



CITY OF NEW ORLEANS
CustomerServiceSTAT

January 2, 2014
(Reporting Period: November 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.

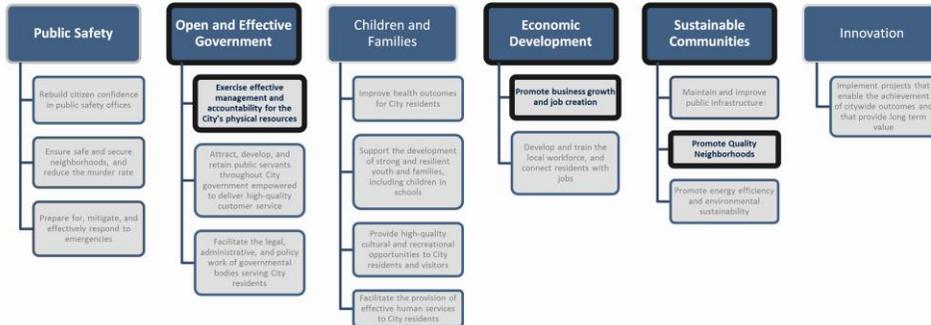
Values

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

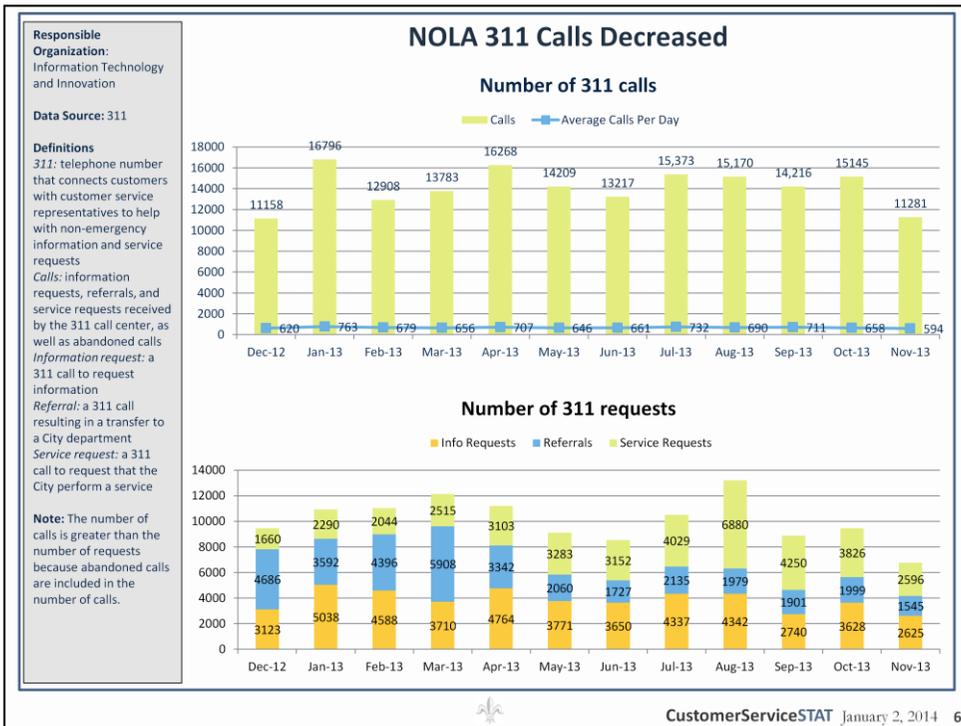


Open and Effective Government

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
<p>Exercise effective management and accountability for the City's physical resources</p> <ol style="list-style-type: none"> 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
<p>Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service</p> <ol style="list-style-type: none"> 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)
<p>Facilitate the legal, administrative, and policy work of governmental bodies serving City residents</p> <ol style="list-style-type: none"> 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





The decrease in 311 calls was attributed to the holidays. The number of calls is expected to remain low in December.

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

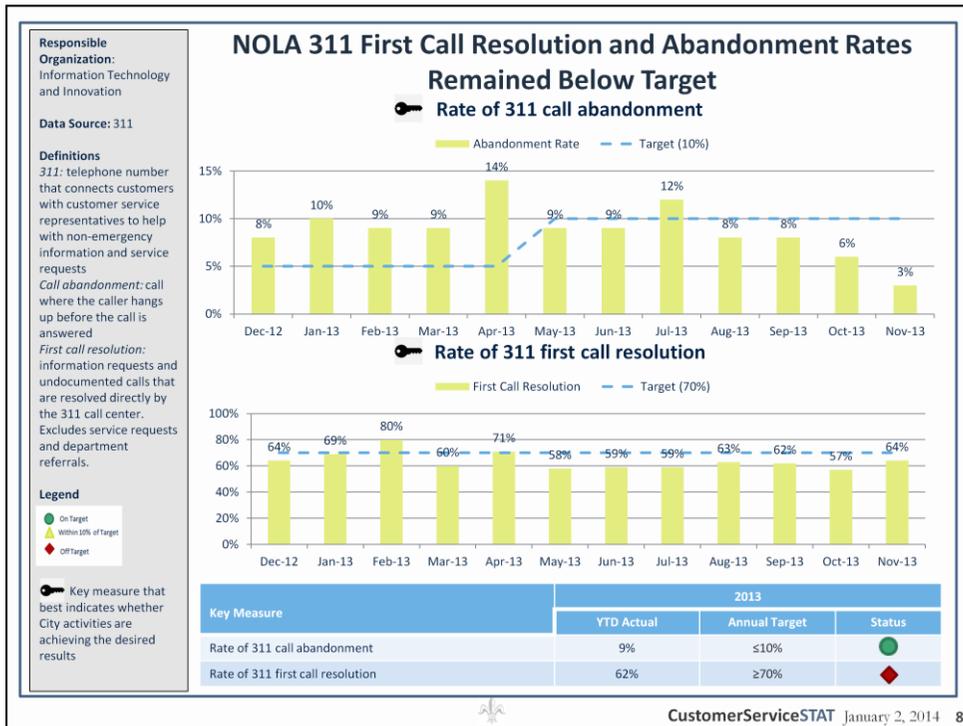
NOLA 311 Average Call Length Fell Below Target

