



CITY OF NEW ORLEANS

# QualityofLifeSTAT

April 18<sup>th</sup>, 2013

(Reporting Period: February and March 2013)

[www.nola.gov/opa](http://www.nola.gov/opa)

# Agenda

- 8:00-8:05 Introduction and Announcements
- 8:05-8:40 Open and Effective Government
- 8:40-9:40 Sustainable Communities
- 9:40-9:50 Public Safety
- 9:50-10:00 Economic Development



# 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 QualityofLifeSTAT, City leaders and managers review key performance results related to citizens' quality of life. 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, QualityofLifeSTAT meetings are open to the public.

**Scope:** QualityofLifeSTAT focuses on topics that are Citywide, lead to a perception of neglect, and are reported frequently to multiple sources (e.g. 311, Councilmembers, department heads, the NOPD, and at community meetings). QualityofLifeSTAT does not focus on performance managed in other STAT programs or initiatives, nor does it discuss complaints about specific locations in depth.

*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.

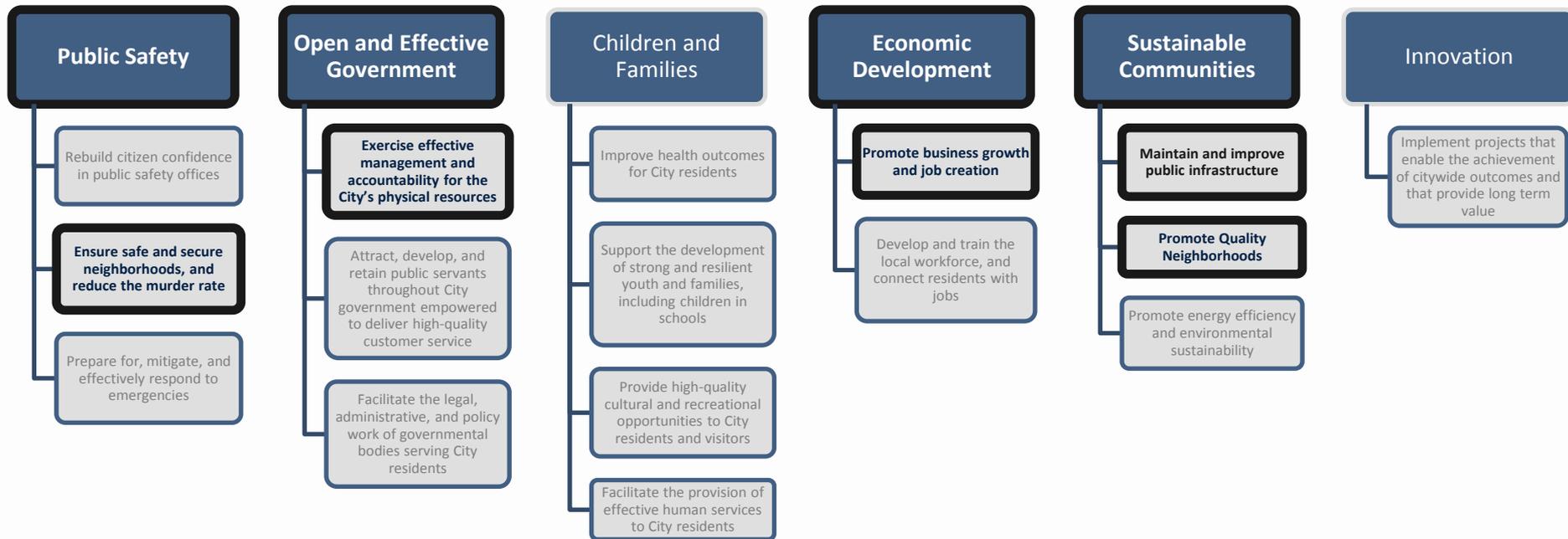
## Values

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

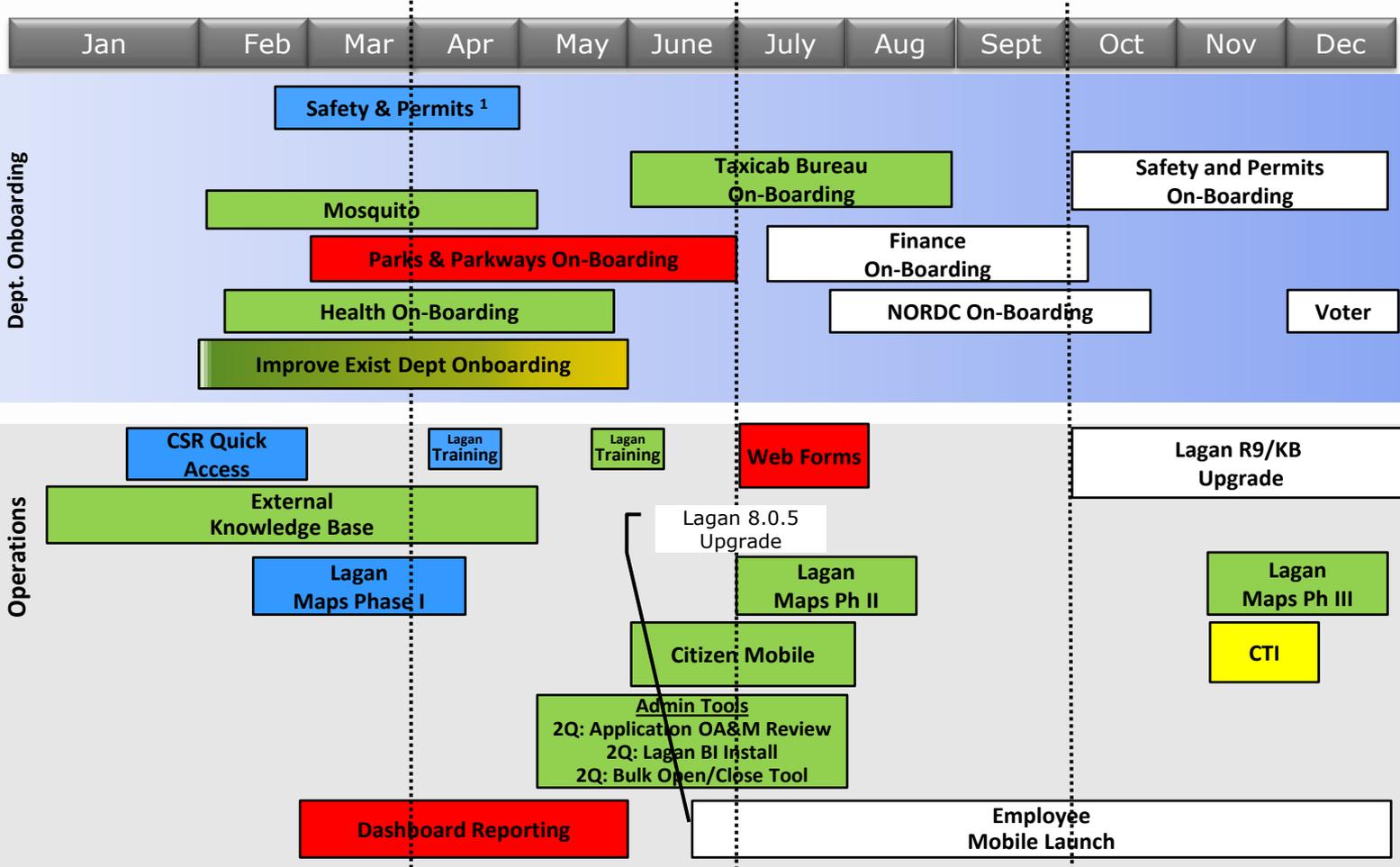
**Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.**

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



# 2013 311 Roadmap

## Q2 Update



2013 Completed to Date

- Lagan Maps Ph I implemented early
- Move production Lagan databases to SQL cluster
- Onboarding documentation draft available for Health and MTCB.
- CSR Information Tab
- Citizen Mobile project scoped
- Operational process enhancements for on-boarded departments
- External Knowledge Base project development completed; testing scheduled in April for on-time roll out



Added to Roadmap

- Lagan R8.0.5 Upgrade
- Web forms

Roadmap Dates Changes

- Extended Mosquito from March into early May due to schedule needs of MTCB.
- Health extended to mid-May.
- P&P extended to June.
- CTI pushed due to volume of other work
- Lagan R9/KB upgrade moved to 4Q13



# 2013 311 Dashboard

## Department Onboarding



### 2013 New Department On Boards

Department	Status	Current Phase	Knowledge Topics	Service Requests	LAMA Permits
Health	On Target	May timeline approved. Reviewing live calls. Script development underway. E-forms scheduled for April 30 approval.	22	1	2+
Mosquito	On Target	May timeline approved. E-form development complete 4/16. Formal sign off scheduled 4/8/13.	16	2	0
Parks & Parkways	At Risk	Awaiting approval of June timeline. Awaiting agreement to ongoing working meeting schedule. Awaiting approval to listen to live calls.	10	3	8

### Existing On Boarded Departments

Onboarding Metrics	DPW Maintenance	DPW Traffic	DPW Parking	Sanitation	Code Enforcement*
Timeliness to close requests (Closed cases meeting target. > 80%, 50-80%, <50%)					
Request closing rate (Closed Cases >= New Cases Yes/No)					
Backlog to Closure Rate Ratio (1-4, 5-7, >=8)					
311 tool usage (Resources actively managing cases using Lagan)					
<b>Overall</b>					

Lagan contains all work for these departments except for:  
Traffic and Parking (police reports).

All departments, except Traffic, working from 311 queue.

#### Actions Pending

Revisit Scripting to assure proper categorization

Identify Resource to utilize 311

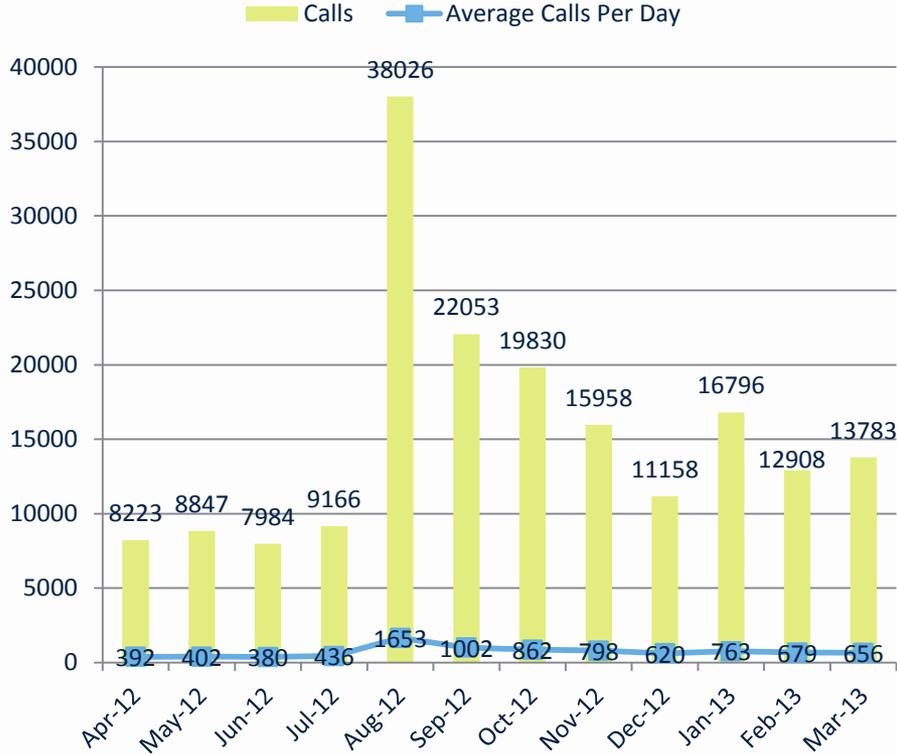
All work not yet input into 311

Vendors need to address backlog; 311 reports due

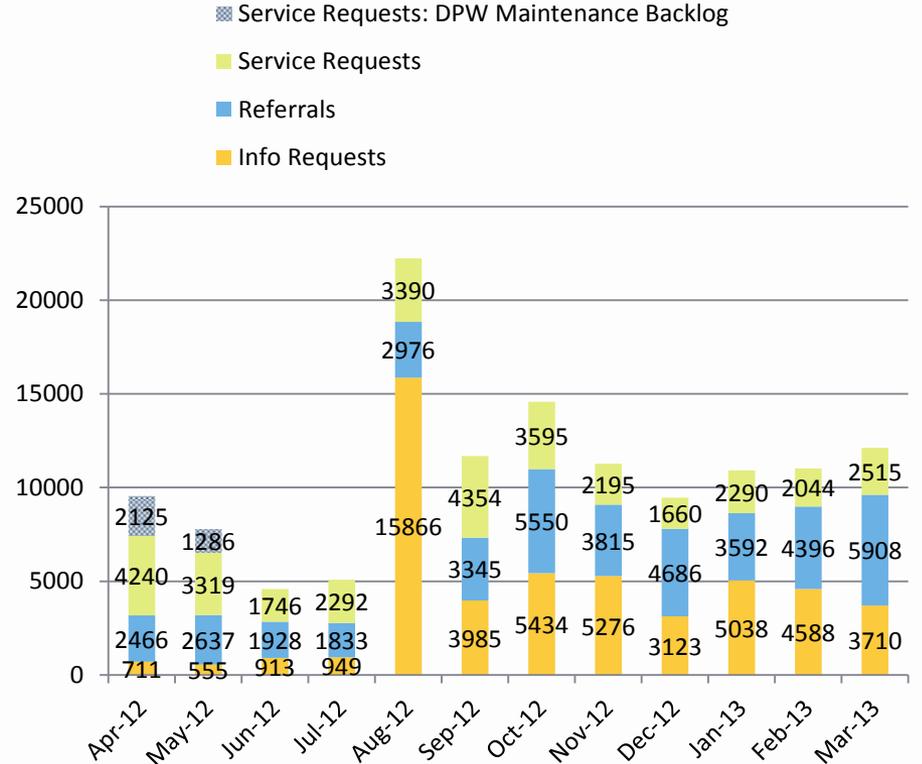
None  
\* CE closure reflects Lagan closure, not LAMA

# NOLA 311

## Total Calls



## 311 Requests

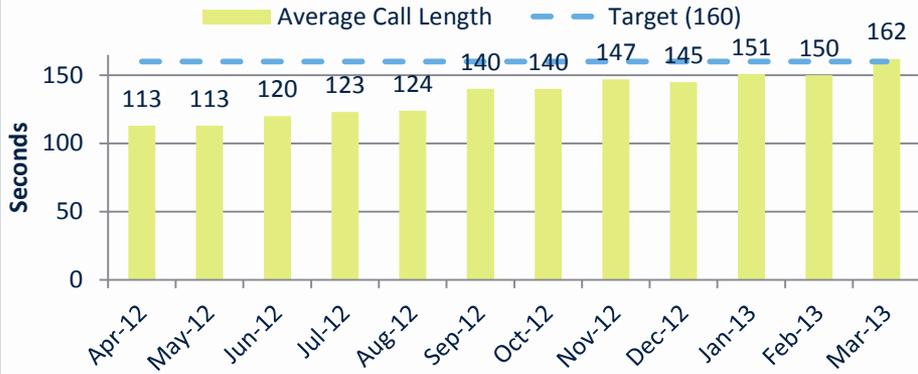


## Action Items

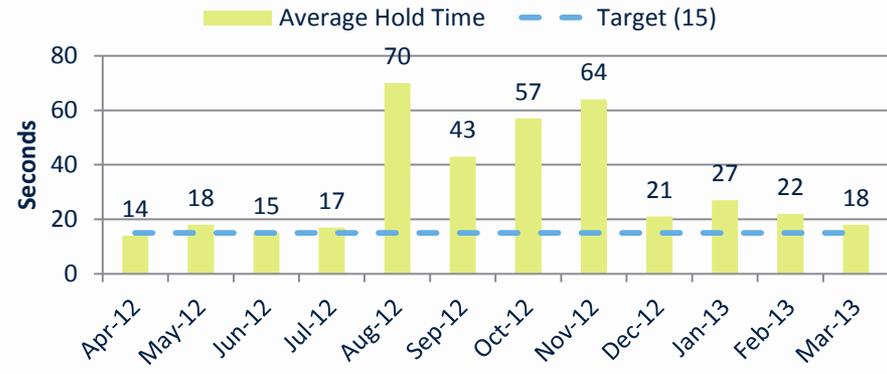
Date	Responsible Parties	Action Item	Due	Status
10/4/12	K. Furan	Work with intergovernmental affairs to coordinate with or integrate Entergy for future hurricanes	Ongoing	
7/12/12	M. Torri, M. Jernigan	Incorporate FEMA street repair plans into 311 knowledge base	Ongoing (Long term)	Once Lagan Maps functionality is available, will coordinate to incorporate and use data

