CITY OF NEW ORLEANS

CustomerServiceSTAT

November 7, 2013
(Reporting Period: September 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.
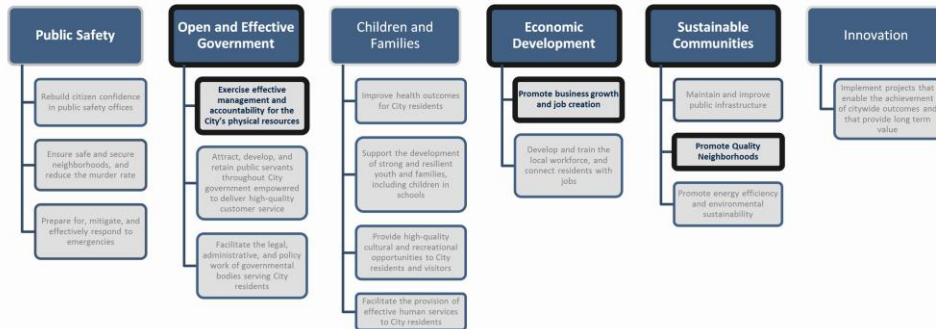
Values
Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

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

Result Area Goals and Objectives

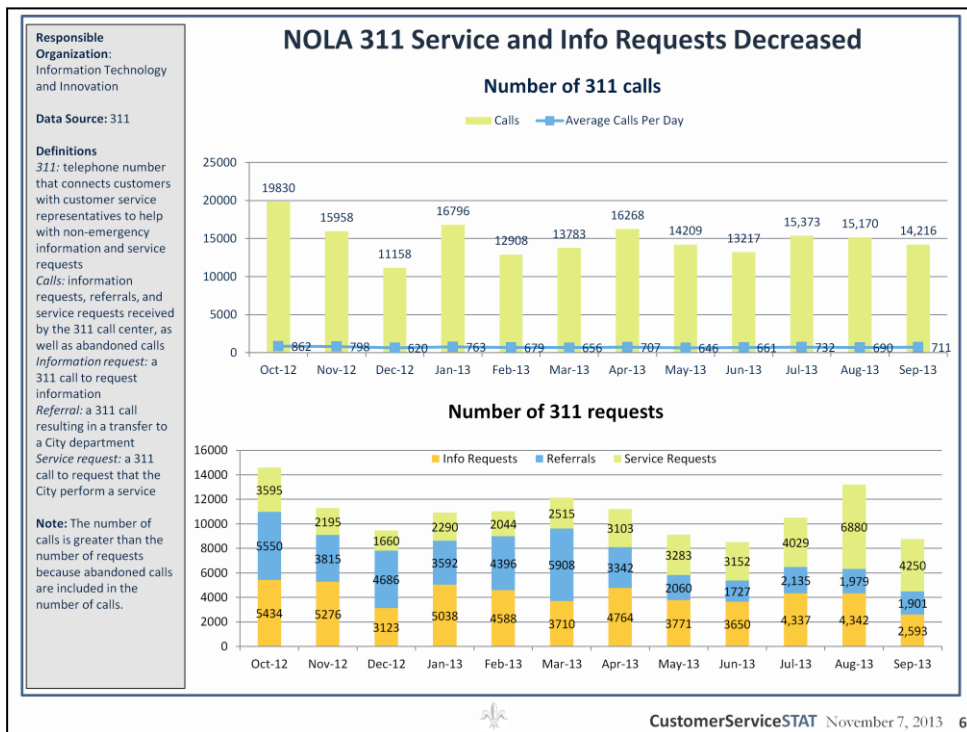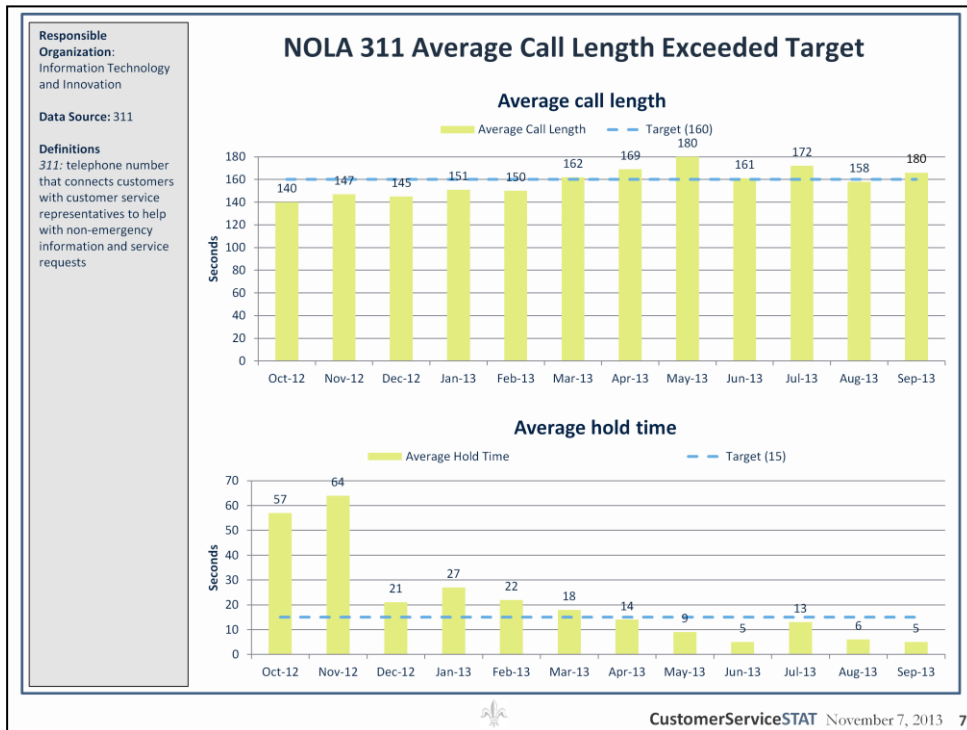| Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	Promote business growth and job creation	Maintain and improve public infrastructure	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

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	• 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	• 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	• Citizen satisfaction with overall government services (UNO Quality of Life Survey) • Philanthropic resources secured

NOLA 311 Service and Info Requests Decreased

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

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

Number of 311 calls

Legend: Calls — Average Calls Per Day

Month	Calls	Average Calls Per Day
Oct-12	19830	862
Nov-12	15958	798
Dec-12	11158	620
Jan-13	16796	763
Feb-13	12908	679
Mar-13	13783	656
Apr-13	16268	707
May-13	14209	646
Jun-13	13217	661
Jul-13	15,373	732
Aug-13	15,170	690
Sep-13	14,216	711