Average call length

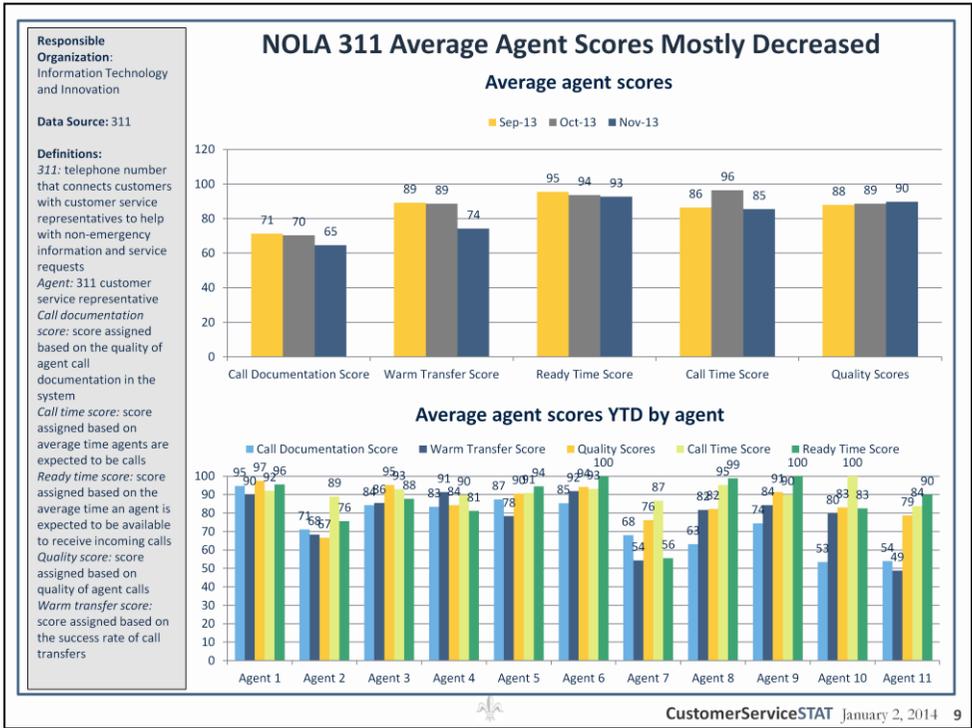


Average hold time





The lower number of calls resulted in a reduced call abandonment rate. Enhancements to the automated attendant also contributed to improved performance.



Information Technology and Innovation will work with lower performing agents to improve their scores. An update to the 311 system is expected to result in improvements to the call documentation scores.

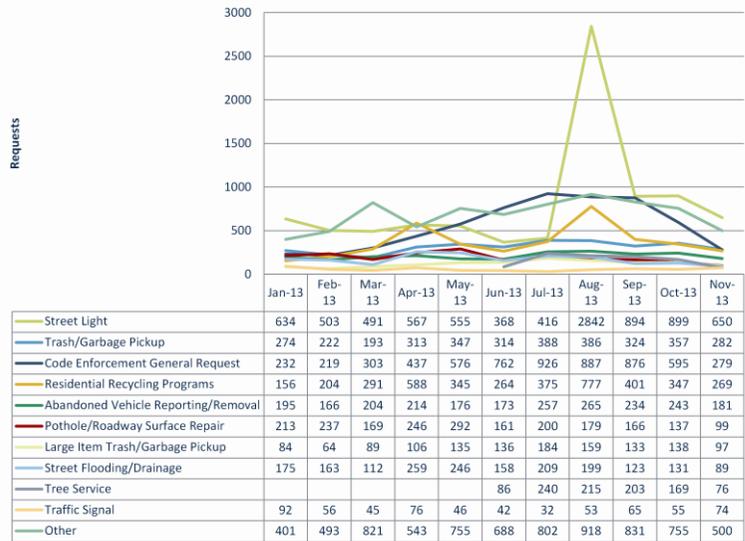
Responsible Organization:
Information Technology and Innovation

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 in November

Number of service requests



CustomerServiceSTAT January 2, 2014 10

Most service requests decreased. Code Enforcement decreased substantially, due to slower grass growth in the cooler months.

Responsible Organization: Information Technology and Innovation				NOLA 311 – Many Customers Requested Information on Turkey Giveaway and Sanitation Fees			
Data Source: 311							
Definitions 311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests <i>Information request:</i> a 311 call to request information <i>Referral:</i> a 311 call resulting in a transfer to a City department							
	Information Requests	No.	Prior Month (Oct) Rank		Department Referrals	No.	Prior Month (Oct) Rank
1	Turkey Giveaway	400	-	1	Taxicab Bureau	250	1
2	Sanitation Service Fees	235	-	2	Safety and Permits	217	2
3	Municipal Police	145	1	3	Public Works	142	4
4	Parking Regulations Enforcement	104	5	4	Parks and Parkways	130	3
5	Traffic Court	96	-	5	Finance-Treasury	83	-

Taxicab Bureau referrals were highest due to the complexity of questions, and also because of transfers to investigators for complaint follow-ups. Information Technology and Innovation is working to ensure that agents have the knowledge about relevant departmental issues to keep the number of referrals as low as possible.

2014 Performance Plan

Citywide Result Area: Open and Effective Government
Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

Objective: Exercise effective management and accountability for the City's physical resources

Strategy: Manage the City's information and analyze the City's performance data.

<i>Key Performance Measures</i>	<i>Responsible Organization</i>	<i>2013 YTD (Jan-Nov)</i>	<i>2014 Targets</i>
Rate of 311 call abandonment	Information Technology and Innovation	9%	≤10%
Rate of 311 customer satisfaction	Information Technology and Innovation	N/A	≥70%
Rate of 311 first call resolution	Information Technology and Innovation	62%	≥70%



Economic Development

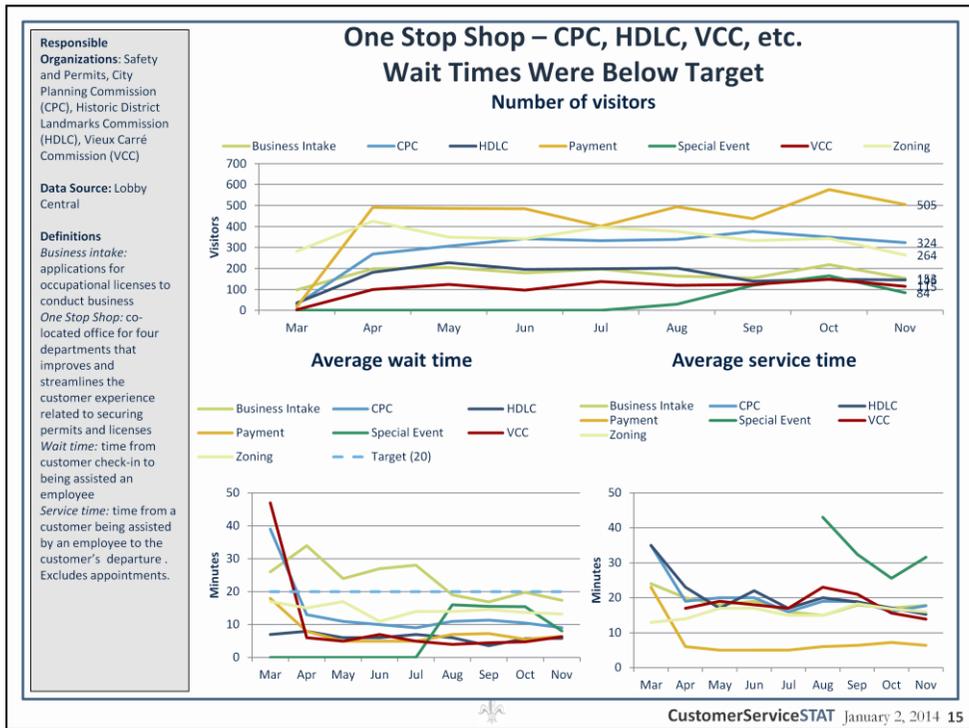
Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.