# NOLA 311

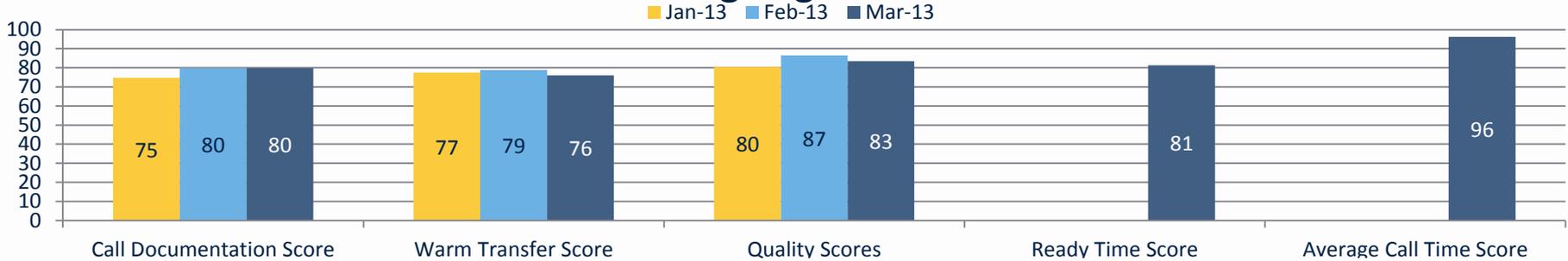
## Average Call Length



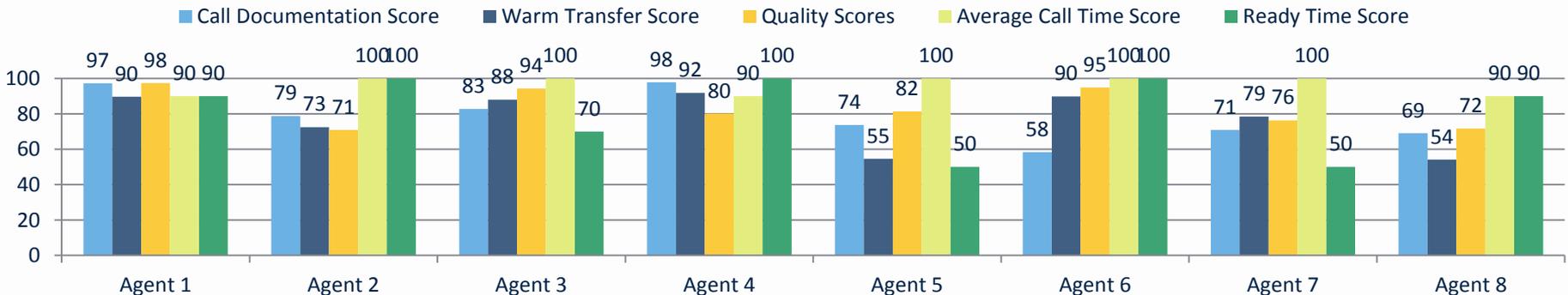
## Average Hold Time



## Average Agent Scores



## Scores by Agent (YTD Actual)



\*Note: Average Call Time and Ready Time scores only available for March.

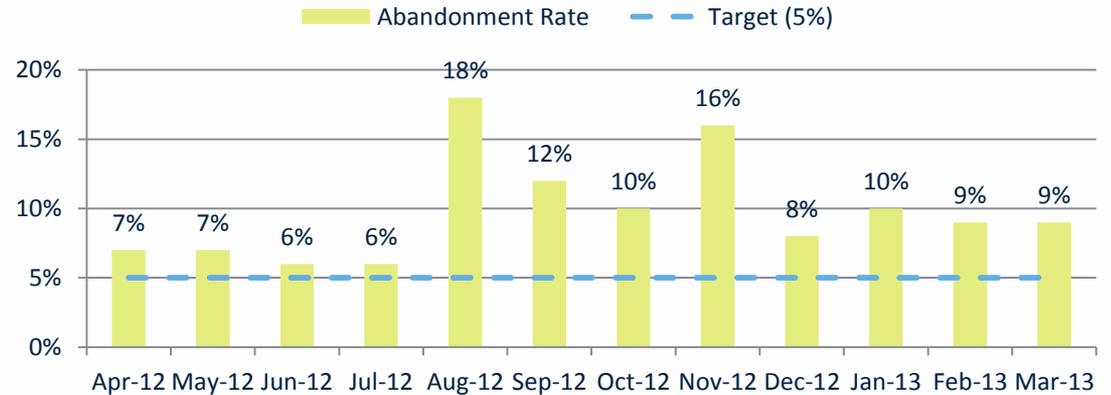


## Key Performance Indicator: Call abandonment rate for 311

Responsible Organization: Information Technology and Innovation

2013		
YTD Actual	Annual Target	Status
9%	≤ 5%	Off Target

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

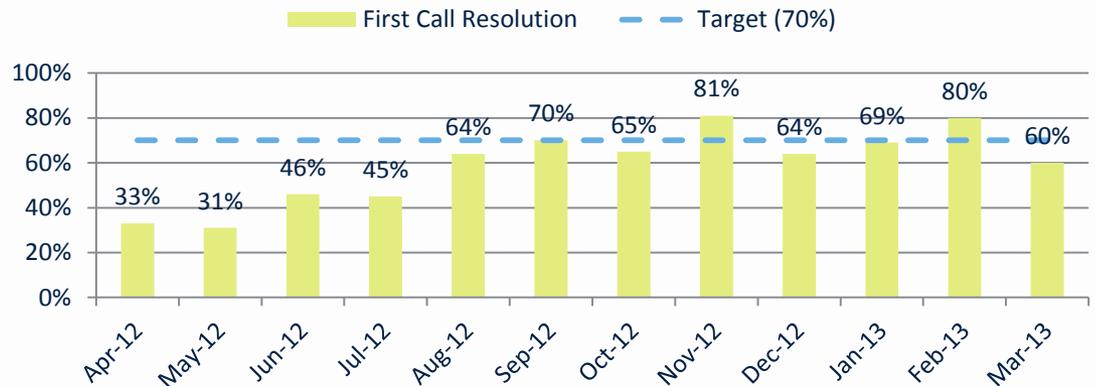


## Key Performance Indicator: Average monthly percent of 311 first call resolution

Responsible Organization: Information Technology and Innovation

2013		
YTD Actual	Annual Target	Status
69%	70%	Within 10% of Target

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



Note: First call resolution includes information requests and undocumented calls. Excludes service requests and department referrals.

## NOLA 311 Top Requests and Referrals in March

	Service Requests	No.	Prior Month (Feb) Rank		Information Requests	No.	Prior Month (Feb) Rank		Department Referrals	No.	Prior Month (Feb) Rank
1	Street Light	526	1	1	Sanitation Service Fees	234	2	1	Public Works	904	2
2	Illegal Dumping*	340	-	2	Traffic Court	182	1	2	Finance-Treasury	757	1
3	Code Enforcement General Request	309	4	3	Birth Certificates	126	4	3	Safety & Permits	739	4
4	Residential Recycling	299	5	4	Assessor	74	3	4	Finance-Revenue	558	3
5	Abandoned Vehicle	219	-	5	Marriage Cert	27	-	5	Code Enforcement	312	5

### March Deputy Mayor Escalations for Citizen Follow-Up Cases

Department	Deputy Mayor Escalations
DPW – Admin Hearing Center	5
NORA – Property or Real Estate	1
Safety & Permits	1

\*Includes cases identified by Sanitation field team.



# 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)

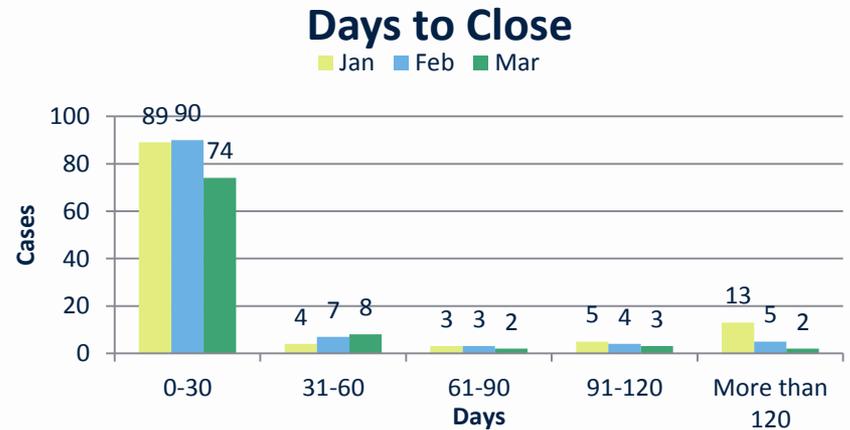
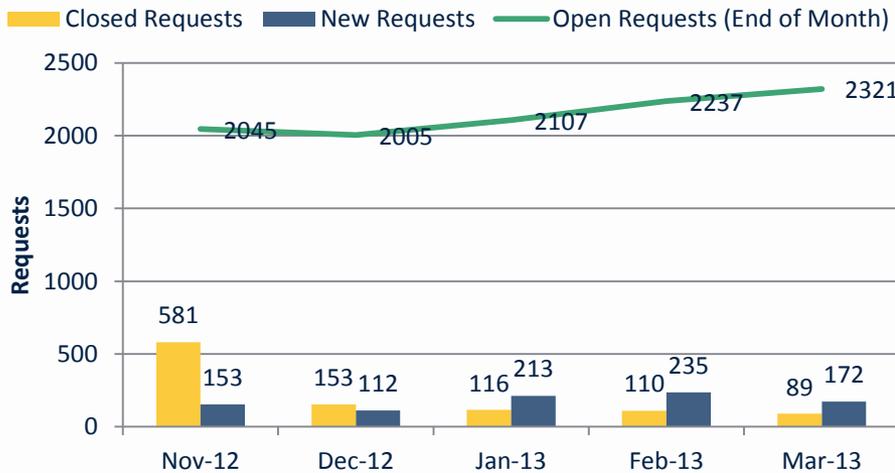


# Key Performance Indicator: Number of potholes filled

Responsible Organization: Department of Public Works



## 311 Pothole/Roadway Surface Repair Service Requests



Note: Expected days to close, developed in 2012: 60-365 days. Rescaled to 30 days, from previous 90.



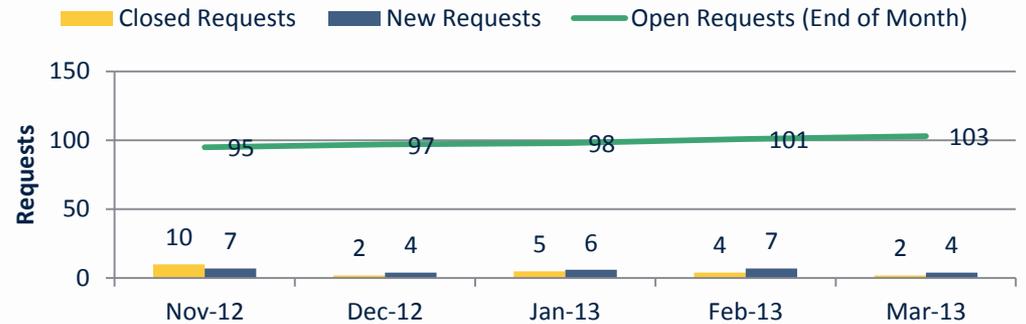
# DPW Maintenance 311 Service Requests

## Falling Behind on All

### 311 Issues

Responsible Parties	Issue	Due
M. Jernigan	Review and revise expected days to close for service requests	Past Due
M. Jernigan/M. Nolan	Identify DPW Maintenance team member to attend monthly 311 performance review meetings.	Past Due
K. Furan	Identify process for routing citizen complaints to departments.	4/15
K. Davis	Address incorrect closure of pothole cases.	4/18
C. Boudy	Complete work to allow department users to create cases.	TBD
C. Boudy	Train DPW maintenance on e-mailing citizens .	4/30
C. Boudy	Identify method for the system to provide templates for e-mailing citizens.	5/30
K. Davis	Re-train the agents on information to be entered into description field.	4/30
C. Boudy	Revisit existing scripts and e-forms and identify changes and improvements.	5/30
J. Padhett	Create a special version of the General Case and Location Details Report for DPW Maintenance to reduce the complexity of their reviews.	4/30