Number of 311 requests

Legend: Info Requests — Referrals — Service Requests

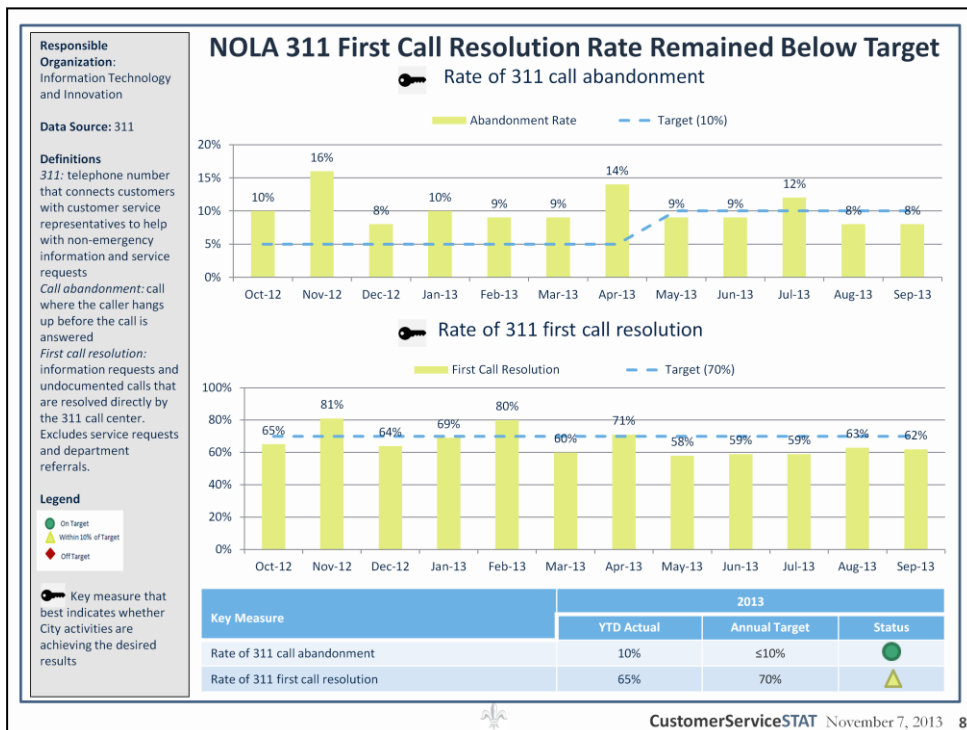| Month	Info Requests	Referrals	Service Requests
Oct-12	5434	5550	3595
Nov-12	5276	3815	2195
Dec-12	3123	4686	1660
Jan-13	5038	3592	2290
Feb-13	4588	4396	2044
Mar-13	3710	5908	2515
Apr-13	4764	3342	3103
May-13	3771	3283	2060
Jun-13	3650	3152	1727
Jul-13	4,337	4029	2,135
Aug-13	4,342	6880	1,979
Sep-13	2,593	4250	1,901

Call volume has stabilized over the past few months. It is expected to fall slightly during the holiday season, which will allow more opportunities for training.
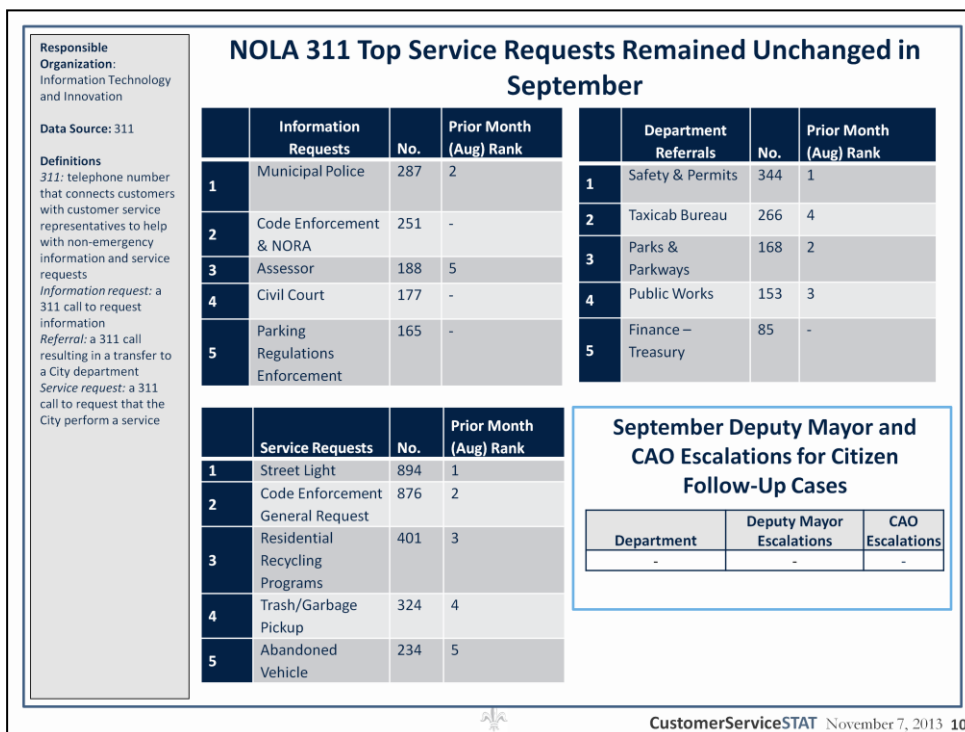
By scheduling part time agents during busy periods, ITI has decreased the average hold time.

NOLA 311 First Call Resolution Rate Remained Below Target

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
First call resolution: information requests and undocumented calls that are resolved directly by the 311 call center. Excludes service requests and department referrals.