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"> • 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
<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 • 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





The decrease in visitors was attributed to seasonal variation.



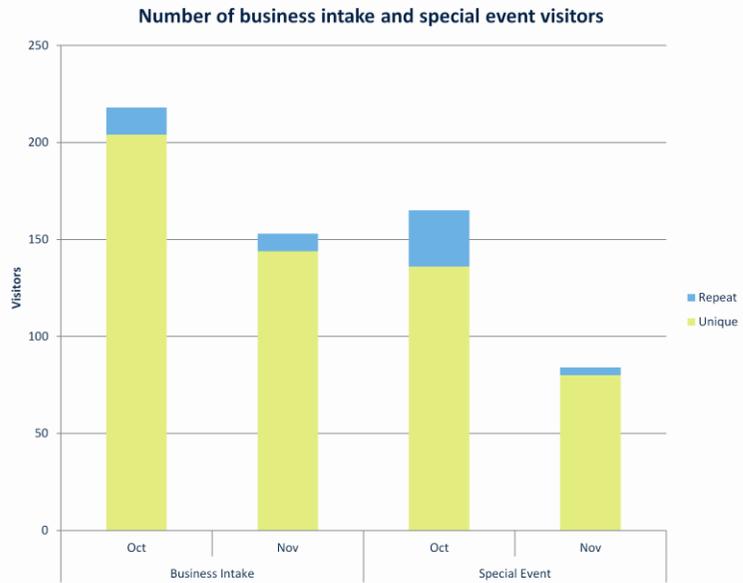
The service time for special events increased because of a large number of events at the end of the fourth quarter and beginning of the first quarter.

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

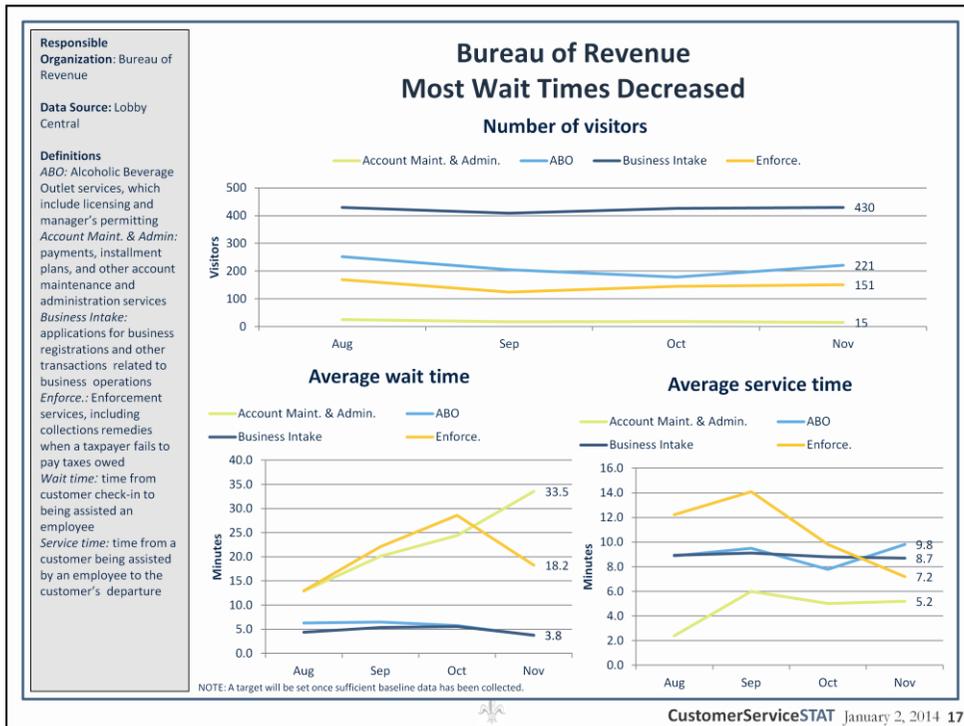
Data Source: Lobby Central

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.

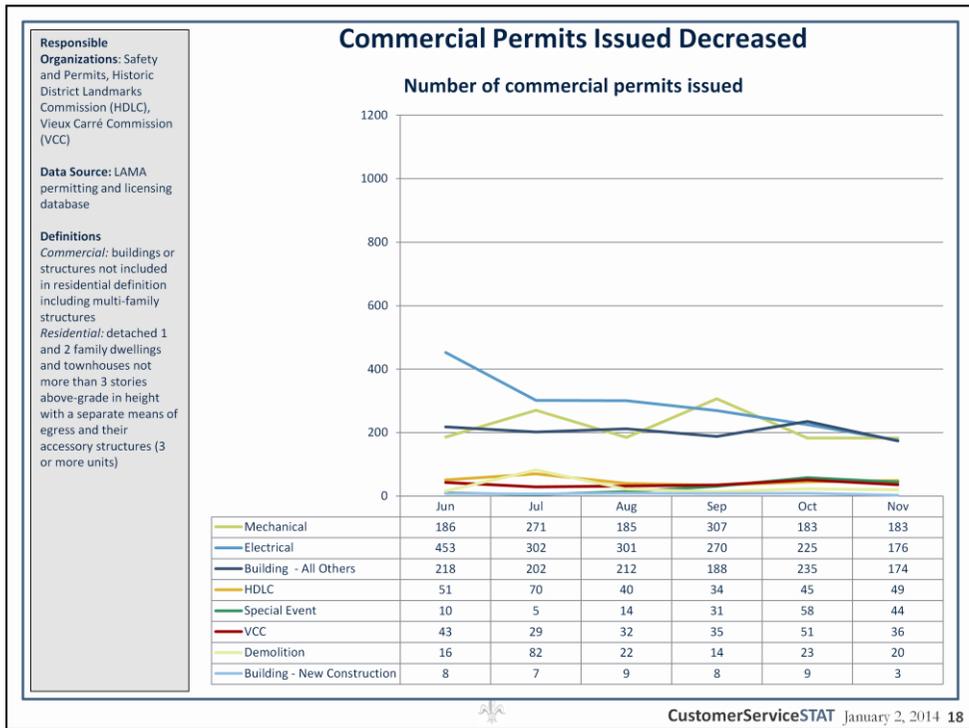
One Stop Shop – Percentages of Business Intake and Special Event Customers that were Repeat Visitors Decreased