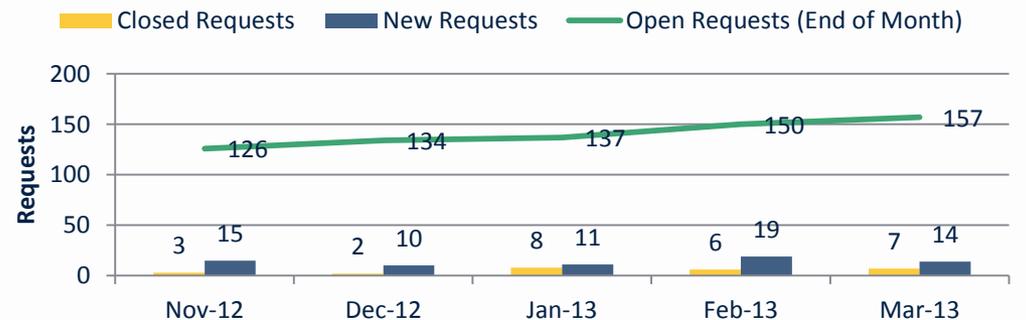
### Manhole Cover Maintenance



### Sidewalk Repair



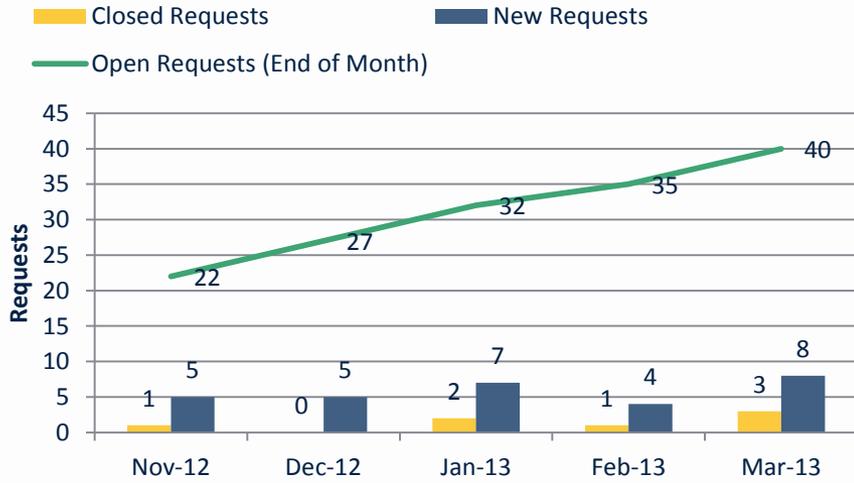
### Road Shoulder Repair



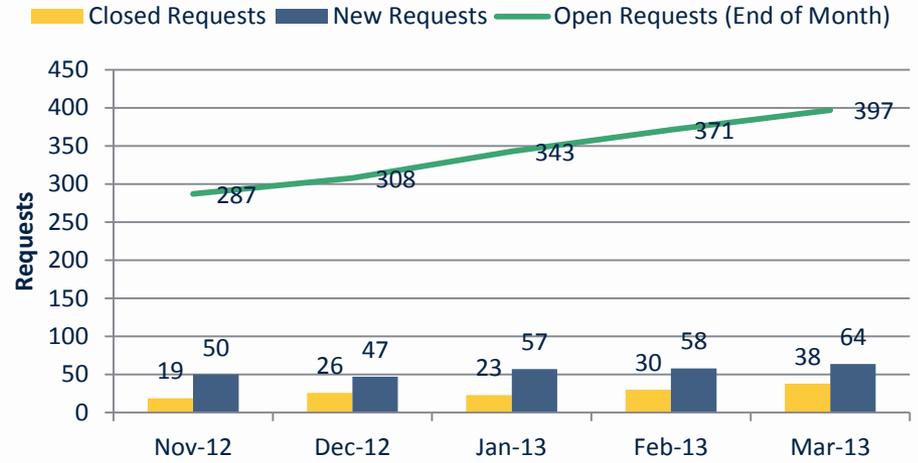
# DPW Traffic 311 Service Requests

## Falling Behind on All Except Traffic Signals

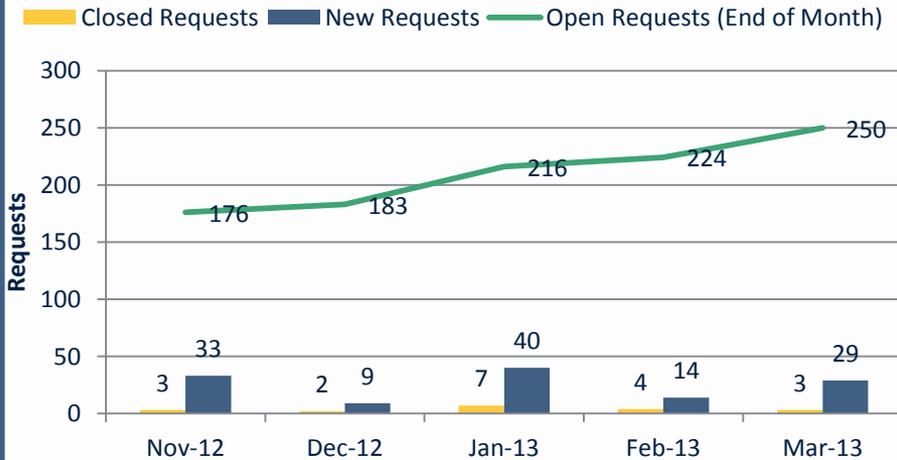
### Road Surface Marking



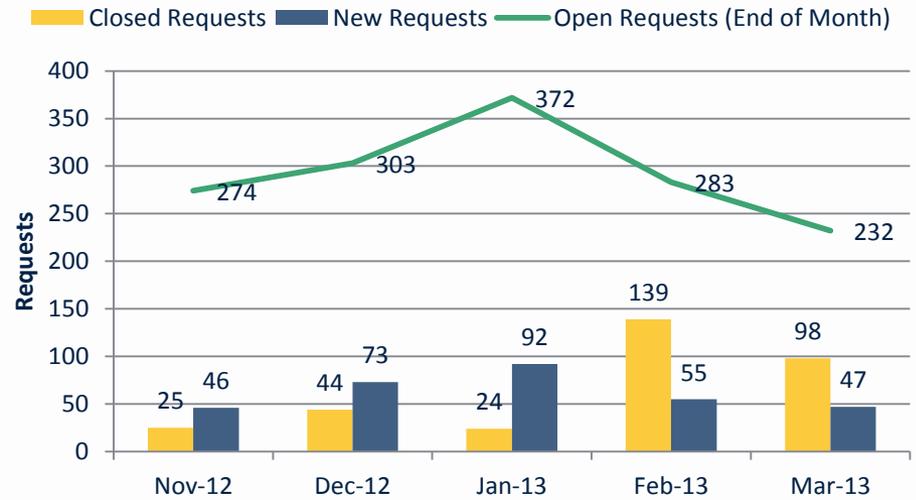
### Traffic Sign



### Street Name Sign



### Traffic Signal



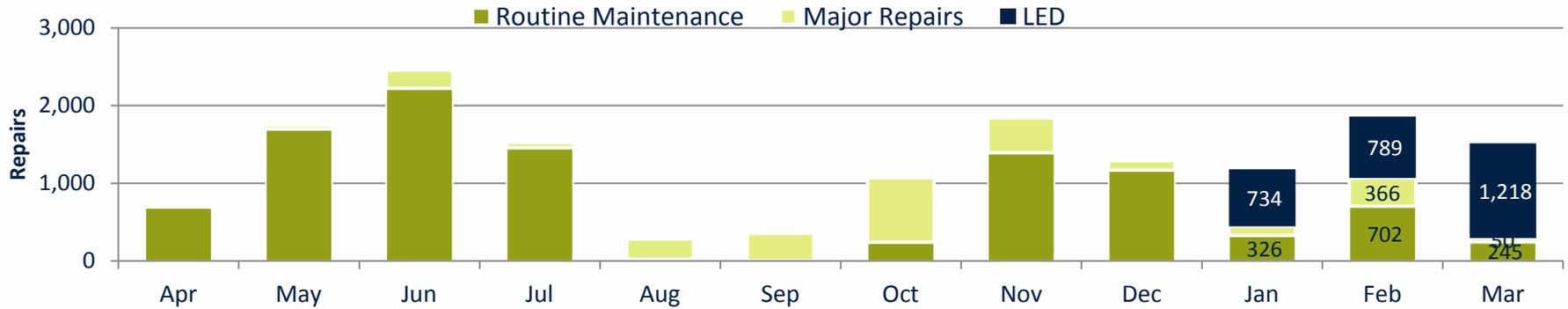
## DPW Traffic: 311 Issues

Responsible Parties	Issue	Due	Status
A. Yrle	Assign resource to update the backlog of DPW Traffic cases.	Past Due	311 will provide a resource to assist with review/closure of DPW Traffic cases until a permanent DPW resource can be identified.
A. Yrle	Ensure all work being done by DPW Traffic is reflected in 311.	Past Due	A special e-form can be created for simplicity of data entry of department identified work. 311 provided training and documentation provided on how to use VO and enter cases into it.
A. Yrle	Consider replacing existing paperwork created by DPW Traffic with work order reports from Lagan system.	Past Due	
M. Jernigan/K. Furan	Determine new method for closing the backlog of streetlight cases based on actual work completed.	TBD	In progress. Former process for closing streetlight cases has been suspended.
A. Yrle	Street name sign vendor to address 2012 311 cases.	5/30	Vendor currently has data through Aug. 2012. Cases will be closed when vendor reports back, and then cases from Sep-Dec 2012 will be provided.
C. Boudy	Change e-forms and scripts to support a process that allows DPW Traffic to manage traffic sign cases in Lagan.	5/30	BPA to be performed on the current process.
A. Yrle	Review traffic signal backlog list and identify work that has been completed so that cases can be closed.	4/30	April 15 review session scheduled.
A. Yrle	Provide invoice lists of traffic signal knockdowns that have been repaired to 311 to review and close the cases.	4/15	



# Key Performance Indicator: Number of streetlight outages restored

Responsible Organization: Department of Public Works

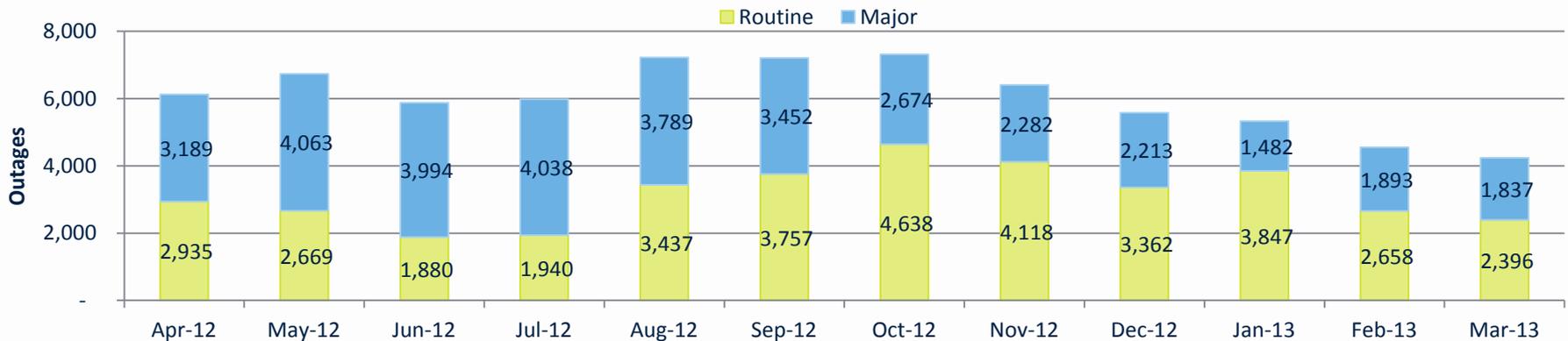


2011		2012		2013		
YTD Actual	Target Met?	YTD Actual	Target Met?	YTD Actual	Annual Target	Status
2,678	Off Target	1,206	Off Target	4,547	8,000	On Target

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

Note: Totals do not include 313 Hurricane Isaac related repairs in Q4 2012.

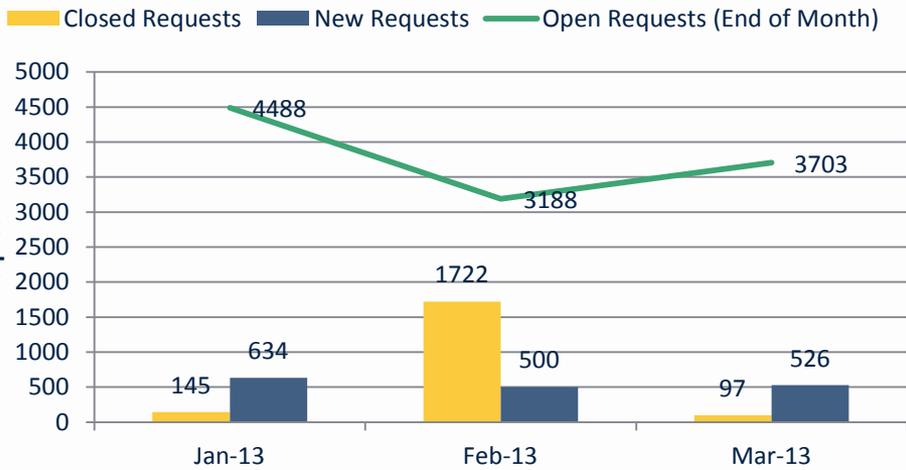
## Streetlight Outages



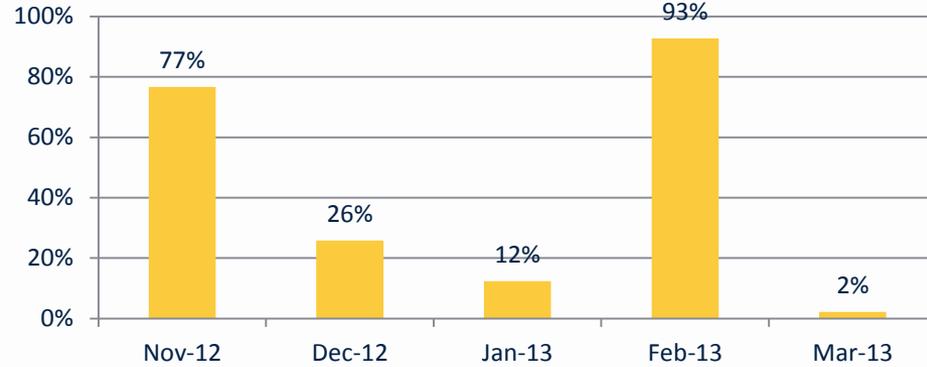
Note: Does not include Hurricane Isaac related outages.



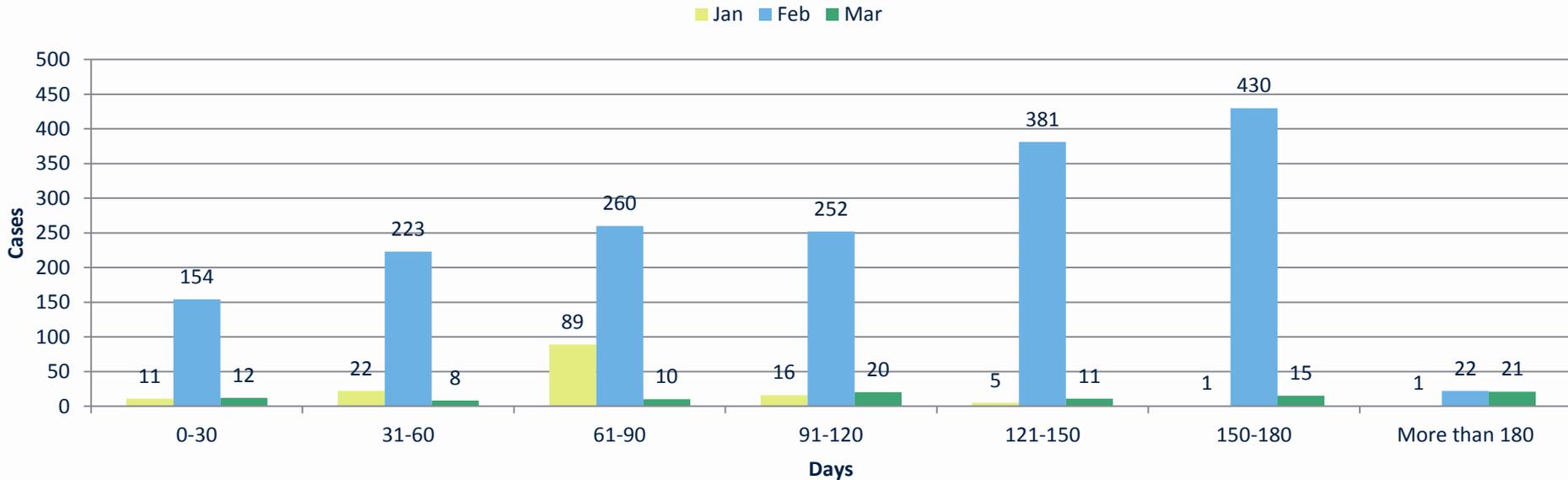
# 311 Streetlight Service Requests



## Closed 311 Requests as Percentage of All Outages Restored



## Days to Close 311 Streetlight Service Requests



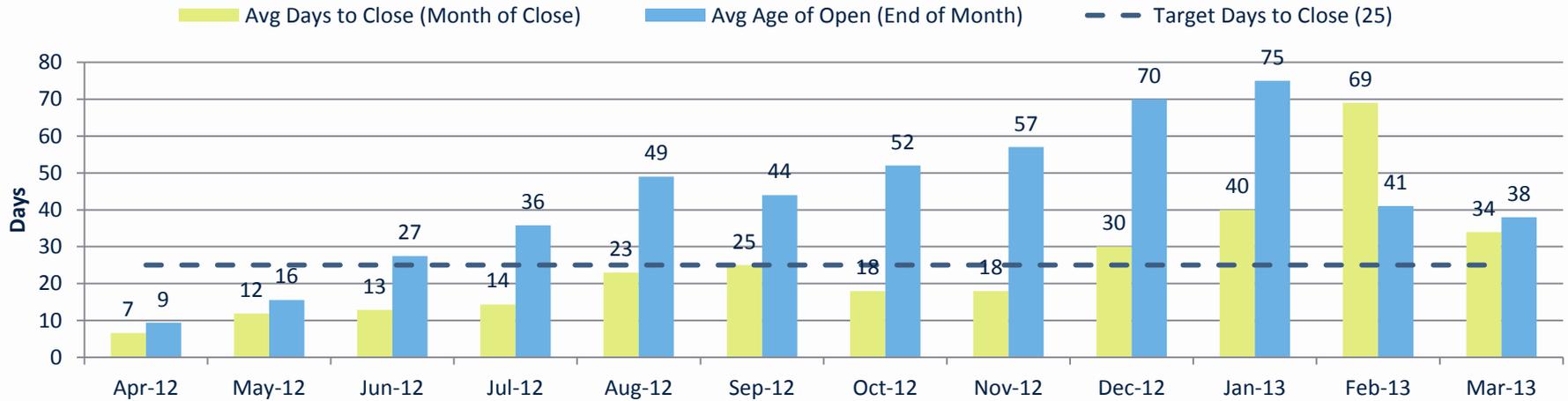
Note: Expected days to close, developed in 2012: 30-180 days.