Legend
- On Target
- Within 10% of Target
- Off Target

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

Rate of 311 call abandonment

Abandonment Rate — Target (10%)

Month	Abandonment Rate
Oct-12	10%
Nov-12	16%
Dec-12	8%
Jan-13	10%
Feb-13	9%
Mar-13	9%
Apr-13	14%
May-13	9%
Jun-13	9%
Jul-13	12%
Aug-13	8%
Sep-13	8%

Rate of 311 first call resolution

First Call Resolution — Target (70%)

Month	First Call Resolution
Oct-12	65%
Nov-12	81%
Dec-12	64%
Jan-13	69%
Feb-13	80%
Mar-13	60%
Apr-13	71%
May-13	58%
Jun-13	59%
Jul-13	59%
Aug-13	63%
Sep-13	62%

Key Measure	2013		
	YTD Actual	Annual Target	Status
Rate of 311 call abandonment	10%	≤10%	●
Rate of 311 first call resolution	65%	70%	▲

The rate of call abandonment has also been positively impacted by scheduling part-time agents during busy periods. In general, call abandonment is seen as a negative outcome, but in some cases it occurs because the hold message provides callers with all necessary information. With this in mind, 311 tailors its hold messages to seasonal issues that prompt high numbers of calls during certain parts of the year.
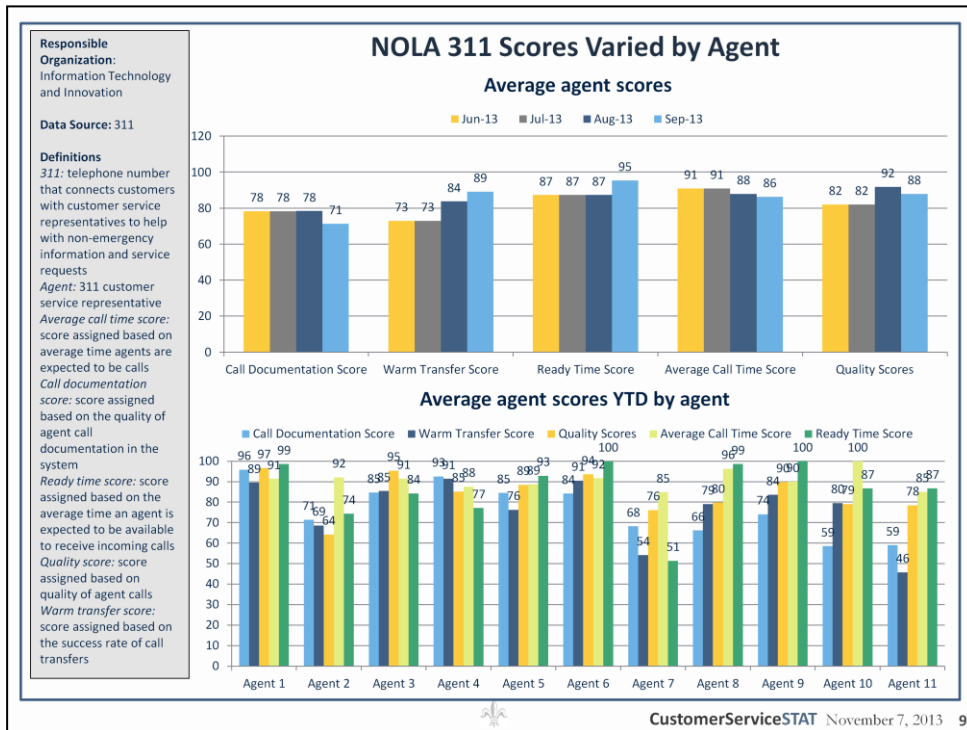
Scores from 80-100 are seen as positive. Call documentation has been the biggest issue, with the score decreasing in September. ITI is looking into ways to improve the documentation process for its agents, and will also train and coach agents on documentation and other protocols.

NOLA 311 Top Service Requests Remained Unchanged in September

	Information Requests	No.	Prior Month (Aug) Rank
1	Municipal Police	287	2
2	Code Enforcement & NORA	251	-
3	Assessor	188	5
4	Civil Court	177	-
5	Parking Regulations Enforcement	165	-

	Department Referrals	No.	Prior Month (Aug) Rank
1	Safety & Permits	344	1
2	Taxicab Bureau	266	4
3	Parks & Parkways	168	2
4	Public Works	153	3
5	Finance – Treasury	85	-

	Service Requests	No.	Prior Month (Aug) Rank
1	Street Light	894	1
2	Code Enforcement General Request	876	2
3	Residential Recycling Programs	401	3
4	Trash/Garbage Pickup	324	4
5	Abandoned Vehicle	234	5

September Deputy Mayor and CAO Escalations for Citizen Follow-Up Cases

Department	Deputy Mayor Escalations	CAO Escalations
-	-	-

The number of referrals to Safety & Permits should decrease substantially once the department is on-boarded to 311. On-boarding is expected in the first quarter of 2014.

The most common sources of calls are requests for permit data on specific projects and requests for inspections. Before on-boarding occurs, Safety & Permits is working with ITI to identify the best process for handling these issues, so that the number of department referrals decreases as much as possible.