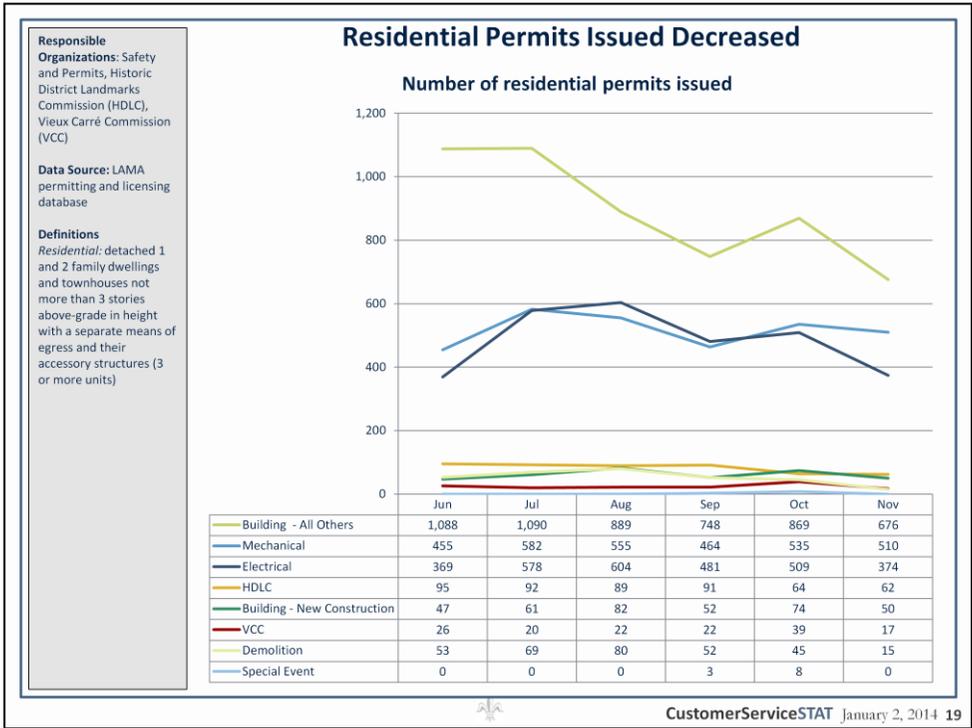
CustomerServiceSTAT January 2, 2014 16



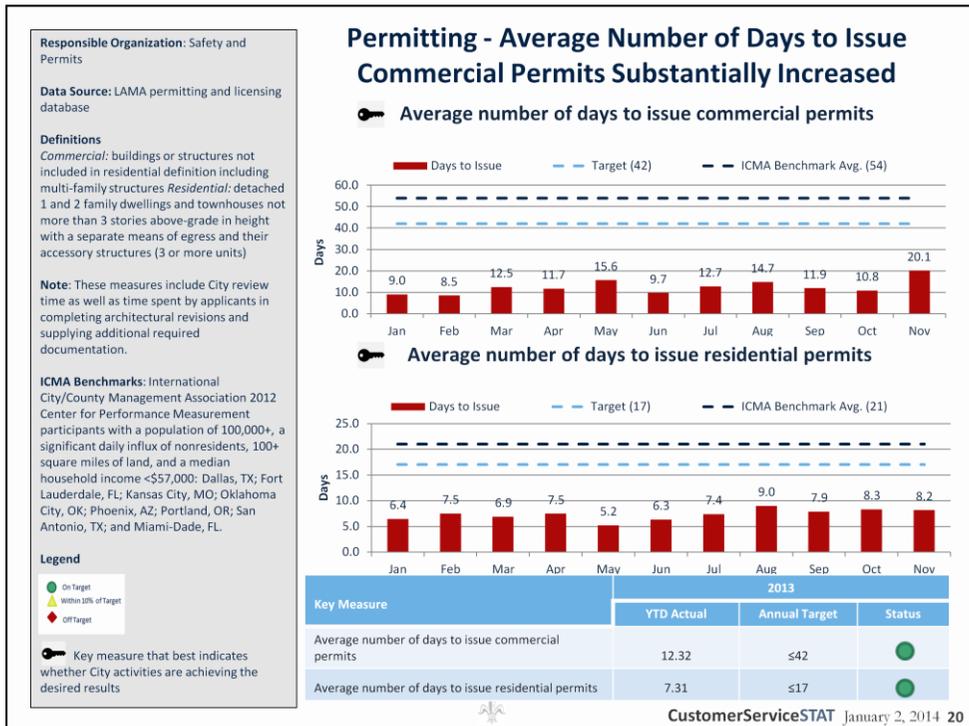
The high average wait time for Account Maintenance and Administration was attributed to cases in which customers request to see a specific manager and must wait until he or she is available.



The decrease in permits issued was attributed to seasonal variation.



The decrease in permits issued was attributed to seasonal variation.



The substantial increase in the average number of days to issue commercial permits resulted from applicants who, in early 2012, applied for permits for several large projects that lingered until November 2013, due to issues outside of the control of Safety and Permits. A similar spike is expected in December, but is not a reflection of departmental performance.

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.

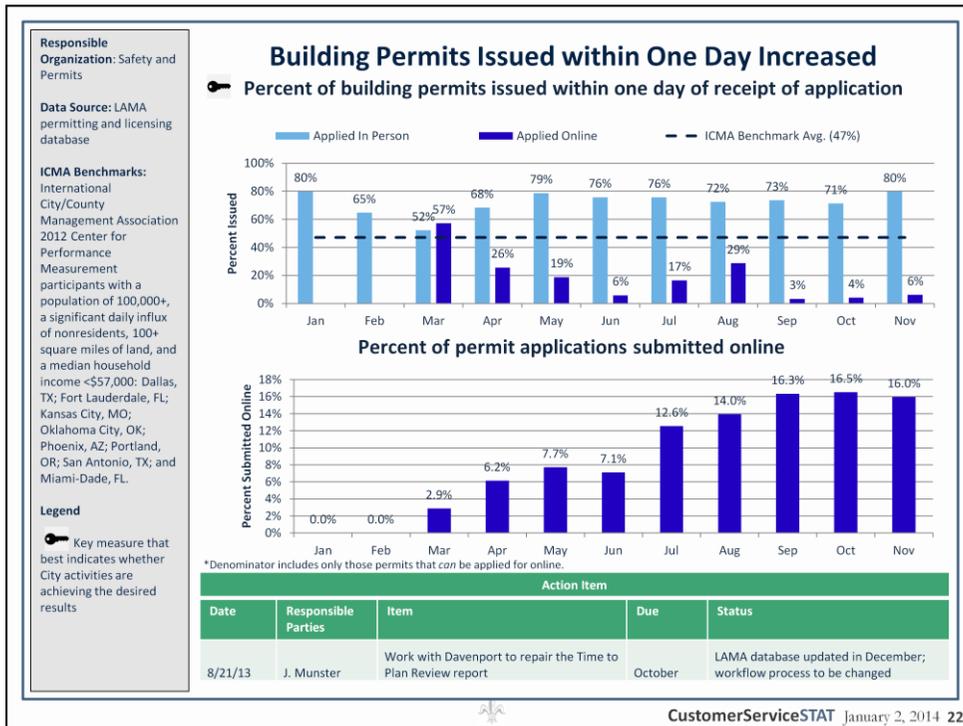
Legend

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

Permitting – Nearly 90% of Permits Issued in less than 15 Days in November

Number of days to issue permits





Improvements to the LAMA system have allowed Safety and Permits to remove steps from the workflow to issue permits that were applied for online. Because of this, Safety and Permits anticipates issuing a larger percentage of permits within one day.

