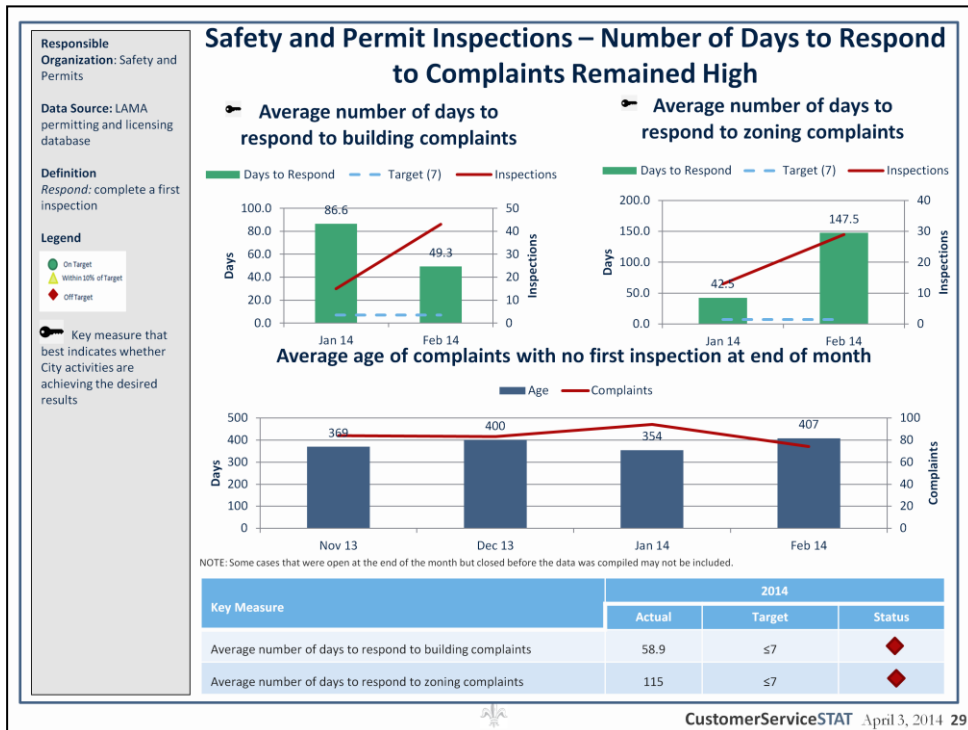


*Excludes ABO business licenses.

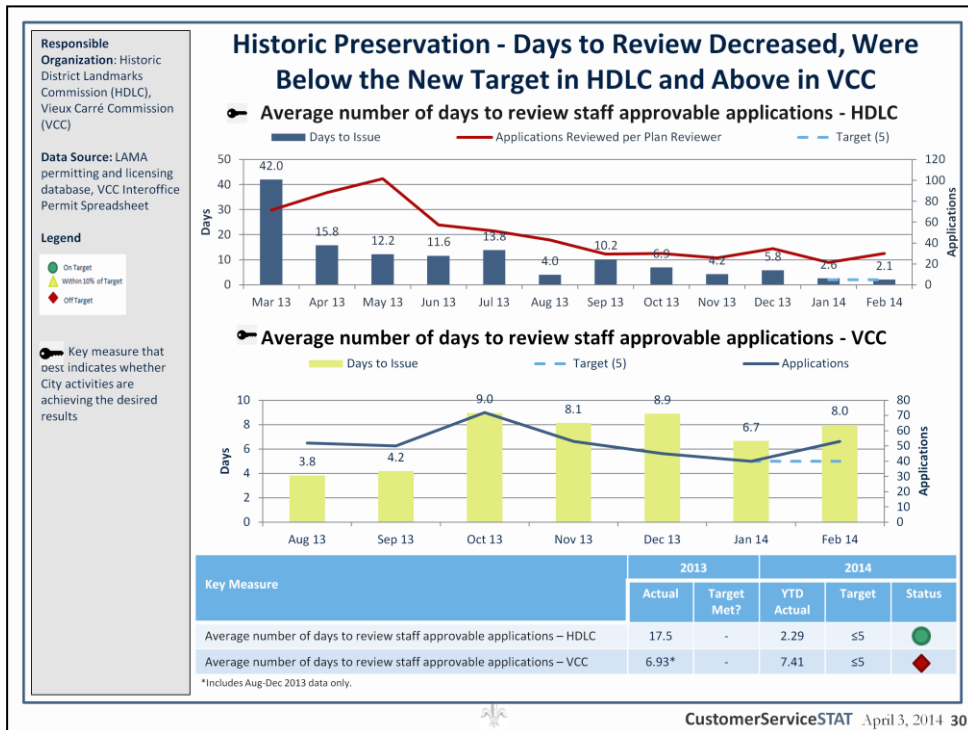
Action Item							
Date	Responsible Parties	Item	Due	Status			
8/21/13	J. Munster	Waiting on Davenport to release online inspection request feature (Follow up to get a release date)	TBD	Data quality issue with electrical / mechanical inspections			
Key Measure	2013		2014				
	Actual	Target Met?	YTD Actual	Target	Status		
Average number of days to respond to a business license inspection requests			8.01	◆	6.96	≤7	●



The percent of inspection requests completed on the same day is expected to decrease slightly once requests can be made online, because some will be requested after work hours.



Safety and Permits (S&P) continued to review the backlog of complaints. In other cases, the inspection was not completed, and S&P is sending inspectors to follow-up. The average number of days to respond should return to expected levels within the next couple of months.