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	• Job growth (metro)
1. Foster a business-friendly regulatory environment, including streamlining the permitting process	• High wage job growth
	• Cultural industry job growth
2. Promote an environment of equal opportunity for a diverse supplier pool	• Tourism growth (metro)
	• Population growth
3. Aggressively seek to attract new business and retain existing businesses	• Value of residential and commercial construction
	• Office, retail, and warehouse space occupancy rates (deviation from mean of benchmark jurisdictions)
4. Provide support for world-class special events	• Sales taxes generated
	• Occupational license growth
Develop and train the local workforce, and connect residents with jobs	• Unemployment rate
	• Average annual wages
1. Provide access to work opportunities to youth and other vulnerable populations	• Gross Metro Product (GMP) per job
	• Educational attainment (proportion of population with some college, and bachelor's degree or higher)
2. Promote workforce development and skills training to meet employers' needs	• Size of the City's middle class (proportion of households by national income quintiles)
3. Link employers to the local workforce	• Median household income by race and ethnicity
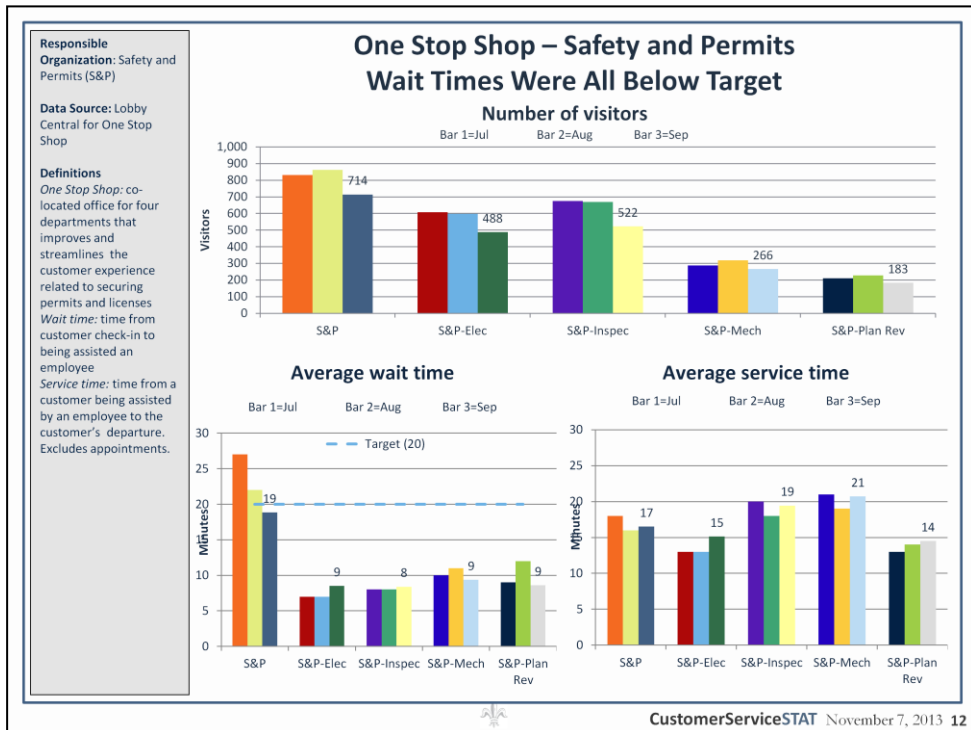
There were fewer construction projects in September due to seasonality. To handle the large queues for Safety & Permits, the One Stop Shop focuses the most agents in that area.
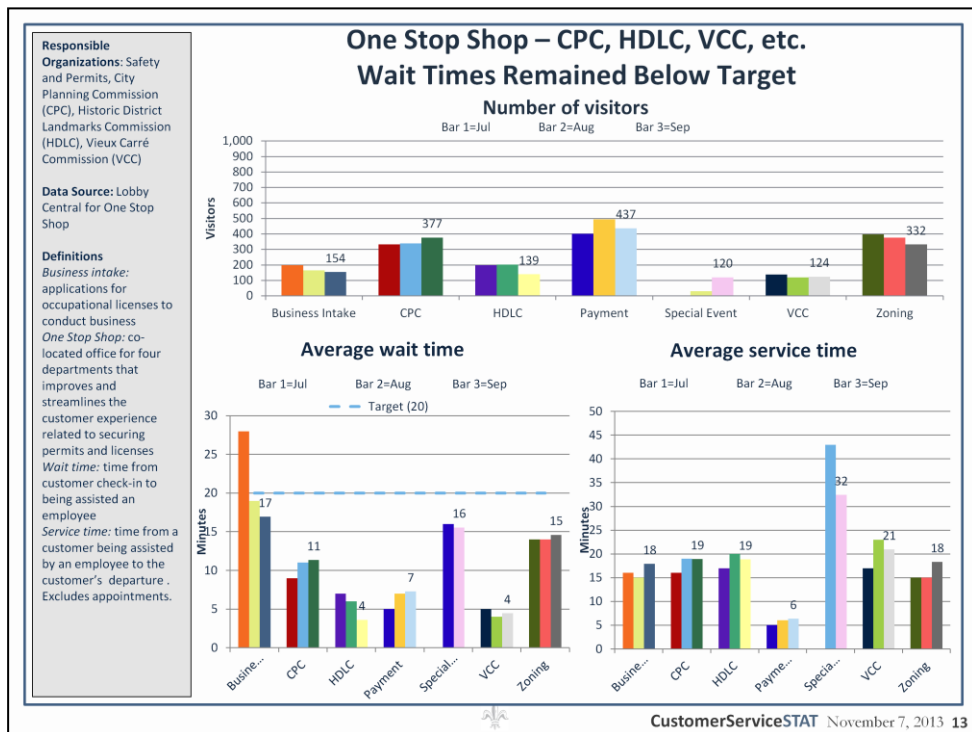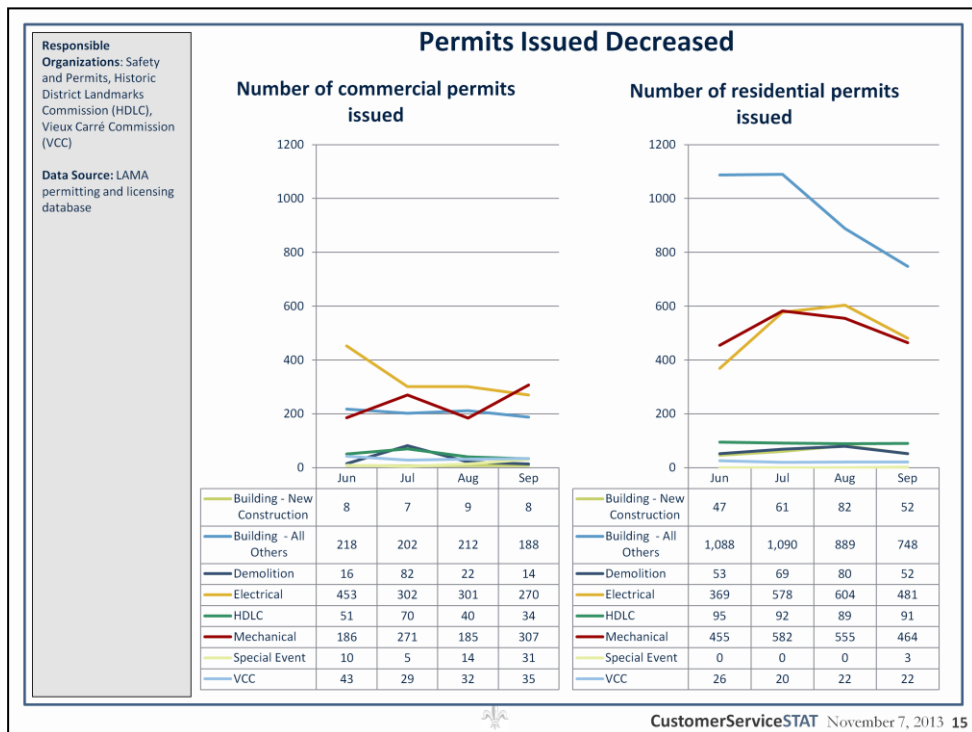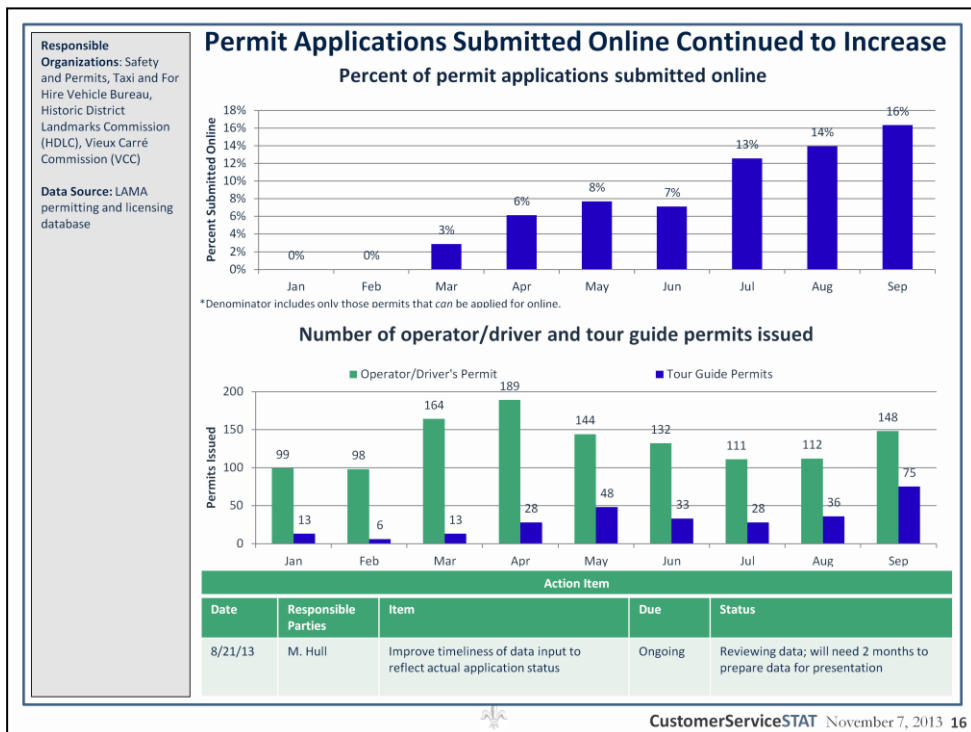
September was the first full month in which customers could apply for special event permits at the One Stop Shop. Many of the special event visitors were repeat. Because the process is newer, applicants often went to the One Stop Shop multiple times, first to get information about the required documents, and then to submit those documents. To decrease the number of repeat visits, the One Stop Shop is planning to hold information sessions on special event permitting and is also working with the department of Information Technology and Innovation (ITI) to identify relevant information to post on the website.