Data Source: Department of Public Works Streetlights Monthly Report



# Key Performance Indicator: Average number of days to close 311 abandoned vehicle calls

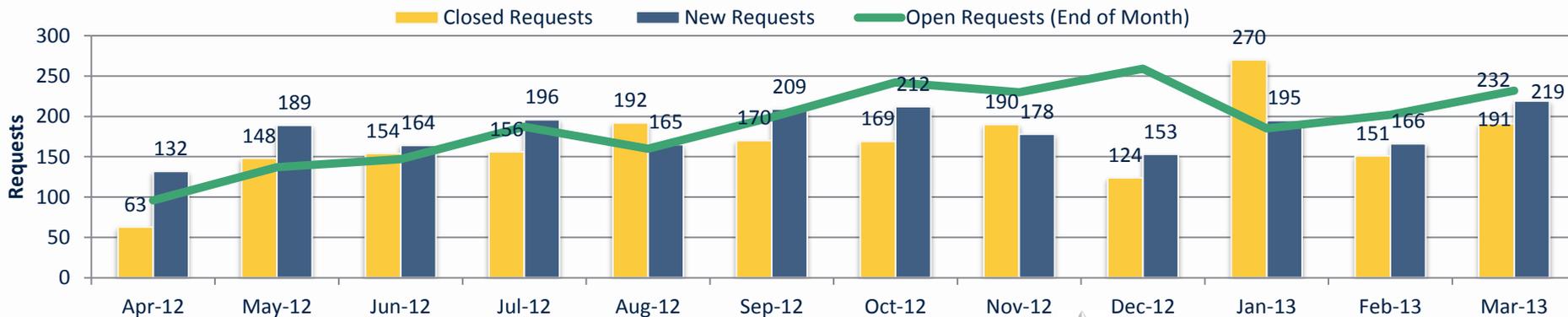
Responsible Organization: Department of Public Works



2011		2012		2013		
YTD Actual	Target Met?	YTD Actual	Target Met?	YTD Actual	Annual Target	Status
27	-	13	●	45.28	≤ 25	◆

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

## Abandoned Vehicle Requests



# Abandoned Vehicles

## Action Items

Date	Responsible Parties	Action Item	Due	Status
10/4/12	Z. Edmonds, A. Square	Contract with additional towing companies for abandoned vehicles	Ongoing	Innovation Team member to be assigned. To pay private contractors, will need to include in budget, or set up enterprise fund.
11/1/12	D. Macnamara, J. Soileau, All	Obtain lists of top issues for enforcement, develop enforcement strategy, and train Quality of Life officers	Ongoing	P&P and Sanitation provided lists. DPW is developing a card for officers. DPW and NOPD developed draft procedures for processing parking tickets, and will commence training and ticket book issuance now that special events are complete.

## DPW Parking: 311 Issues

Responsible Parties	Issue	Due	Status
J. Hernandez	Ensure all work being done by DPW Parking is reflected in 311.	TBD	Special e-form can be created for simplicity of data entry of department defined work
C. Boudy	Identify mechanism to allow searching by Title and Police District in VO	TBD	
J. Padgett	Modify Ready to Tow report so that cases with a "Case Title" of "Abandoned Vehicle Stickered (5-day sticker)" only appear on the report after 5 days	4/12/13	
K. Davis, C. Boudy	Develop a script to explain to citizens that the need to call back if a vehicle reported abandoned is gone within 24-48 hours will assist the City in reducing costs.	5/14/13	
M. Jernigan, C. Robles	Reduce warm transfers by providing additional information that agents can use to increase First Call Resolution.	4/19/13	
J. Padgett, C. Boudy	Modify Daily Report to sort by newest cases first, add a "needs re-inspection field", and add a "date vehicle chalked" field	TBD	



# Key Performance Indicator: Number of catch basins cleaned

Responsible Organization: Department of Public Works

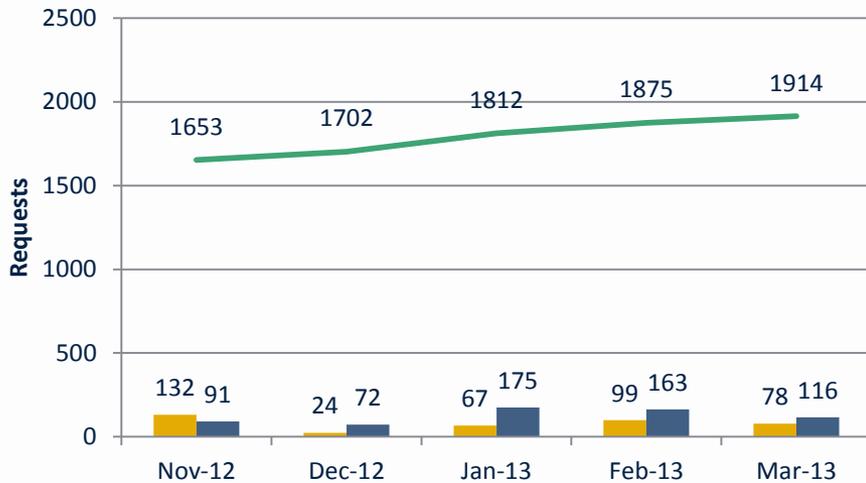
2011		2012		2013		
YTD Actual	Target Met?	YTD Actual	Target Met?	YTD Actual	Annual Target	Status
-	Off Target	1,096	On Target	1,053	3,000	On Target

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



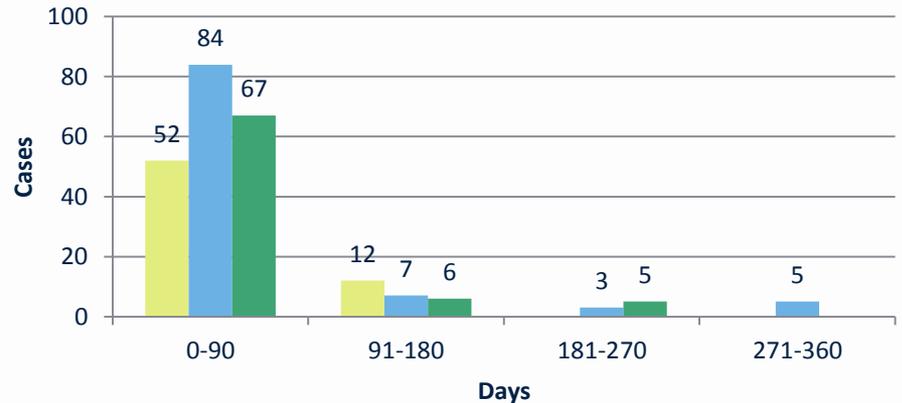
## 311 Street Flooding/Drainage Service Requests

■ Closed Requests   
 ■ New Requests   
 — Open Requests (End of Month)



## Days to Close

■ Jan   
 ■ Feb   
 ■ Mar



Note: Expected days to close, developed in 2012: 60-365 days.



**Sewerage and Water Board of New Orleans  
Customer Service Report  
Indicators of Metric Results  
March 2013**

<b>Operations Support</b>	<b>Goal</b>	<b>Goal Met</b>	<b>Within Control Limits</b>	<b>Trend</b>
<b>Billing Accuracy / Reasonable</b>	Accuracy of Meters			
	Meters Read			
	Days in Billing Cycle			
	High Bill Complaints			
	Adjusted Bills			
	Average Compared to Cities			
	Average Compared to Income			
<b>Problem Resolution</b>	Customer Contacts			
	Call Wait Time			
	Abandoned Calls			
	Low Water Pressure			
	Water System Leaks			
	Sewer System Leaks			
	Multiple Customer Contacts			
	Days from Problem to Resolution			
	Backlog of Complaints			
<b>Collections Effectiveness</b>	Accounts Off for Non-Payment Within 30 Days			
	Past Due Between 1 and 90 Days			
	Past Due Between 91 and 3 Year			
<b>Customer Satisfaction</b>	Survey Instrument			

**Green = Favorable Variance**

**Yellow = Minimal Variance / No Action Recommended**

**Red = Unfavorable Variance / Action Recommended**



# Sewerage and Water Board of New Orleans

## Meters Read as a Percentage of Total Meters

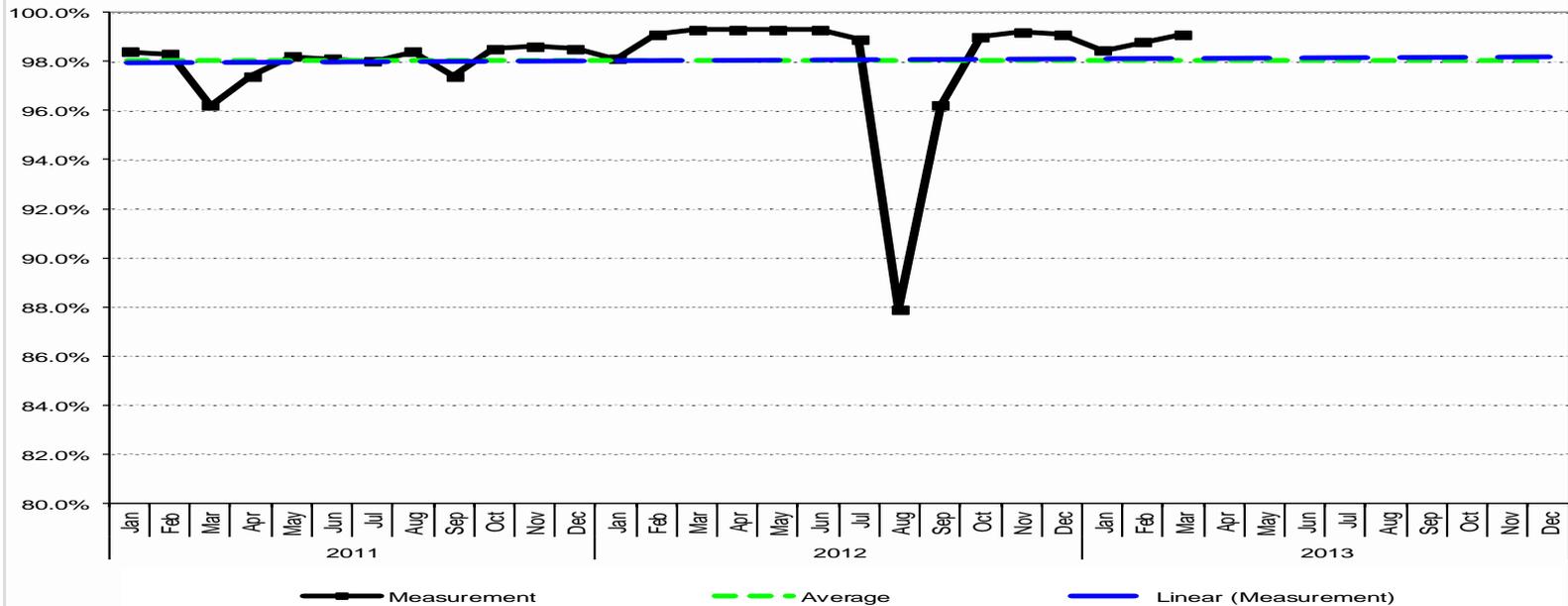
<b>Constituency:</b> Customer Ratepayers		<b>Objective:</b> Provide Accurate Bills	
<b>Currently Meeting Goal:</b> Yes		<b>Process Operating Within Control Limits:</b> Yes	
			<b>Goal:</b> Read 98% or more of meters each month
			<b>Trend:</b> Level

### Analysis

The purpose of the customer billing and collection processes is to collect revenues from customer accounts that are billed according to the service rules and are based upon accurate metered consumption. Obtaining an accurate reading is the first step in that process. Staff has maintained a reading rate near or above the goal since since April 2010 except for two months affected by Hurricane Isaac.

### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	98.4%	98.3%	96.2%	97.4%	98.2%	98.1%	98.0%	98.4%	97.4%	98.5%	98.6%	98.5%
<b>2012</b>	98.1%	99.1%	99.3%	99.3%	99.3%	99.3%	98.9%	87.9%	96.2%	99.0%	99.2%	99.1%
<b>2013</b>	98.4%	98.8%	99.1%									



# Sewerage and Water Board of New Orleans

## Investigations from High Bill Complaints as a Percentage of Total Bills

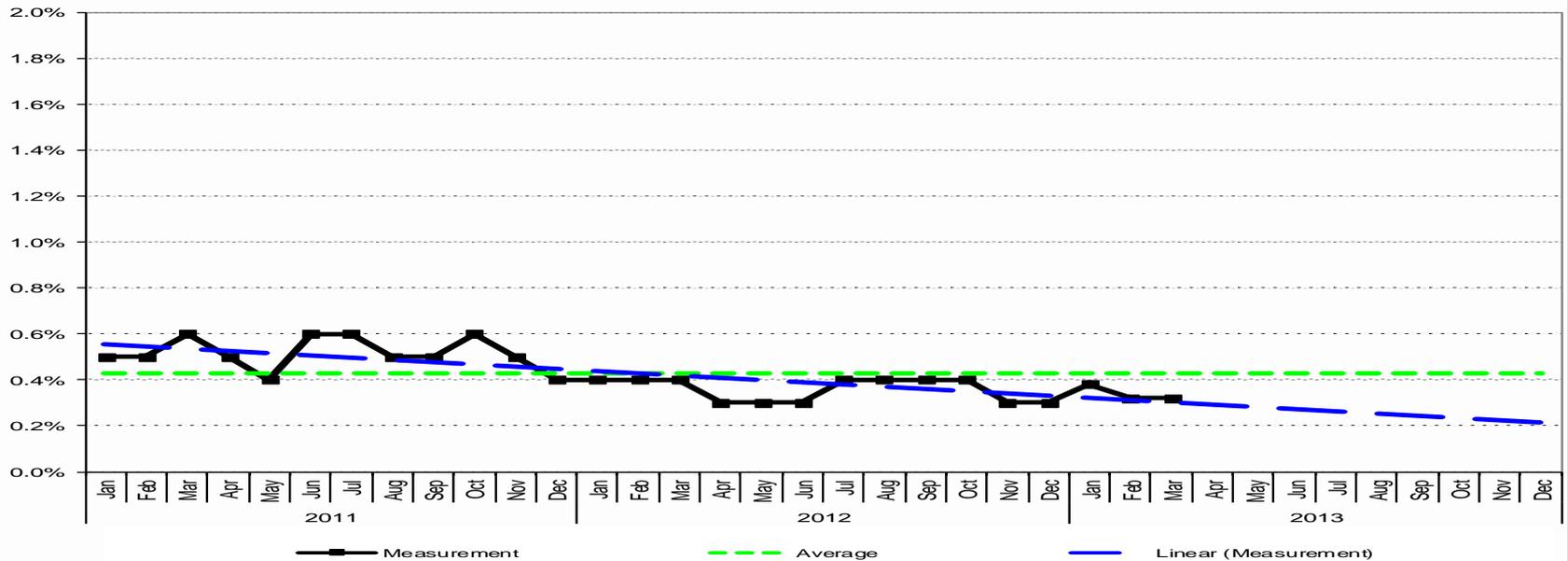
<b>Constituency:</b> Customer Ratepayers		<b>Objective:</b> Provide Accurate Bills	<b>Goal:</b> Reduce percentage over time
<b>Currently Meeting Goal:</b> Yes		<b>Process Operating Within Control Limits:</b> Yes	<b>Trend:</b> Favorable

### Analysis

Customers request an investigation about their usage when the bill is higher than normal amounts. The higher billed amount may be due to: a leak; one or more estimated readings followed by an actual reading; an erroneous meter reading; or increased water, sewer, or sanitation rates. Before an adjustment can be made, an inspection of the meter and service line must be performed.

### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	0.5%	0.5%	0.6%	0.5%	0.4%	0.6%	0.6%	0.5%	0.5%	0.6%	0.5%	0.4%
<b>2012</b>	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.4%	0.4%	0.4%	0.4%	0.3%	0.3%
<b>2013</b>	0.4%	0.3%	0.3%									



# Sewerage and Water Board of New Orleans

## Bills Adjusted as a Percentage of Total Bills Computed

**Constituency:**  
Customer Ratepayers

**Objective:** Provide  
Accurate Bills

**Goal:** Reduce  
percentage over time

**Currently Meeting  
Goal:** **Yes**

**Process Operating  
Within Control Limits:**  
**Yes**

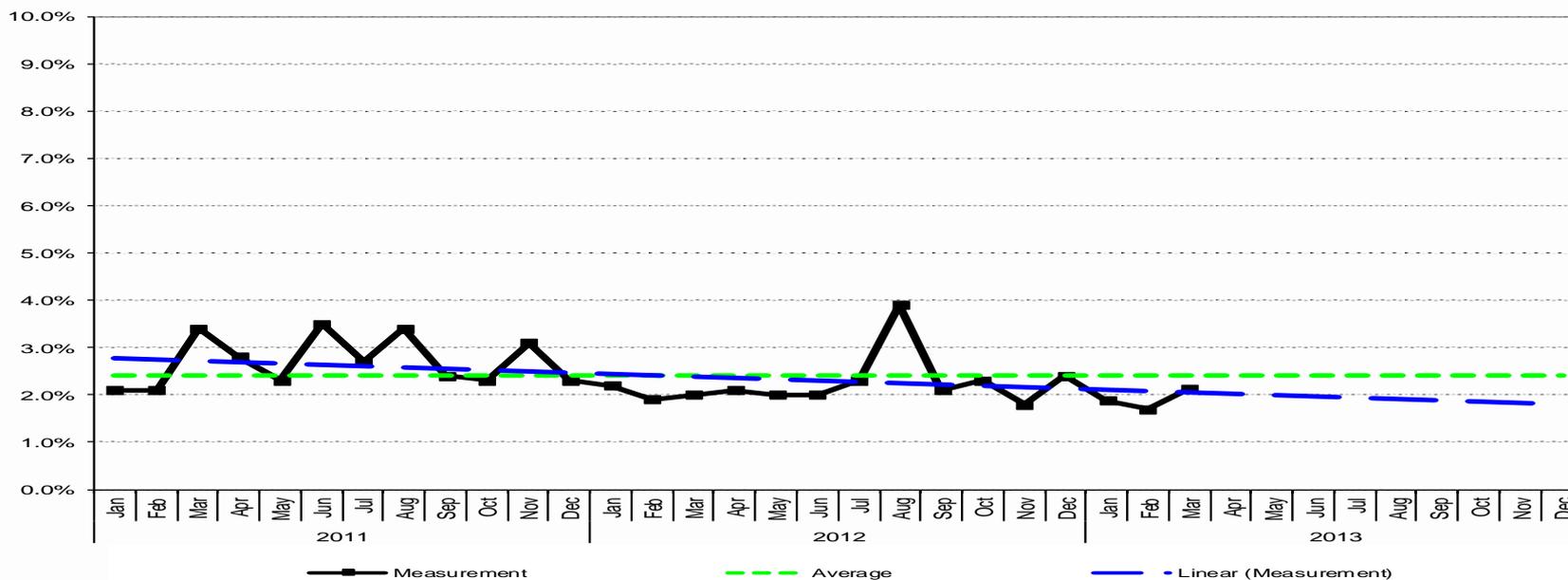
**Trend:** **Favorable**

### Analysis

Customers request adjustments to their bill due to higher than normal amounts. The higher billed amount may be due to: a leak; one or more estimated readings followed by an actual reading; an erroneous meter reading; or increased water, sewer, or sanitation rates. Before an adjustment can be made, an inspection of the meter and service line must be performed.

### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	2.1%	2.1%	3.4%	2.8%	2.3%	3.5%	2.7%	3.4%	2.4%	2.3%	3.1%	2.3%
<b>2012</b>	2.2%	1.9%	2.0%	2.1%	2.0%	2.0%	2.3%	3.9%	2.1%	2.3%	1.8%	2.4%
<b>2013</b>	1.9%	1.7%	2.1%									



# Sewerage and Water Board of New Orleans

## Total Inbound Customer Contacts

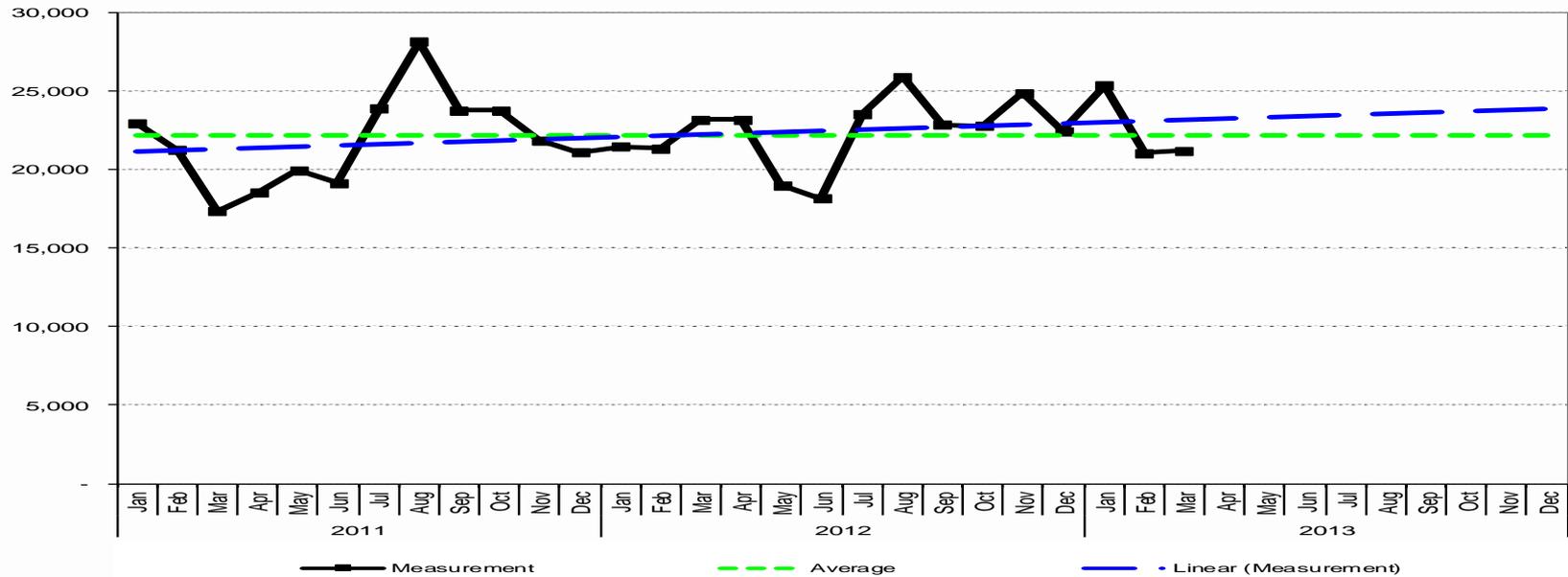
<b>Constituency:</b> Customer Ratepayers	<b>Objective:</b> Provide Timely Information and Respond Promptly to Requests	<b>Goal:</b> Reduce Triggers of Customer Calls
<b>Currently Meeting Goal:</b> <b>No</b>	<b>Process Operating Within Control Limits:</b> <b>Yes</b>	<b>Trend:</b> <b>Unfavorable</b>

### Analysis

Customers contact the Sewerage and Water Board to start or end service; to request information about their bill; to report concerns about their water service, sewer connection, street flooding, or solid waste sanitation service; and other matters. The Call Center for emergency repairs is operated continuously, while the Call Center for billing and non-emergency issues is operated from 7 AM to 7 PM. Call volumes can vary significantly month to month.

### Plans for Improvement

Staff is analyzing the events that trigger calls in order to determine methods to reduce the volume. Short term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	22,887	21,210	17,328	18,507	19,116	18,149	23,863	28,102	23,759	23,751	21,839	21,057
<b>2012</b>	21,447	21,313	23,164	23,164	18,977	18,149	23,545	25,870	22,818	22,773	24,842	22,438
<b>2013</b>	25,331	21,051	21,194									



# Sewerage and Water Board of New Orleans

## Average Call Wait Time

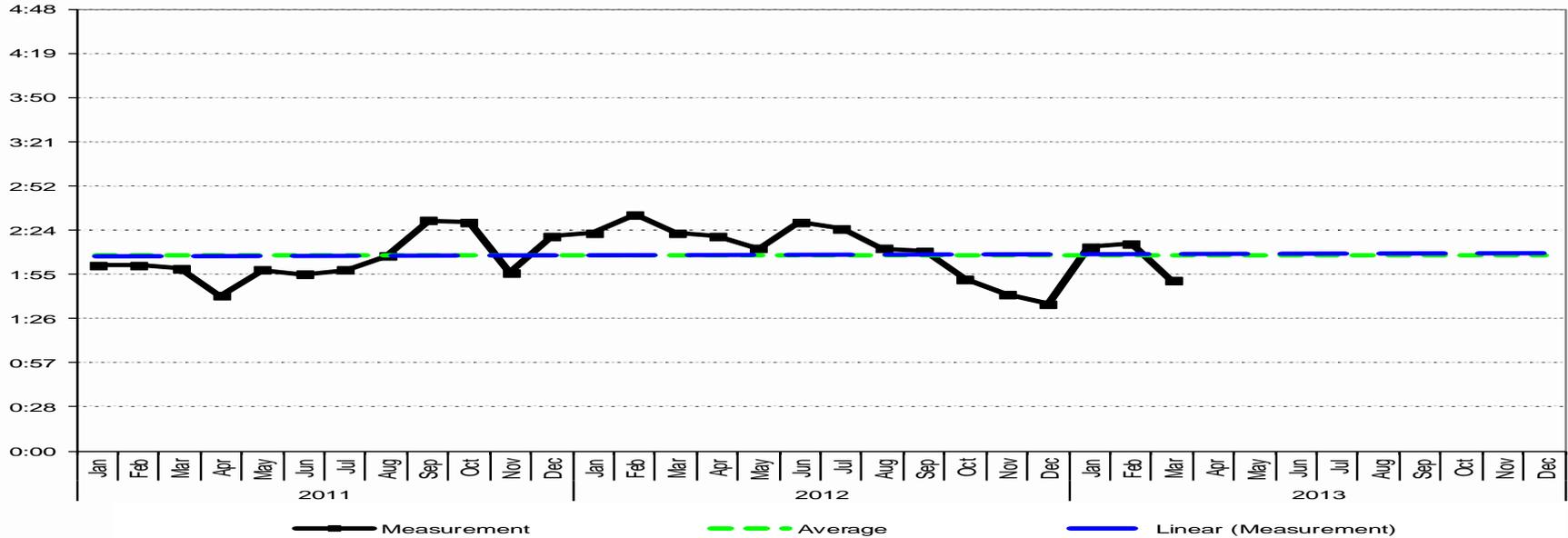
<b>Constituency:</b> Customer Ratepayers		<b>Objective:</b> Provide Accurate Bills	
<b>Currently Meeting Goal:</b> Close		<b>Process Operating Within Control Limits:</b> Yes	<b>Trend:</b> Level

### Analysis

Customers contact the Sewerage and Water Board to start or end service; to request information about their bill; to report concerns about their water service, sewer connection, street flooding, or solid waste sanitation service; and other matters. The Call Center for emergency repairs is operated continuously, while the Call Center for billing and non-emergency issues is operated from 7 AM to 7 PM. Call volumes can vary significantly month to month.

### Plans for Improvement

Staff is analyzing the events that trigger calls in order to determine methods to reduce the volume. Short term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	2:01	2:01	1:59	1:41	1:58	1:55	1:58	2:07	2:30	2:29	1:56	2:20
<b>2012</b>	2:22	2:34	2:22	2:20	2:12	2:29	2:25	2:12	2:10	1:52	1:42	1:36
<b>2013</b>	2:13	2:15	1:51									



# Sewerage and Water Board of New Orleans

## Calls Abandoned by Customers as a Percentage of Total

**Constituency:**  
Customer Ratepayers

**Objective:** Provide Timely Information and Respond Promptly to Requests

**Goal:** Respond to calls with less than 5% abandoned

**Currently Meeting Goal:** **No**

**Process Operating Within Control Limits:**  
**No**

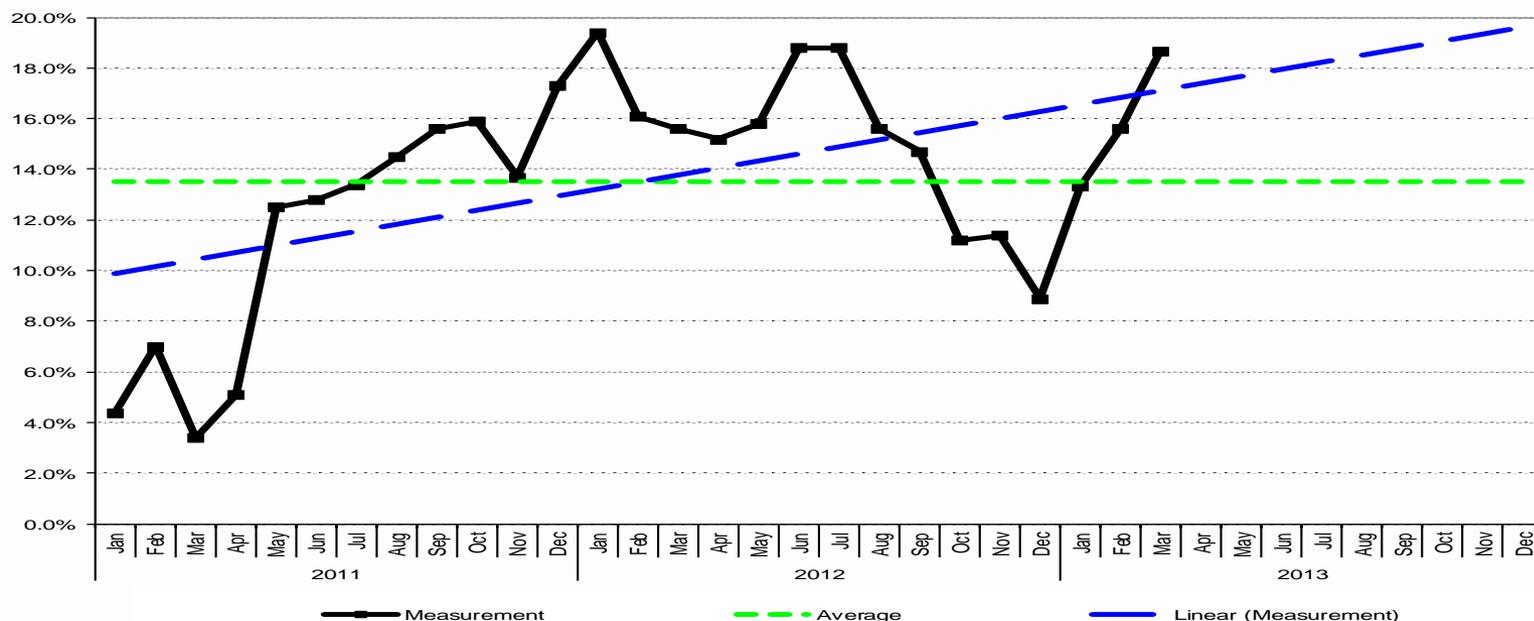
**Trend:** **Unfavorable**

### Analysis

Customers abandon their call after waiting for an amount of time considered inconvenient, which varies from customer to customer. Some portion of the volume of abandoned calls is from customers calling and hanging up on multiple occasions. Staff is addressing this issue as a top priority.