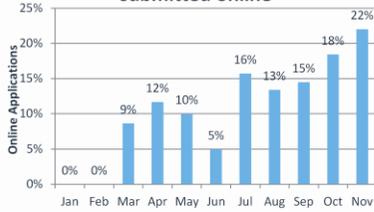
Safety and Permits will be holding trainings for contractors to increase the number of applications submitted online.

Responsible
Organization: Safety and
Permits

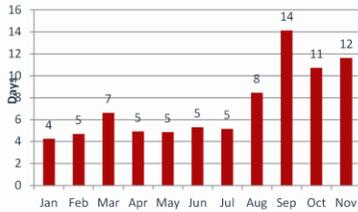
Data Source: LAMA
permitting and licensing
database

Licenses and Certifications – Percent of Business License Applications Submitted Online Reached a New High

Percent of business license applications submitted online

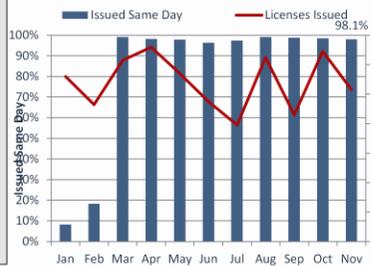


Average number of days to issue business licenses

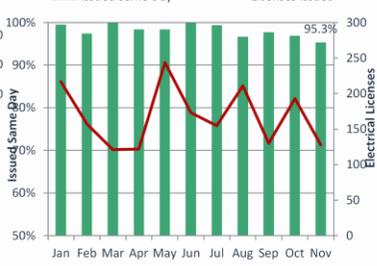


NOTE: Excludes alcohol beverage outlet licenses (ABOs)

Percent of mechanical licenses issued same day



Percent of electrical licenses issued same day



CustomerServiceSTAT January 2, 2014 23

Responsible Organization:
Safety and Permits

Data Source: International City/County Management Association (ICMA) Center for Performance Measurement

Note: To adjust for missing data preceding the LAMA launch, OPA multiplied New Orleans outputs (e.g. numbers of permits issued by 1.92. This assumes output numbers before June 25, 2012 were the same as those in the second half of 2012.

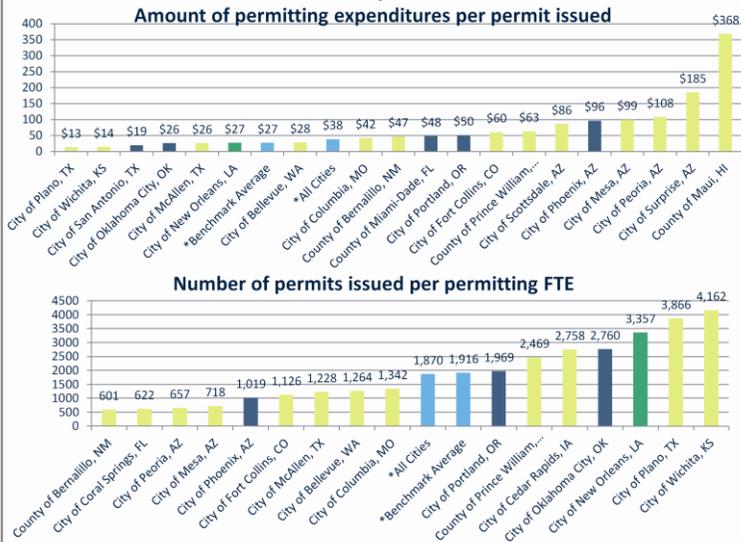
Dark blue columns:
"Benchmark" participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$57,000

Light blue columns:
Averages for "benchmark" participants and all participants with populations of 100,000 or more

Yellow columns:
Participants with service populations of 100,000 or more, excluding "benchmarks"

Permitting – FY 2012 Comparative Analysis Highlights

Permitting Expenditures per Permit Issued were Consistent with the Benchmark Average, but New Orleans Issued Substantially More Permits per FTE



Responsible Organization:
Safety and Permits

Data Source: International City/County Management Association (ICMA) Center for Performance Measurement

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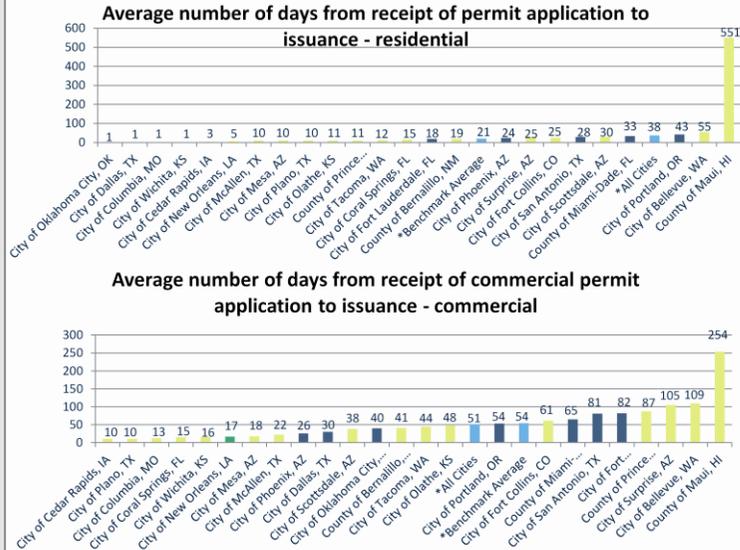
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Permitting – FY 2012 Comparative Analysis Highlights

New Orleans Processed Permits Substantially Faster than Other Participating Jurisdictions, on Average



Responsible Organization:
Safety and Permits

Data Source: International City/County Management Association (ICMA) Center for Performance Measurement