While City Planning Commission, Vieux Carré Commission, and Historic District Landmarks Commission wait times have corresponded with the numbers of visitors, average service times are generally consistent.
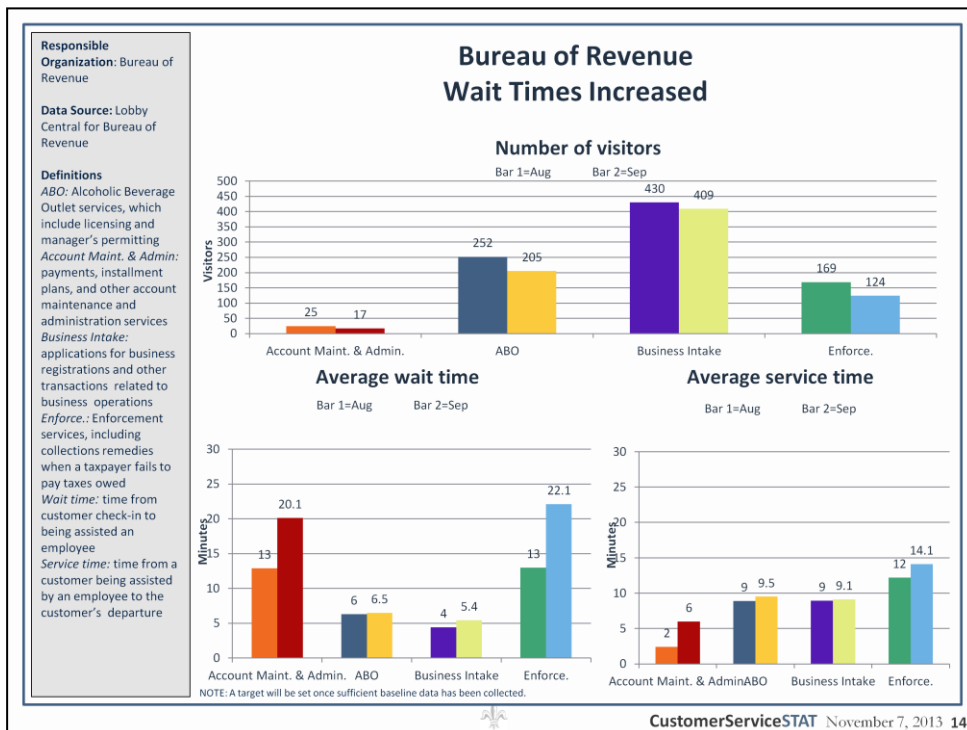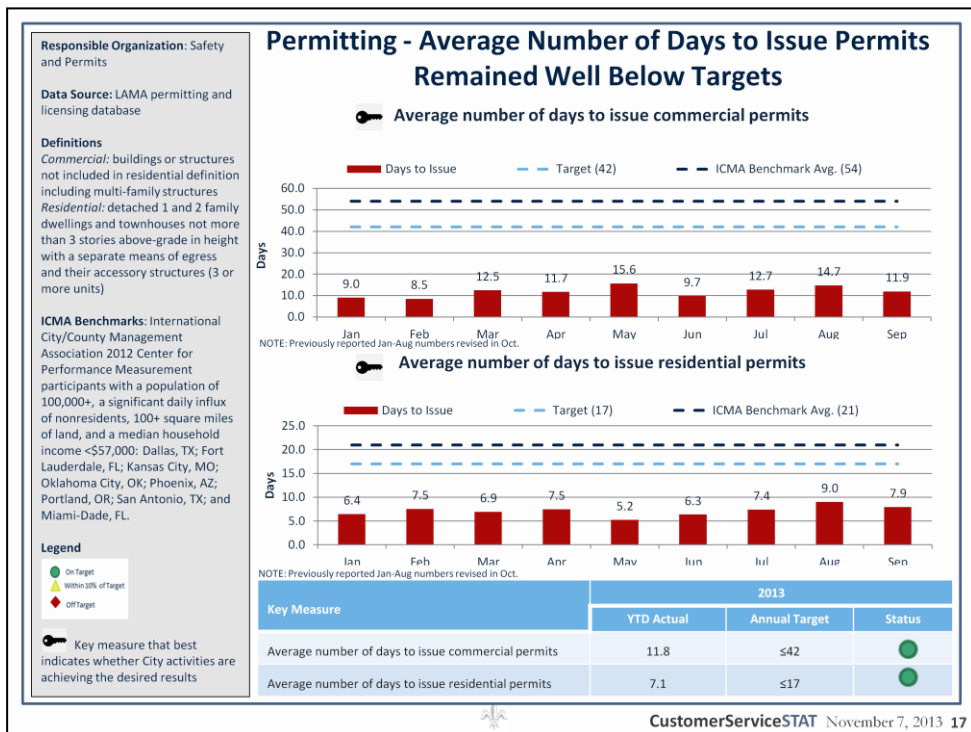
The increase in wait times for account maintenance and administration and enforcement is likely due to a failure to log out departing customers in LobbyCentral. The Bureau of Revenue is working on training staff to improve their use of the system.