### Plans for Improvement

In order to resolve the significant increase in abandoned calls, additional employees have been hired and are being trained. Call rollover time has been reduced from 3 minutes to 20 seconds. Medium term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec
<b>2011</b>	4.4%	7.0%	3.4%	5.1%	12.5%	12.8%	13.4%	14.5%	15.6%	15.9%	17.3%
<b>2012</b>	19.4%	16.1%	15.6%	15.2%	15.8%	18.8%	18.8%	15.6%	14.7%	11.2%	11.4%
<b>2013</b>	13.3%	15.6%	18.7%								



# Sewerage and Water Board of New Orleans

## Total Service Requests about Low Water Pressure

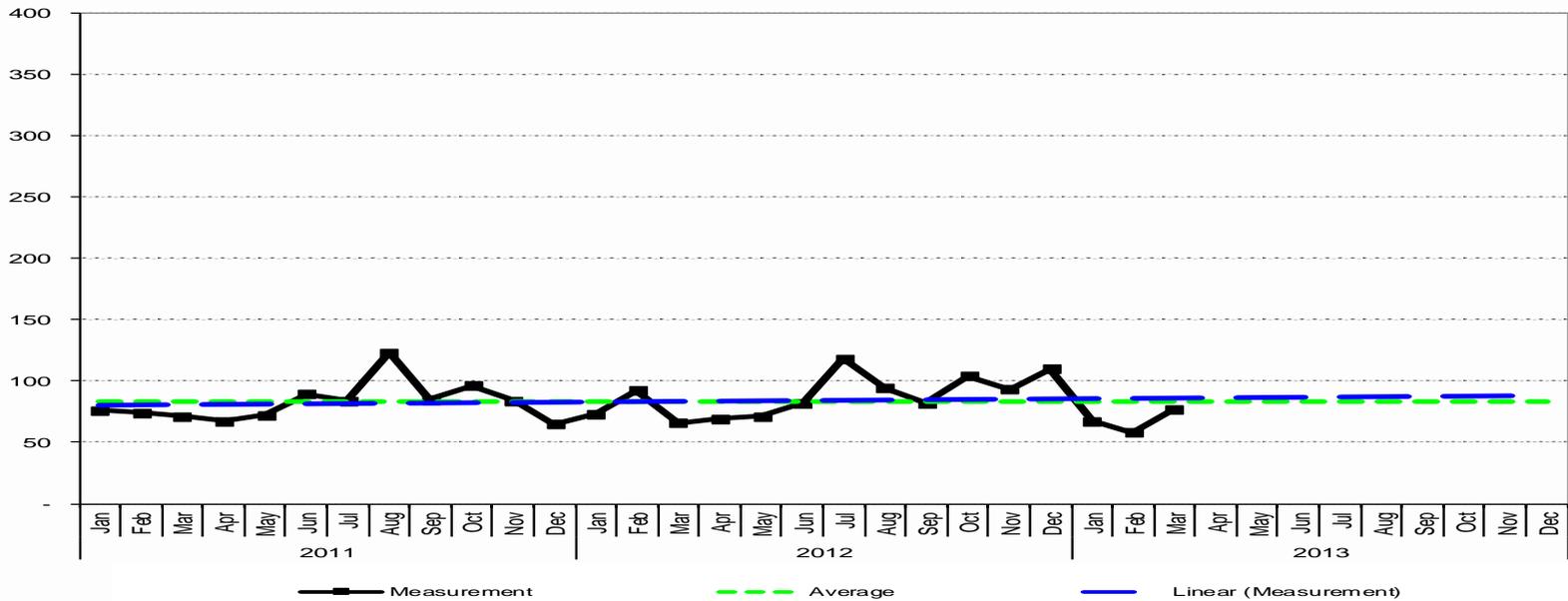
<b>Constituency:</b> Customer Ratepayers		<b>Objective:</b> Provide Timely Information and Respond Promptly to Requests	<b>Goal:</b> Reduce Number of Service Requests
<b>Currently Meeting Goal:</b> Close		<b>Process Operating Within Control Limits:</b> Yes	<b>Trend:</b> Close

### Analysis

Customers contact the Sewerage and Water Board to request resolution to low water pressure. System pressure can be impaired by power failures at the treatment plants, by water main breaks, and by certain types of repair activities.

### Plans for Improvement

Staff continues to make repairs to the water system to reduce the number of occasions of low pressure.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	76	74	71	67	72	89	84	123	85	96	84	65
<b>2012</b>	73	92	66	69	71	82	118	94	82	104	93	110
<b>2013</b>	67	58	77									



# Sewerage and Water Board of New Orleans

## Total Service Requests for Water System Leaks

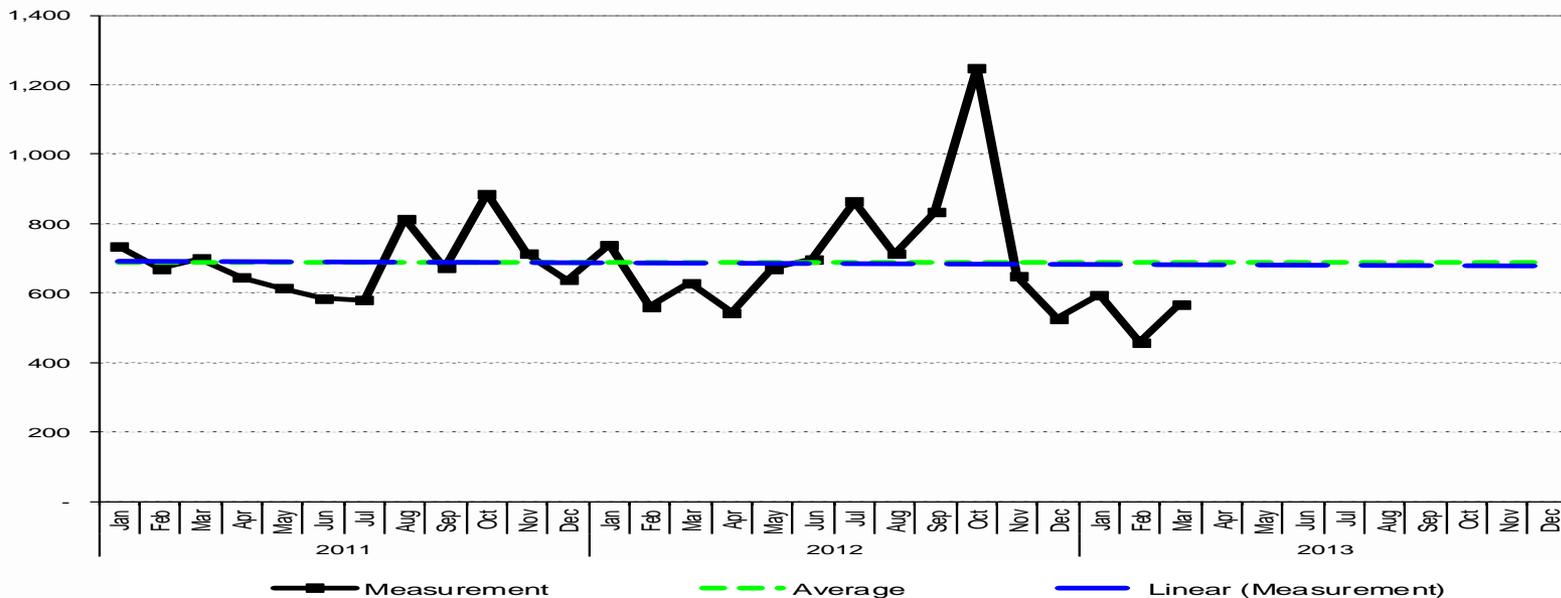
<b>Constituency:</b> Customer Ratepayers		<b>Objective:</b> Provide Timely Information and Respond Promptly to Requests	<b>Goal:</b> Reduce Number of Service Requests
<b>Currently Meeting Goal:</b> Close		<b>Process Operating Within Control Limits:</b> Yes	<b>Trend:</b> Close

### Analysis

Customers contact the Sewerage and Water Board to request repairs to leaking mains, services and fire hydrants.

### Plans for Improvement

Staff is working with FEMA to expand beyond point repairs to line replacements for water mains with high frequency of failure.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	733	670	700	645	614	584	580	814	672	886	712	638
<b>2012</b>	739	560	629	543	670	697	863	713	833	1,246	648	526
<b>2013</b>	594	457	567									



# Sewerage and Water Board of New Orleans

## Total Service Requests for Sewer System Leaks

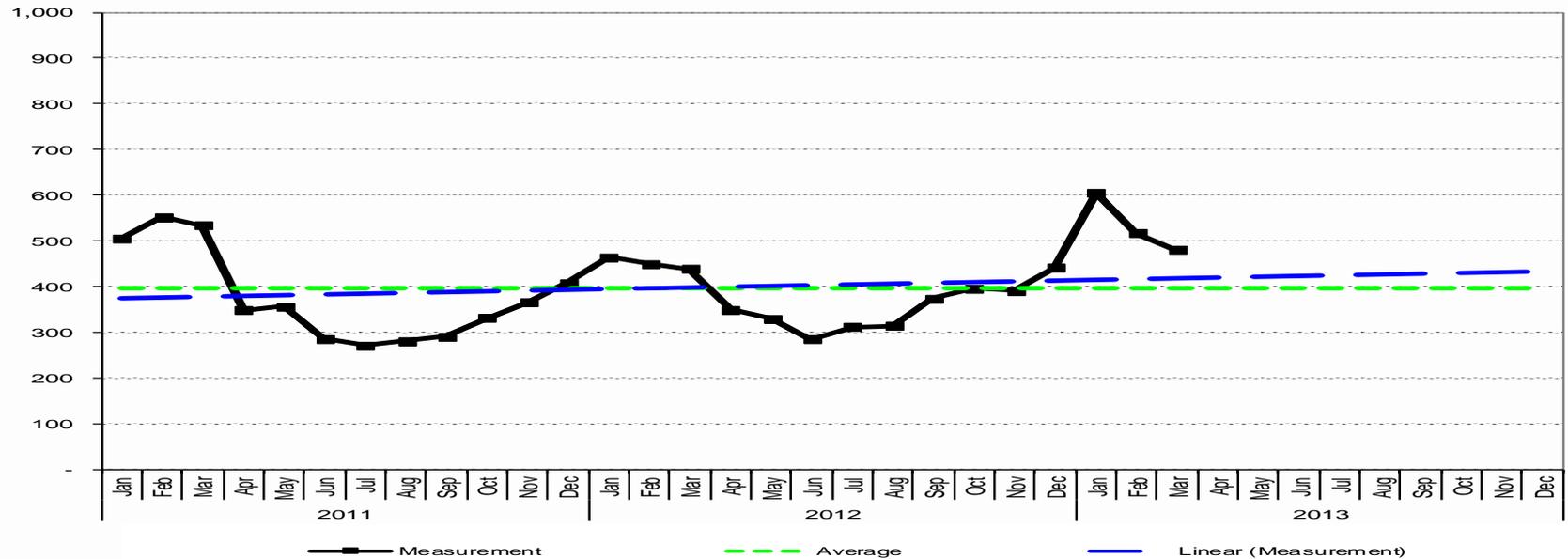
<b>Constituency:</b> Customer Ratepayers		<b>Objective:</b> Provide Timely Information and Respond Promptly to Requests	<b>Goal:</b> Reduce Number of Service Requests
<b>Currently Meeting Goal:</b> <span style="color: red;">No</span>		<b>Process Operating Within Control Limits:</b> <span style="color: green;">Yes</span>	<b>Trend:</b> Close

### Analysis

Customers contact the Sewerage and Water Board to request repairs to leaking sewer collection mains and service lines.

### Plans for Improvement

Staff has recently expanded the use of Networks Department field staff focused on sewer system repairs.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	505	552	534	348	356	286	271	280	290	331	365	408
<b>2012</b>	464	449	438	349	329	284	311	313	374	396	391	441
<b>2013</b>	604	516	480									



# Sewerage and Water Board of New Orleans

## Total Accounts Turned Off for Non-Payment

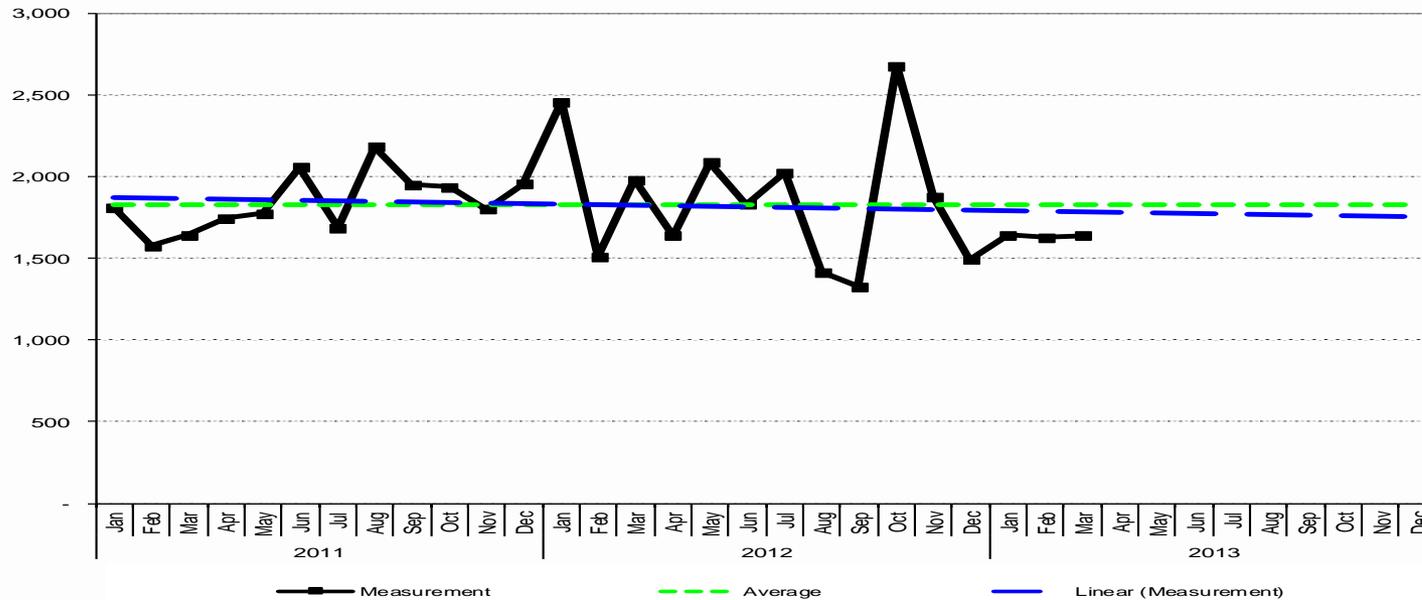
<b>Constituency:</b> Customer Ratepayers		<b>Objective:</b> Ensure Collection of Payments for Services Provided	<b>Goal:</b> None Established
<b>Currently Meeting Goal:</b> Not Applicable		<b>Process Operating Within Control Limits:</b> Yes	<b>Trend:</b> Close

### Analysis

Customers accounts are turned-off for non-payment for balances more than \$50 and over sixty days past due. Although the number of accounts turn-off for non-payment varies widely from month to month, the overall trend is level and no seasonal pattern is apparent.