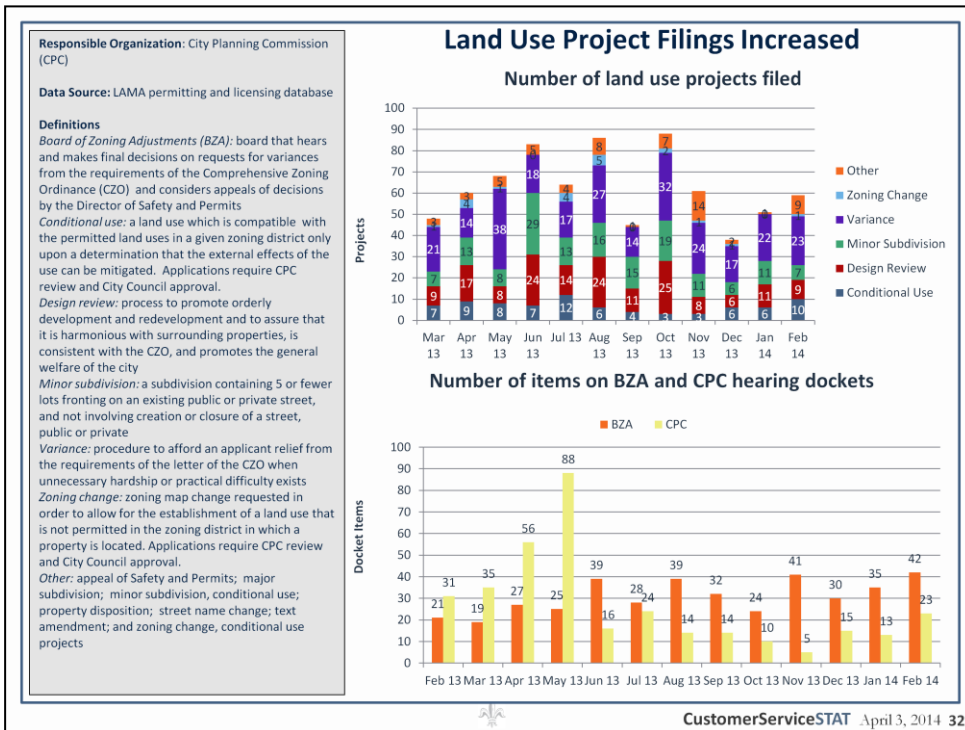


VCC reported an increase in the number of applications resulting from violations. VCC is also in the process of hiring a plan reviewer.

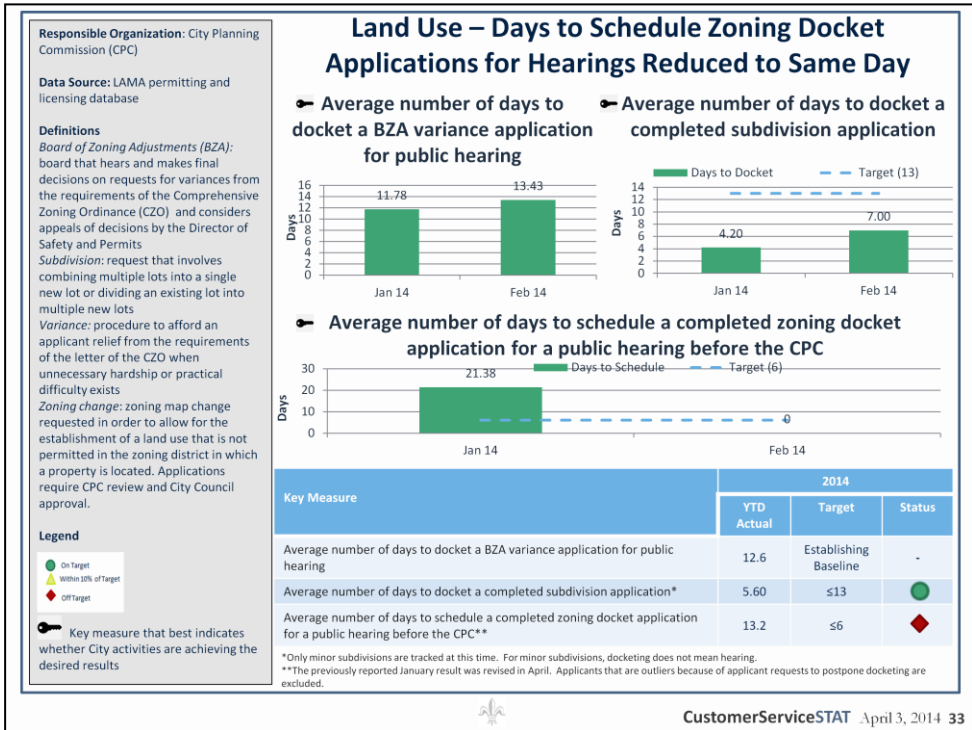
Key Measure	2014		
	YTD Actual	Target	Status
Percent of adjudication cases that result in compliance – S&P	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – HDLC	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary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

Adjudication hearings have begun, and results are being entered into LAMA. Methodology to compile this data is still in development.



The increase in land use projects may be a result of better understanding of the Neighborhood Partnership Program, which went into effect at the end of 2013.



Data entry errors could be affecting the results for the average number of days to schedule a zoning docket application. The City Planning Commission will research.

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?