Permits Issued Decreased

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

Data Source: LAMA permitting and licensing database

Number of commercial permits issued

	Jun	Jul	Aug	Sep
Building - New Construction	8	7	9	8
Building - All Others	218	202	212	188
Demolition	16	82	22	14
Electrical	453	302	301	270
HDLC	51	70	40	34
Mechanical	186	271	185	307
Special Event	10	5	14	31
VCC	43	29	32	35

Number of residential permits issued

	Jun	Jul	Aug	Sep
Building - New Construction	47	61	82	52
Building - All Others	1,088	1,090	889	748
Demolition	53	69	80	52
Electrical	369	578	604	481
HDLC	95	92	89	91
Mechanical	455	582	555	464
Special Event	0	0	0	3
VCC	26	20	22	22

Permit issuance, particularly building permit issuance, is seasonal. Applicants frequently obtain permits in the summer so that they can begin construction during the cooler months.

Permit Applications Submitted Online Continued to Increase

Responsible **Organizations**: Safety and Permits, Taxi and For Hire Vehicle Bureau, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database

Percent of permit applications submitted online

Month	Percent Submitted Online
Jan	0%
Feb	0%
Mar	3%
Apr	6%
May	8%
Jun	7%
Jul	13%
Aug	14%
Sep	16%

*Denominator includes only those permits that *can* be applied for online.

Number of operator/driver and tour guide permits issued

Legend: ■ Operator/Driver's Permit   ■ Tour Guide Permits

Month	Operator/Driver's Permit	Tour Guide Permits
Jan	99	13
Feb	98	6
Mar	164	13
Apr	189	28
May	144	48
Jun	132	33
Jul	111	28
Aug	112	36
Sep	148	75

Action Item

Date	Responsible Parties	Item	Due	Status
8/21/13	M. Hull	Improve timeliness of data input to reflect actual application status	Ongoing	Reviewing data; will need 2 months to prepare data for presentation

Safety and Permits has set a 2014 target of 20% of permit applications submitted online. Most of the online applications are submitted by contractors who are familiar with the process. Individual homeowners typically apply in person.

Permitting - Average Number of Days to Issue Permits Remained Well Below Targets

Following its establishment of a baseline this year, Safety & Permits has set more aggressive targets for the number of days to issue permits in 2014.

Permitting – More than 90% of Permits Were Issued within 15 Days

Number of permits issued in 2013

Legend: ■ <15 Days ■ 15-30 Days ■ >30 Days

Commercial: 692, 229, 5681
Residential: 1006, 520, 16809

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)

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.
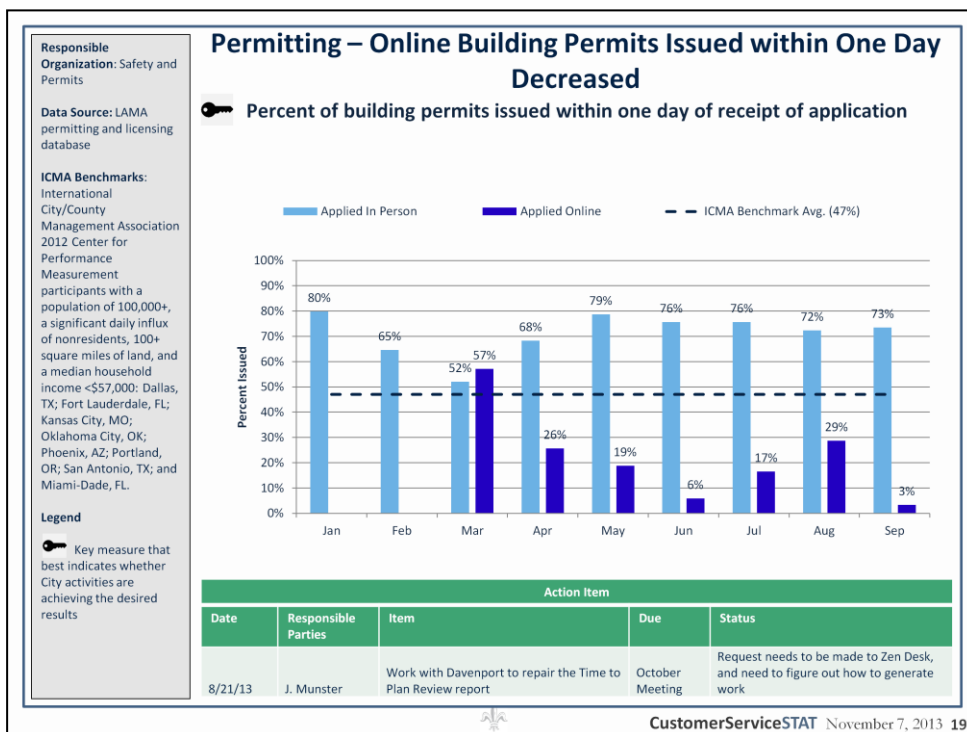
Legend
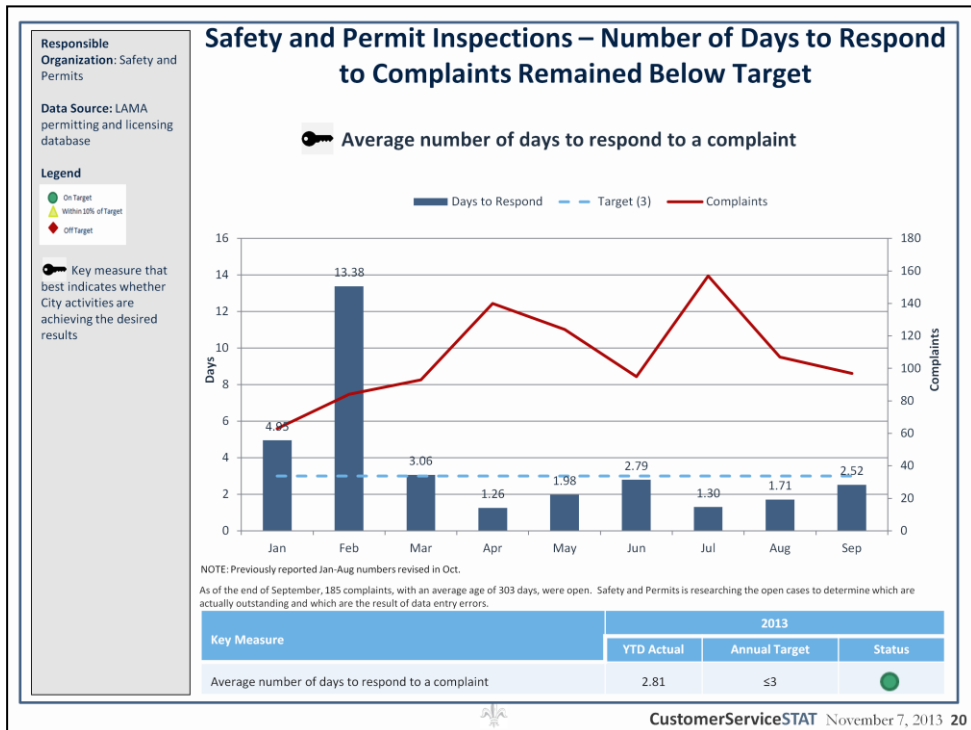● On Target
▲ Within 10% of Target
◆ Off Target
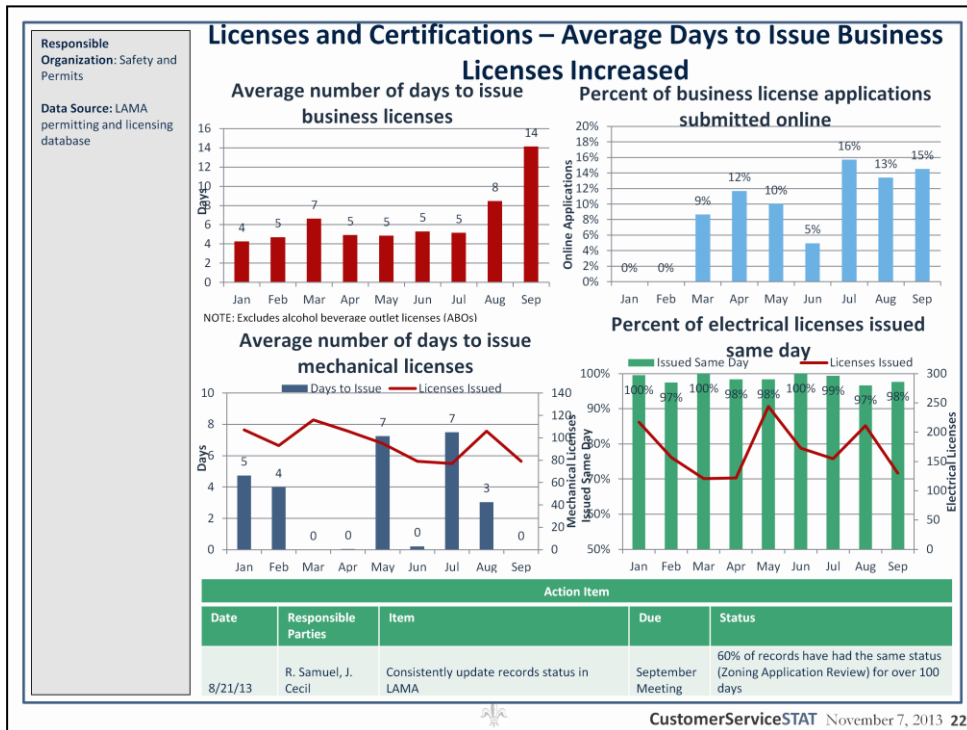
The process for issuing permits applied for online has additional steps built-in, leading to fewer being issued in one day.