### Plans for Improvement

Staff is monitoring the number of accounts turned-off for non-payment to determine trend directions. No actions are contemplated at this time.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	1,807	1,576	1,641	1,744	1,773	2,056	1,687	2,180	1,951	1,933	1,800	1,952
<b>2012</b>	2,456	1,511	1,980	1,638	2,085	1,829	2,024	1,413	1,327	2,676	1,877	1,490
<b>2013</b>	1,641	1,628	1,638									



# 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

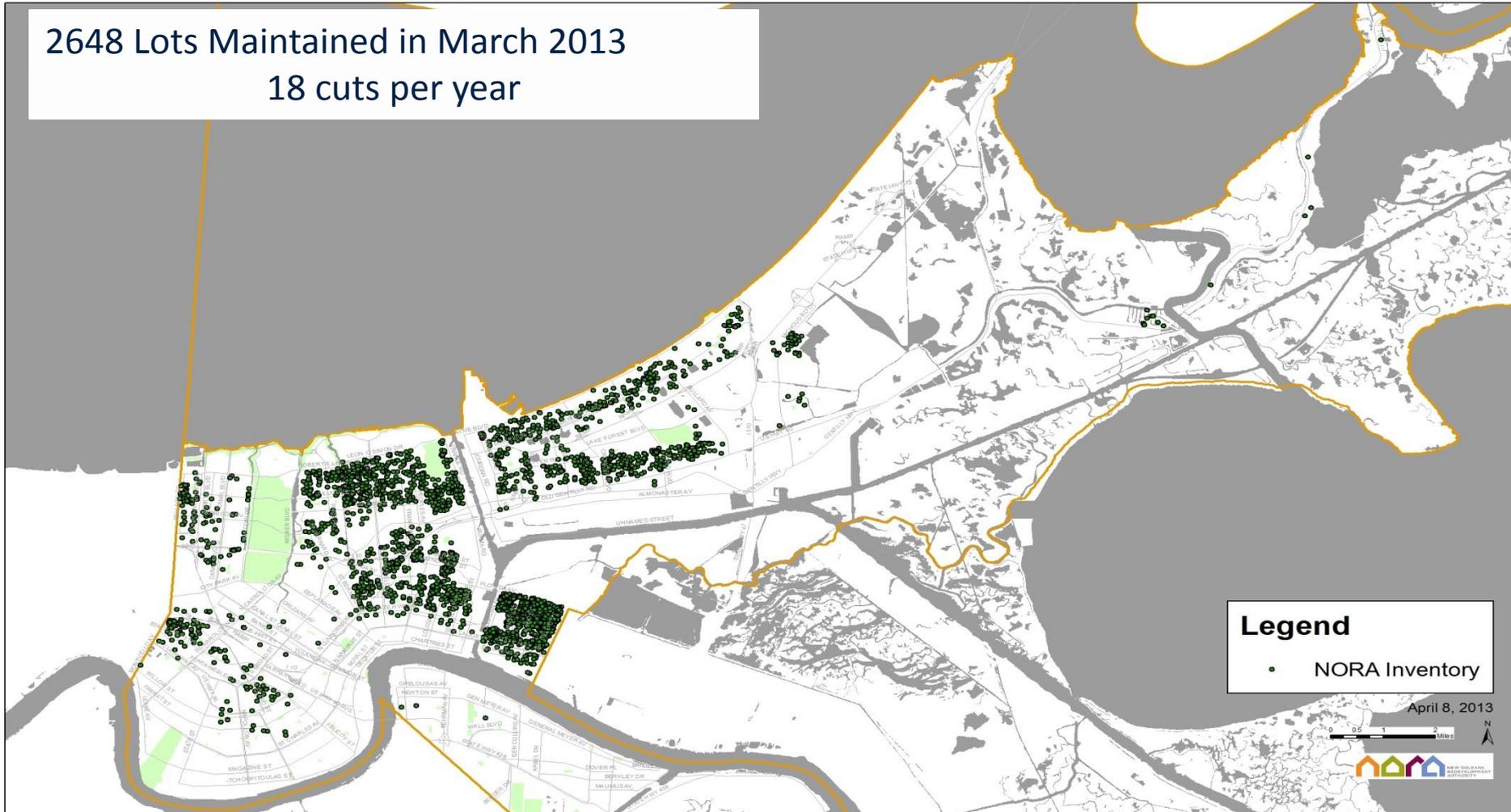
1. Restore the City's marshes and coastline
2. Promote green energy and other sustainability measures
3. Remediate brownfields, lead, and other environmental hazards

- 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)



# New Orleans Redevelopment Authority Maintenance of Former Road Home Lots

2648 Lots Maintained in March 2013  
18 cuts per year



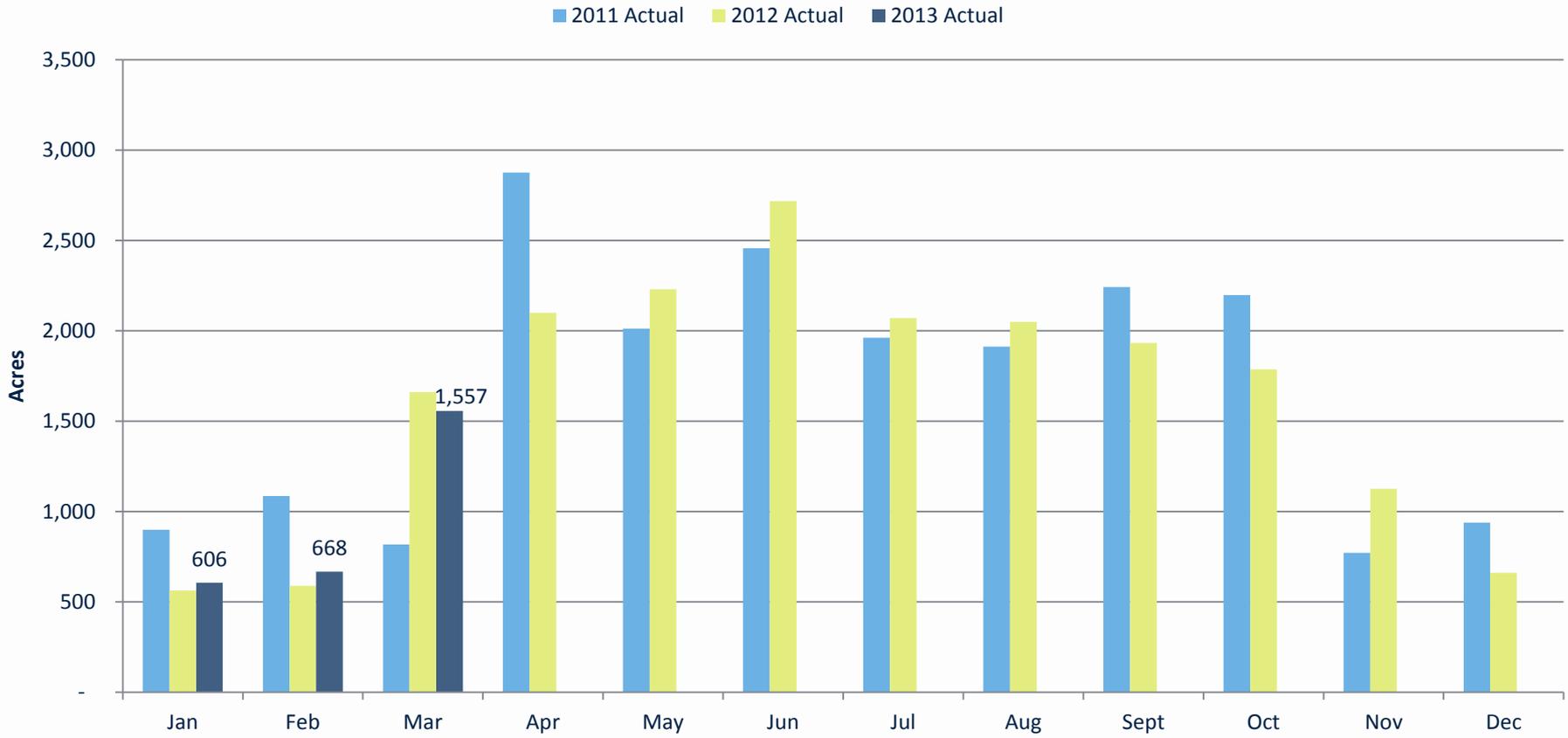
# New Orleans Redevelopment Authority – City of New Orleans Code Enforcement: Collaborative Nuisance Abatement Program

11 Addresses since February 2013



# Key Performance Indicator: Number of acres mowed

Responsible Organization: Department of Parks & Parkways



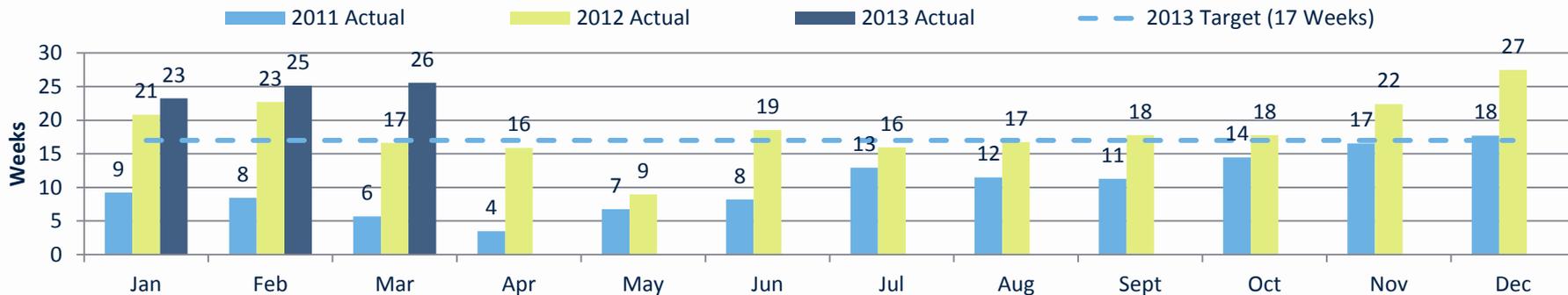
2011		2012		2013		
YTD Actual	Target Met?	YTD Actual	Target Met?	YTD Actual	Annual Target	Status
2,803	●	2,813	●	2,831	15,000	●

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



# Key Performance Indicator: Average number of weeks to complete non-emergency tree service calls.

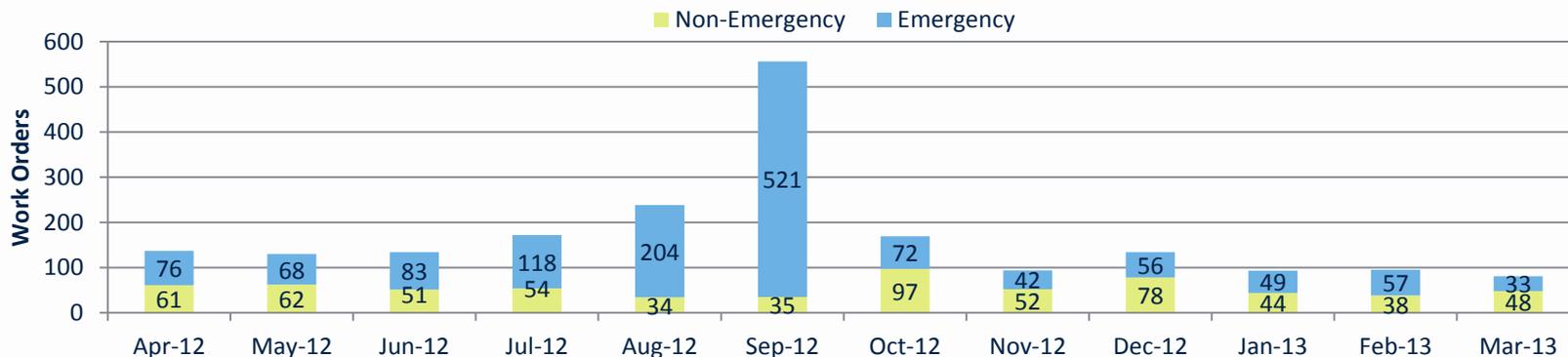
Responsible Organization: Department of Parks & Parkways



2011		2012		2013		
YTD Actual	Target Met?	YTD Actual	Target Met?	YTD Actual	Annual Target	Status
8	Off Target	23	Off Target	25	≤ 17	Off Target

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

## Tree Work Orders Closed by Type

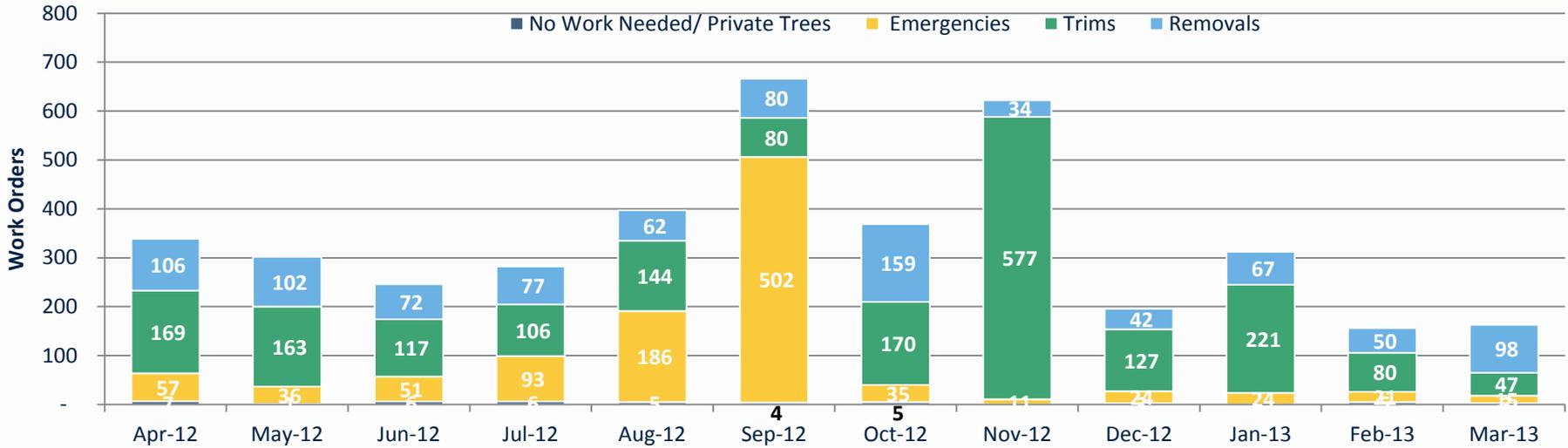


Note: Work orders may include multiple trees.