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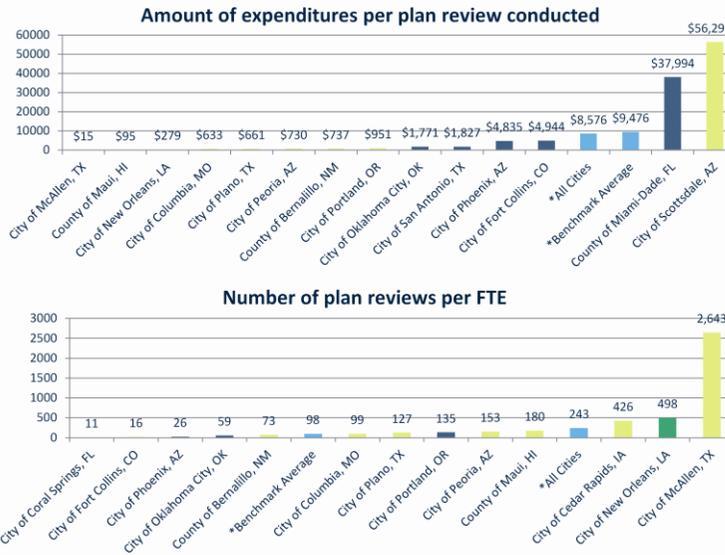
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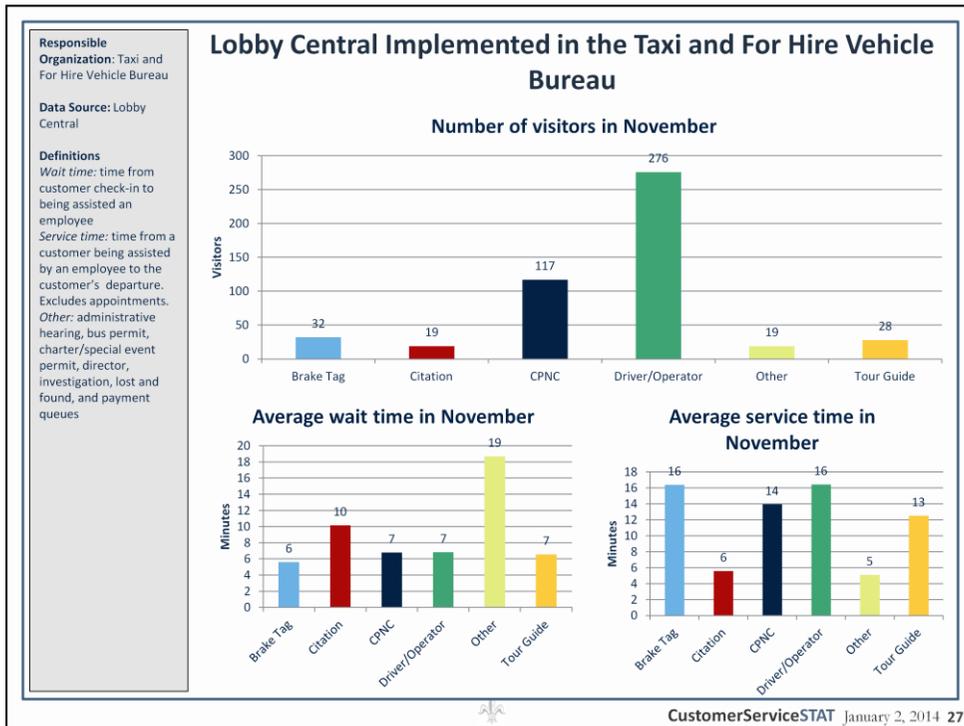
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Plan Reviews – FY 2012 Comparative Analysis Highlights

New Orleans Spent Less Per Plan Review and Conducted More Reviews per FTE than the Benchmark Averages





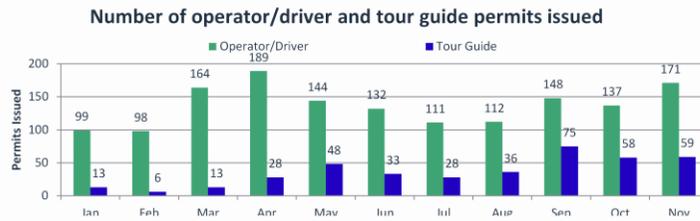
The number of visits regarding CPNCs will increase in December because of CPNC renewals. This is expected to result in an increase in the average service time, though the Bureau has dedicated more staff to the renewal process to lessen the increase.

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 and Tour Guide Permits Issued Increased

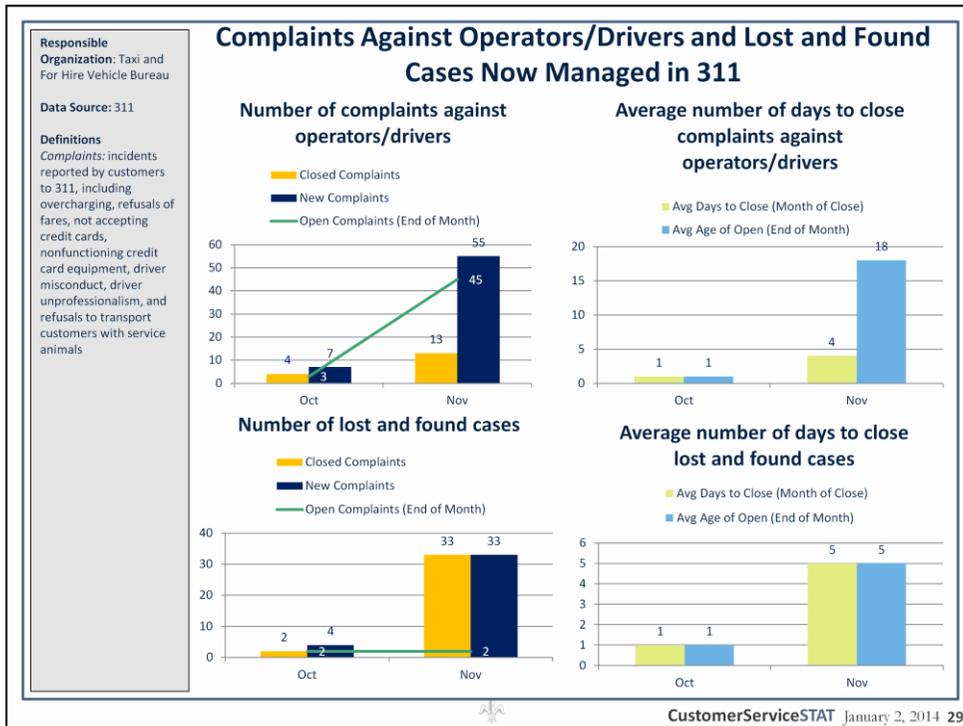


Average number of days to issue new operator/driver and tour guide permits



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.





The increase in complaints and cases is a reflection of the completion of the Bureau's 311 onboarding. The Bureau has worked to better track complaints and anticipates that this will result in a decrease in the number of days to close complaints.

2014 Performance Plan

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

Objective: Promote business growth and job creation

Key Outcome Measures

- Number of jobs (metro)
- Number of occupational licenses

Strategy: Foster a business-friendly regulatory environment, including streamlining the permitting process

<i>Key Performance Measures</i>	<i>Responsible Organization</i>	<i>2013 YTD (Jan-Nov)</i>	<i>2014 Targets</i>
Amount of revenue generated from permits	Safety and Permits	\$9.80 million	≥\$10 million
Average number of days from commercial permit application to issuance	Safety and Permits	12.32	≤15
Average number of days to complete initial commercial building permit plan reviews	Safety and Permits	N/A	≤15
Average number of days from residential permit application to issuance	Safety and Permits	7.31	≤8
Average number of days to complete initial residential building permit plan reviews	Safety and Permits	N/A	≤5
Percent of building permits issued within one day of receipt	Safety and Permits	56%	Management Statistic

(continued on next page)



2014 Performance Plan

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Key Performance Measures	Responsible Organization	2013 YTD (Jan-Nov)	2014 Targets
Average wait time (in minutes) to apply for any license or permit	Safety and Permits	16.7*	≤12
Average wait time (in minutes) to apply for a new building permit	Safety and Permits	24.6*	≤12
Average wait time (in minutes) to apply for a new occupational license	Safety and Permits	23.8*	≤12
Average wait time (in minutes) to make a payment	Safety and Permits	6.21*	≤3
Percent of permit and license applications received online	Safety and Permits	13%*	≥20%
Number of new Certificates of Public Necessity and Convenience (CPNCs) issued	Taxi and For Hire Vehicle Bureau	N/A	Management Statistic
Number of semi-annual vehicle inspections conducted	Taxi and For Hire Vehicle Bureau	N/A	≥4,000
Amount of revenue generated from brake tag sales and late fees	Taxi and For Hire Vehicle Bureau	N/A	≥\$2,200,000
Number of citations issued	Taxi and For Hire Vehicle Bureau	N/A	Management Statistic
Number of CPNCs revoked	Taxi and For Hire Vehicle Bureau	N/A	Management Statistic
Number of driver permits revoked	Taxi and For Hire Vehicle Bureau	N/A	Management Statistic

*Includes Mar-Nov data only.