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Legend

🟢 On Target
🔺 Within 10% of Target
🔴 Off Target

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

Safety and Permit Inspections – Number of Days to Respond to Complaints Remained Below Target

🔑 **Average number of days to respond to a complaint**

Legend: Days to Respond — Target (3) — Complaints

Month	Days to Respond
Jan	4.95
Feb	13.38
Mar	3.06
Apr	1.26
May	1.98
Jun	2.79
Jul	1.30
Aug	1.71
Sep	2.52

NOTE: Previously reported Jan-Aug numbers revised in Oct.

As of the end of September, 185 complaints, with an average age of 303 days, were open. Safety and Permits is researching the open cases to determine which are actually outstanding and which are the result of data entry errors.

Key Measure	2013		
	YTD Actual	Annual Target	Status
Average number of days to respond to a complaint	2.81	≤3	🟢

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Most of the open complaints are due to failing to close cases. Safety & Permits has trained its staff to properly close out cases after responding to complaints.
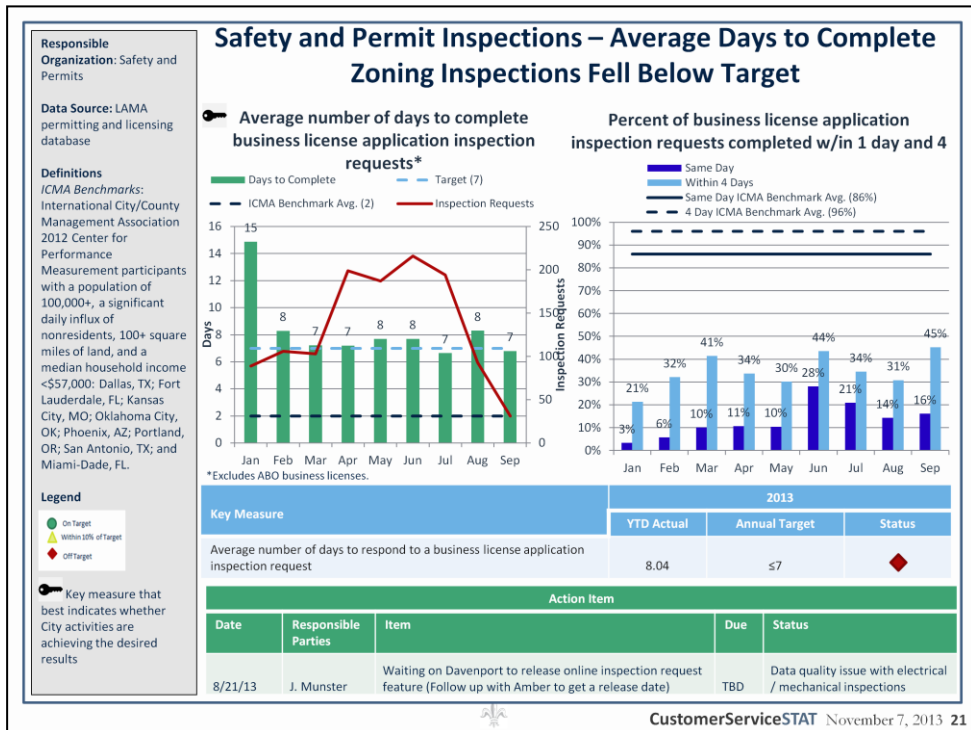
Safety & Permits is hiring another inspector, which should lead to a decrease in the number of days to respond to inspection requests. The Department is also working to identify cases that do not require inspections. The action item has been completed, and the updated records will be reflected in the October data.