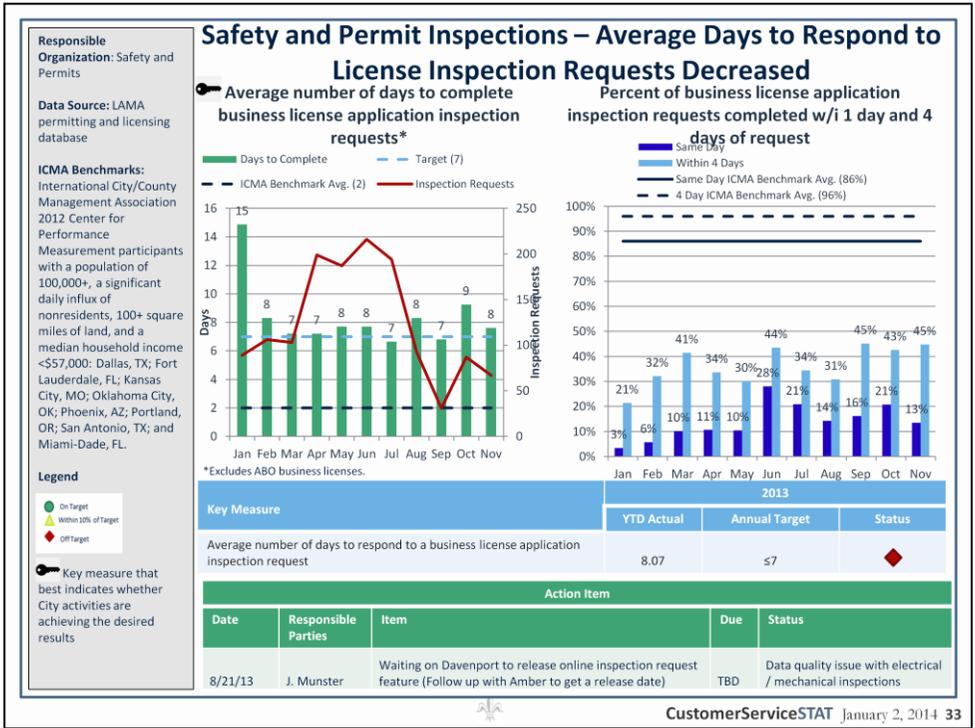
CustomerServiceSTAT January 2, 2014 31

Sustainable Communities

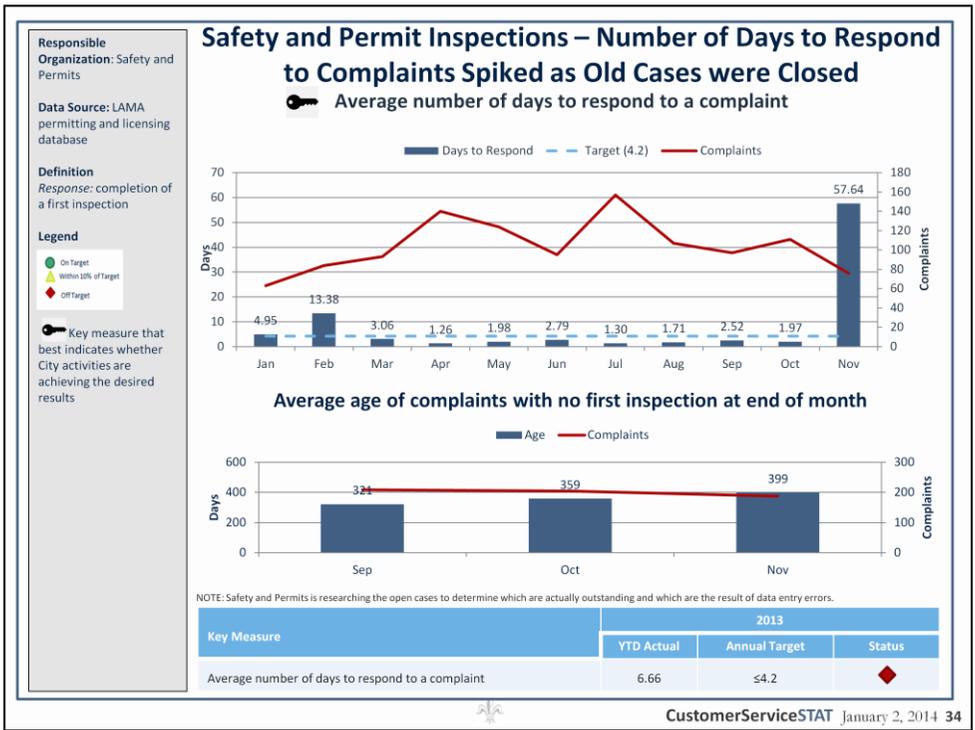
Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.

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)





A new inspector should be expected to result in a decrease the number of days to complete business license application requests.



The increase in the number of days to respond to complaints is due to ongoing data cleanup.

Responsible Organization:
Safety and Permits

Data Source: International City/County Management Association (ICMA) Center for Performance Measurement

Note: To adjust for missing data preceding the LAMA launch, OPA multiplied New Orleans outputs (e.g. numbers of permits issued by 1.92. This assumes output numbers before June 25, 2012 were the same as those in the second half of 2012.

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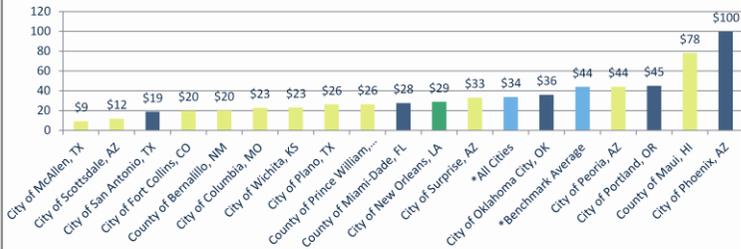
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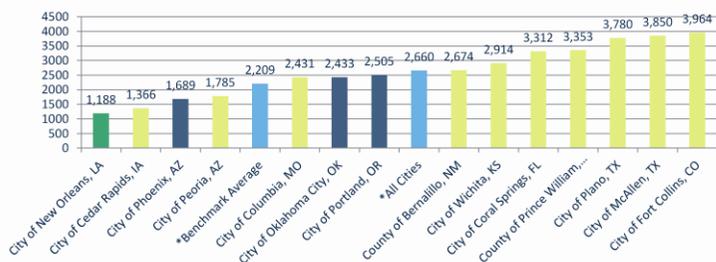
Inspections – FY 2012 Comparative Analysis Highlights

New Orleans Spent Less Per Inspection than the Benchmark Average, but Conducted Fewer Inspections per FTE than any Other Participant

Amount of inspection expenditures per inspection



Number of inspections per inspection FTE



Responsible Organization:
Safety and Permits

Data Source: International City/County Management Association (ICMA) Center for Performance Measurement

Note: To adjust for missing data preceding the LAMA launch, OPA multiplied New Orleans outputs (e.g. numbers of permits issued by 1.92. This assumes output numbers before June 25, 2012 were the same as those in the second half of 2012.

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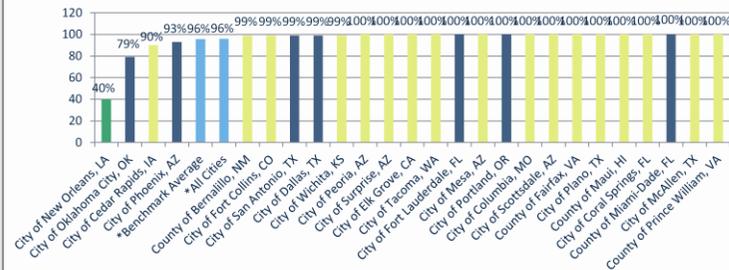
Inspections – FY 2012 Comparative Analysis Highlights

New Orleans Had the Lowest Percentage of Inspections Completed on the Same Day or within 4 Days

Percent of inspections begun and completed on the same day



Percent of all called inspections completed within 4 days



Responsible Organization: Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

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

Legend

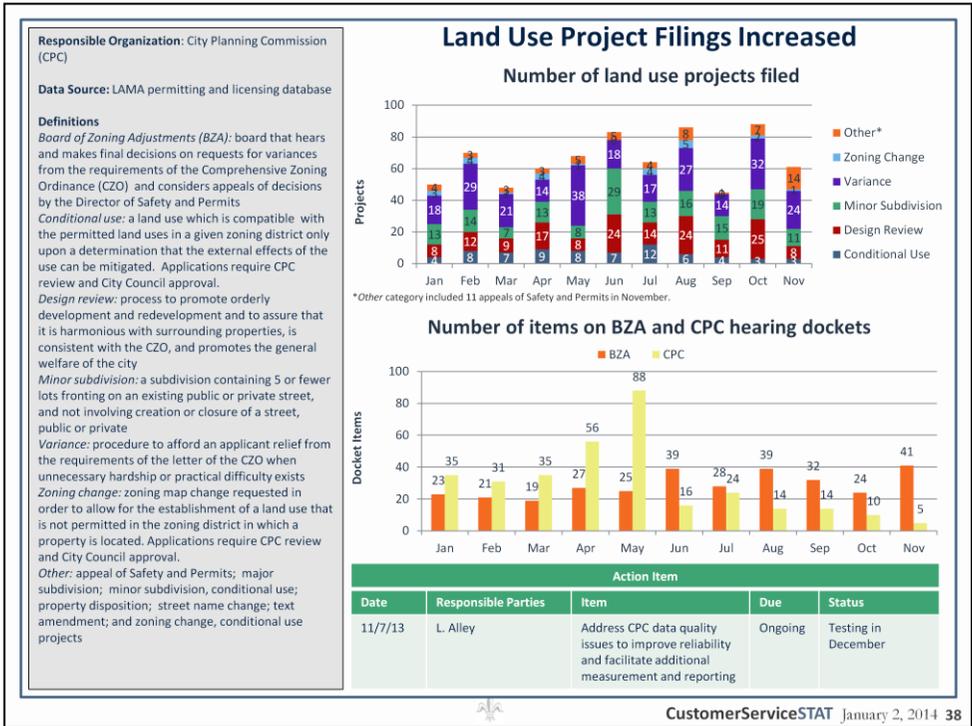
● Key measure that best indicates whether City activities are achieving the desired results

Historic Preservation - Days to Review Applications Decreased

● Average number of days to review staff approvable applications - HDLC ● Average number of days to review staff approvable applications - VCC



Action Items				
Date	Responsible Parties	Item	Due	Status
8/21/13	L. Hesdorffer	Coordinate with Elliott Perkins to conduct LAMA training	August	Training not scheduled
8/21/13	L. Hesdorffer	Consistently input permit and enforcement data in LAMA	Ongoing	LAMA data quality issue
8/21/13	E. Perkins	Complete audit of physical property files and input of existing enforcement cases in LAMA	Ongoing	Working through backlog



Fewer issues were on the CPC hearing docket because the City Planning Commission only met once. T-shirt shop enforcement cases appealed to the Board of Zoning Adjustments contributed to the large number of items on the BZA hearing docket.

2014 Performance Plan

Citywide Result Area: 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.

Objective: Promote quality neighborhoods

Key Outcome Measures

- Percent of citizens satisfied with life in New Orleans (UNO Quality of Life Survey)
- Percent of citizens rating zoning fair, good, or very good (UNO Quality of Life Survey)

Strategy: Regulate land use to support safe, vibrant neighborhoods and preserve historic properties

Key Performance Measures	Responsible Organization	2013 YTD (Jan-Nov)	2014 Targets
Average number of days to respond to building inspection requests	Safety and Permits	N/A	≤1
Average number of days to respond to license inspection requests	Safety and Permits	8.07	≤7
Average number of days to respond to building complaints	Safety and Permits	N/A	≤7
Average number of days to respond to zoning complaints	Safety and Permits	N/A	≤7
Percent of adjudication cases that result in compliance	Safety and Permits	N/A	Establishing Baseline

(continued on next page)



2014 Performance Plan

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Key Performance Measures	Responsible Organization	2013 YTD (Jan-Nov)	2014 Targets
Average number of days to review staff approvable applications	Historic District Landmarks Commission	18.33	≤5
Percent of closed enforcement cases closed due to voluntary compliance	Historic District Landmarks Commission	N/A	Establishing Baseline
Average number of days to review staff approvable applications	Vieux Carré Commission	6.54*	≤5
Percent of closed enforcement cases closed due to voluntary compliance	Vieux Carré Commission	N/A	Establishing Baseline
Average number of days to docket a Board of Zoning Adjustment variance application for public hearing	City Planning Commission	N/A	Establishing Baseline
Average number of days to docket a completed subdivision application	City Planning Commission	N/A	≤13
Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	City Planning Commission	N/A	≤6

*Includes Aug-Nov data only.



CustomerServiceSTAT January 2, 2014 40

2014 Emerging Challenges

- Addressing action items related to the continued adoption of the LAMA permitting and licensing database
- Developing more balanced performance measures in instances where only timeliness is currently measured
- Achieving the right balance of resource allocation, considering comparisons to other jurisdictions



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?