Licenses and Certifications – Average Days to Issue Business Licenses Increased

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Average number of days to issue business licenses

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
4	5	7	5	5	5	5	8	14

NOTE: Excludes alcohol beverage outlet licenses (ABOs)

Percent of business license applications submitted online

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
0%	0%	9%	12%	10%	5%	16%	13%	15%

Average number of days to issue mechanical licenses

Days to Issue — Licenses Issued

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
5	4	0	0	7	0	7	3	0

Percent of electrical licenses issued same day

Issued Same Day — Licenses Issued

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
100%	97%	100%	98%	98%	100%	99%	97%	98%

Action Item

Date	Responsible Parties	Item	Due	Status
8/21/13	R. Samuel, J. Cecil	Consistently update records status in LAMA	September Meeting	60% of records have had the same status (Zoning Application Review) for over 100 days

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The increase in the number of days to issue business licenses could be from closing old cases that have been inspected but were not closed out correctly, though there may also be issues involving zoning reviews that are increasing the number of days to issue licenses.

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	• 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	• 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	• 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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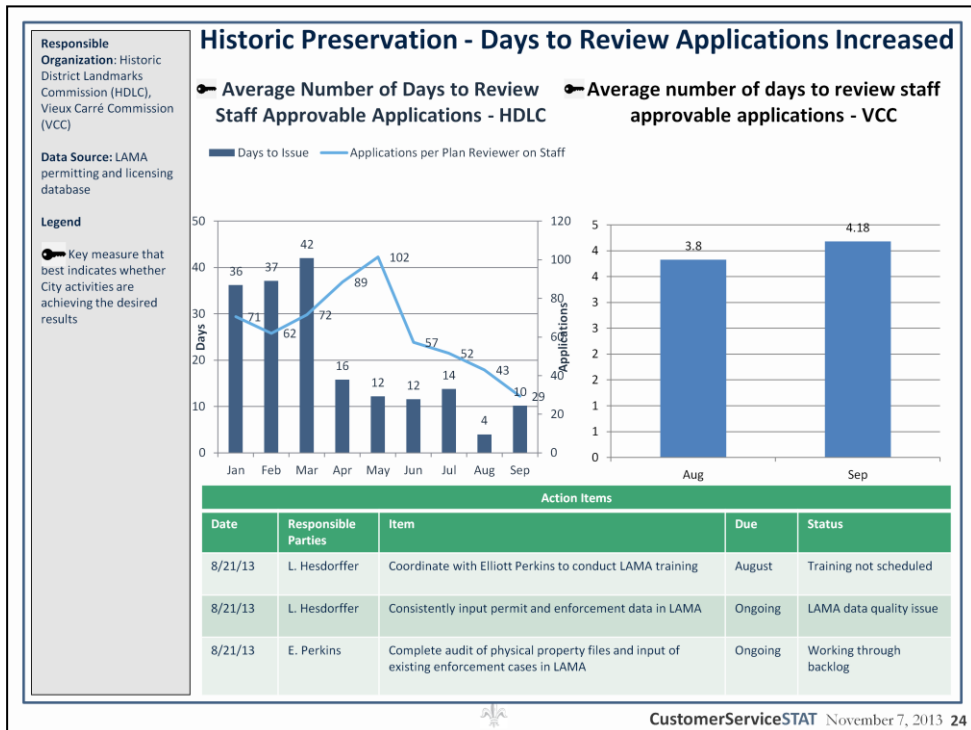
In September, the Historic District Landmarks Commission (HDLC) closed a small number of cases that had gotten "stuck" in the process and aged, resulting in a spike in HDLC's average number of days to review staff approvable applications.
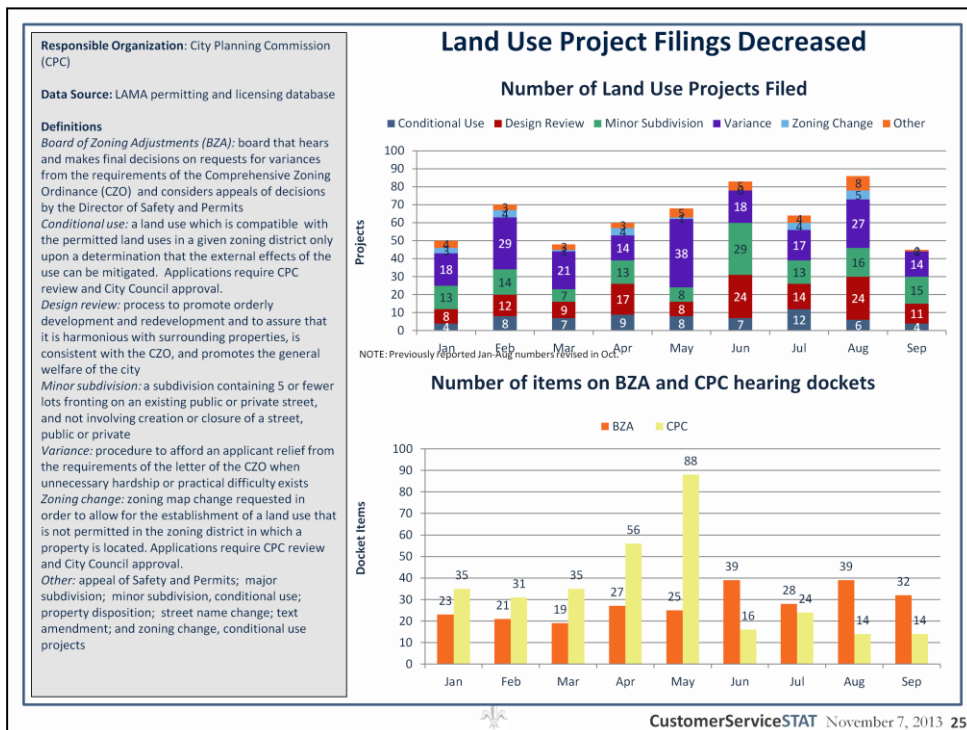
The City Planning Commission (CPC) experiences the same seasonal trends as Safety and Permits. CPC is experiencing some LAMA data quality issues that is resulting in an imprecise number of projects. CPC is currently working to address those issues, and also working to improve data on the workflow of applications, which will facilitate timeliness measurement.

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?