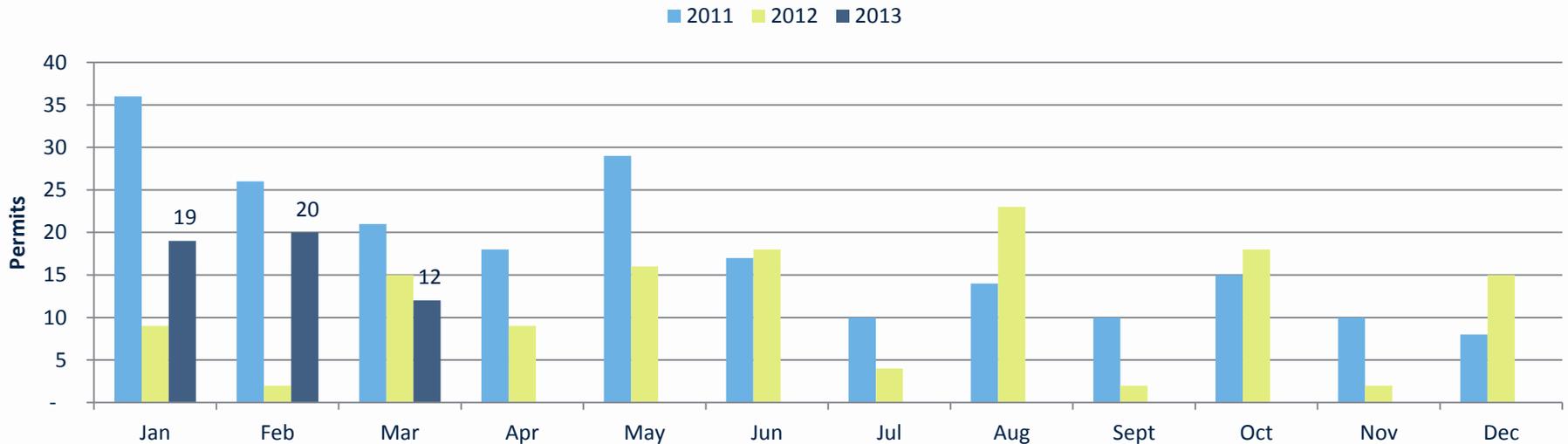


# Forestry Activity

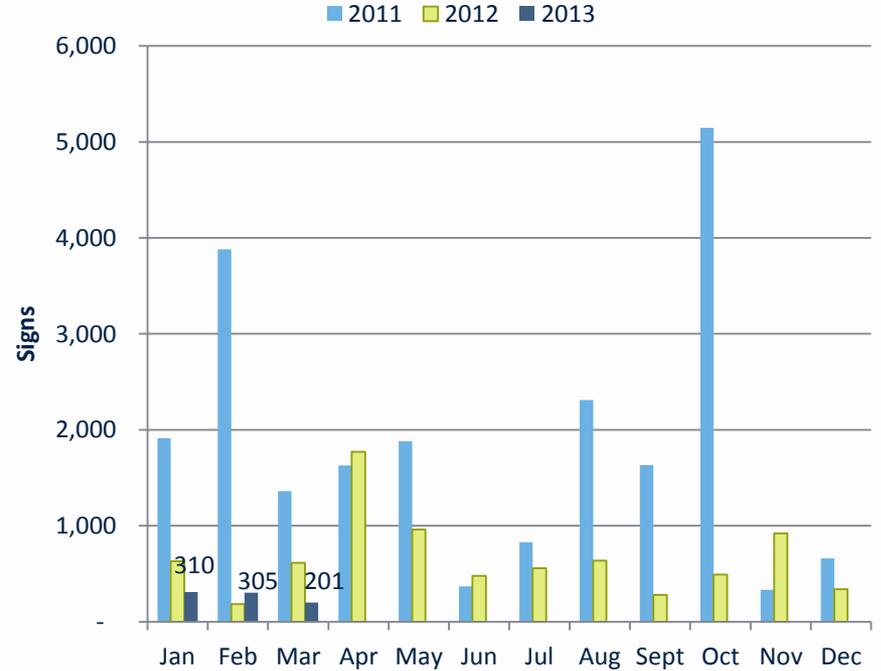
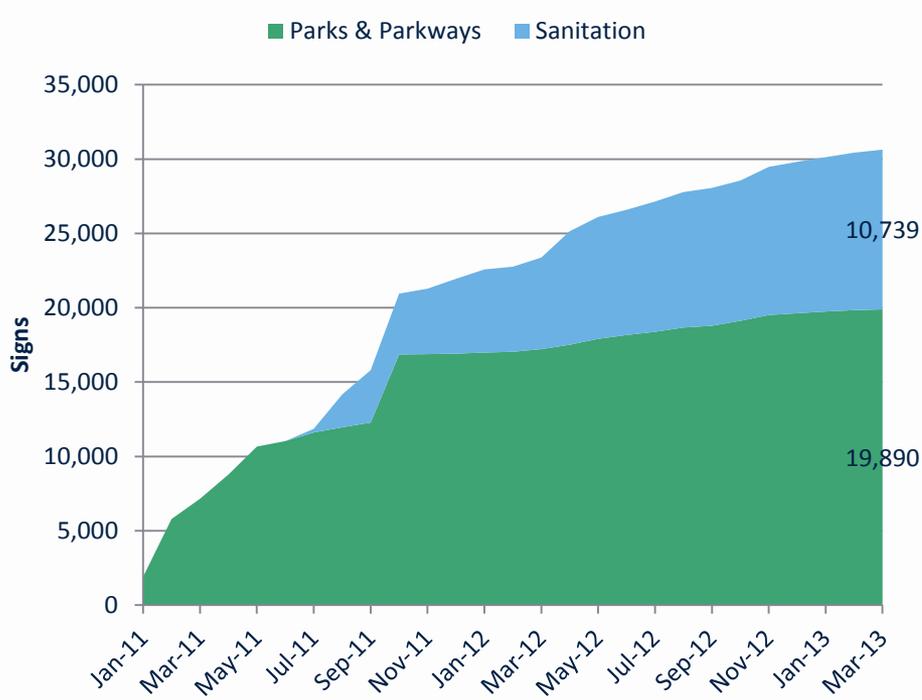
## Work Orders Completed



## Permits Issued



# Bandit Signs Removed

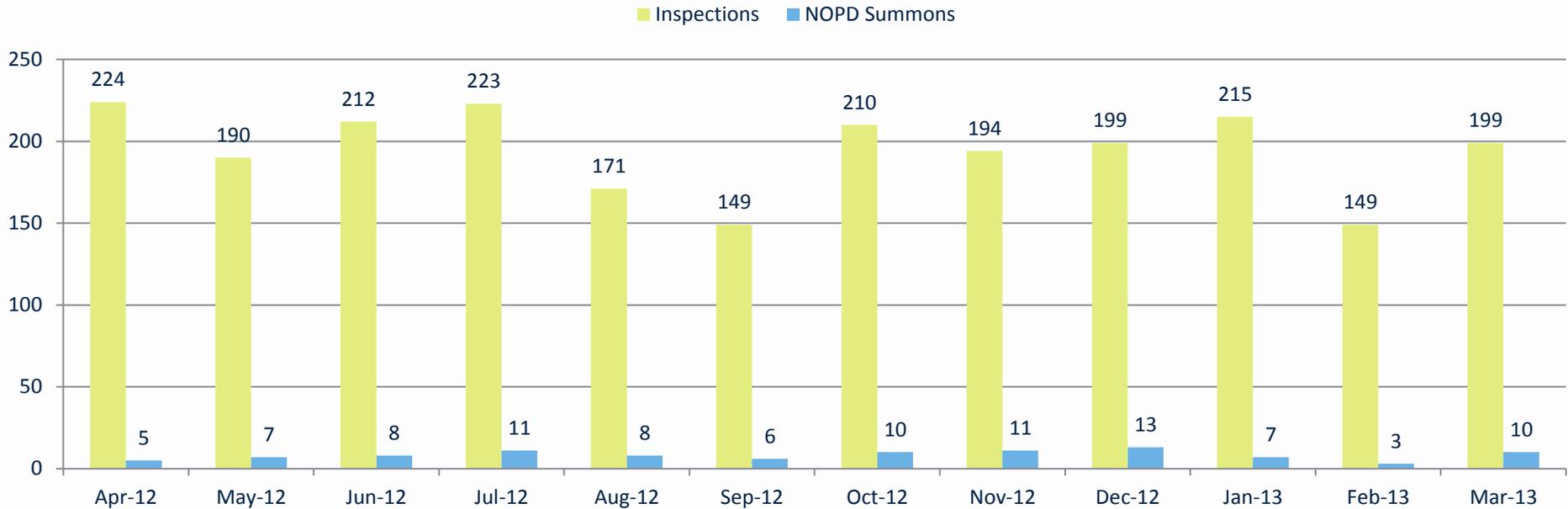


## Action Items

Date	Responsible Parties	Action Item	Due	Status
10/4/12	C. Sylvain-Lear	Develop a plan for PSAs regarding signs for businesses	Ongoing	Items developed: brochure 8/11 (revised 2012/2013); PSAs 6/12 (general), 1/13 (waste tires); and flyers for inside and outside of the FQ/DDD in 3/12 (revised 12/12)
7/12/12	E. Williams, C. Sylvain-Lear	Pursue civil actions against repeat bandit sign offenders	Ongoing	Law will discuss with Entergy the possibility of Entergy taking action to address the damage to their property. While Law believes that actions in Civil District Court may be brought in the form of injunctions, this may not be the best use of City resources.



# Sanitation Enforcement



Note: Additional inspections performed and summons issued by the NOPD quality of life officers are not included in the totals.

## Action Items

Date	Responsible Parties	Action Item	Due	Status
1/3/13	C. Sylvain-Lear, D. Albert	Increase NOPD cooperation on Sanitation priorities	Ongoing	
11/1/12	D. Macnamara	Research feasibility of utilizing cameras and electronic processing of citations	Ongoing	D. Macnamara coordinating with M. Sherman.
7/12/12	E. Williams, C. Sylvain-Lear	Draft ordinance authorizing Sanitation Rangers to issue citations for sanitation issues	Ongoing	Research being conducted by Asst. City Attorney C. McDonald. Law is also exploring other enforcement issues under Chapter 6.



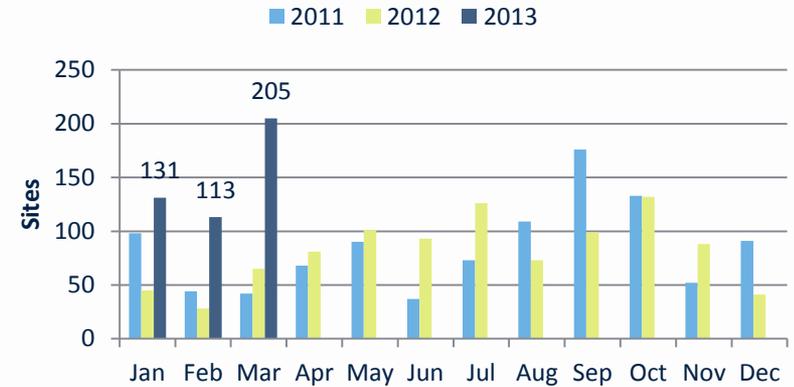
# Key Performance Indicator: Number of illegal dumping sites cleared

Responsible Organization: Department of Sanitation

2011		2012		2013		
YTD Actual	Target Met?	YTD Actual	Target Met?	YTD Actual	Annual Target	Status
184	●	138	●	449	900	●

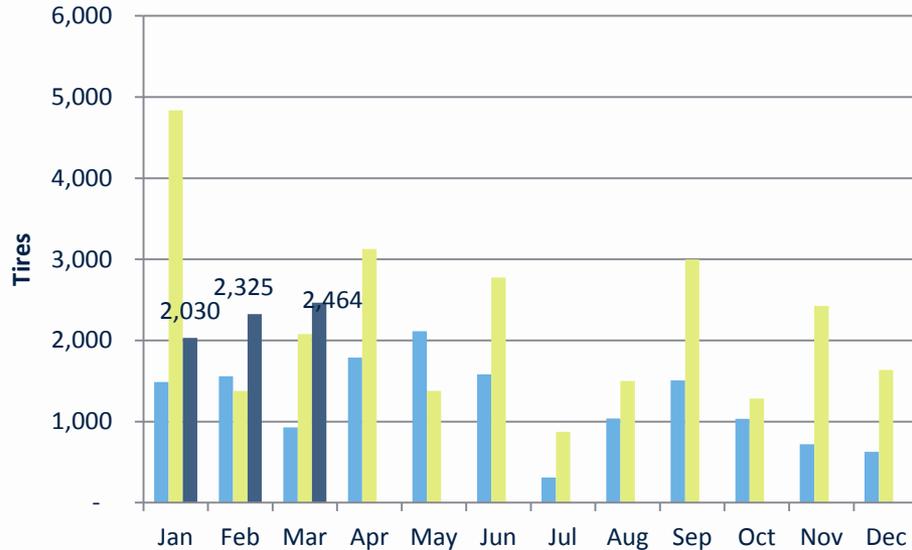
● On Target    ▲ Within 10% of Target    ◆ Off Target

\*Note: January result previously reported revised in April.



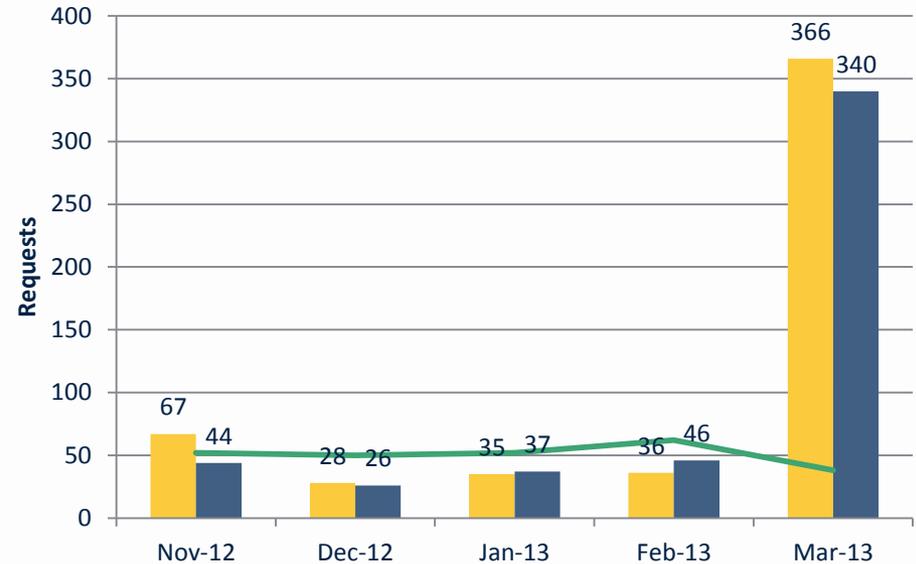
## Tires Removed

■ 2011 Actual    ■ 2012 Actual    ■ 2013 Actual



## 311 Illegal Dumping Service Requests

■ Closed Requests    ■ New Requests    — Open Requests (End of Month)

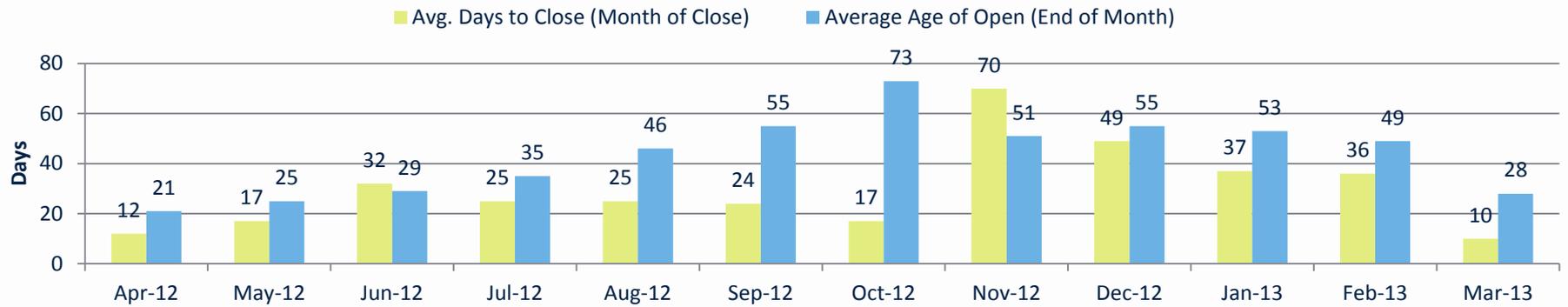


Note: March numbers reflect entering of backlog of cases from the field.



# Key Performance Indicator: Average days to close illegal dumping 311 cases

Responsible Organization: Department of Sanitation



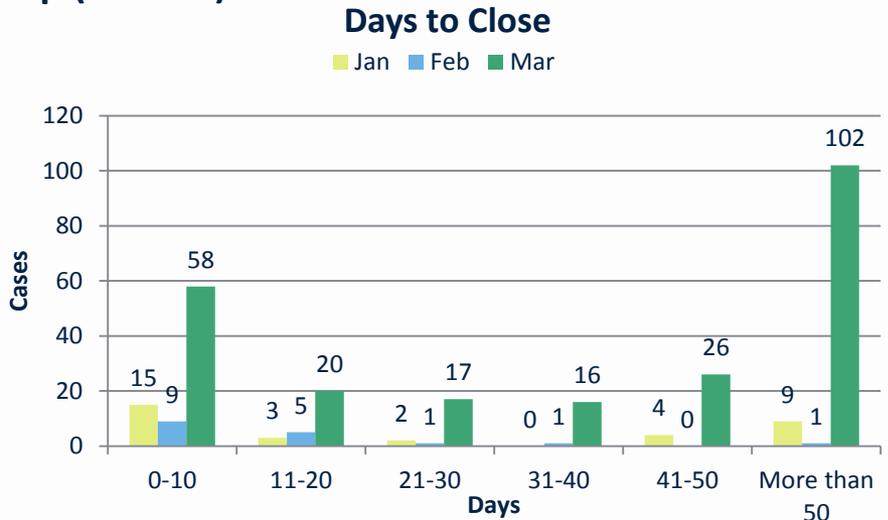
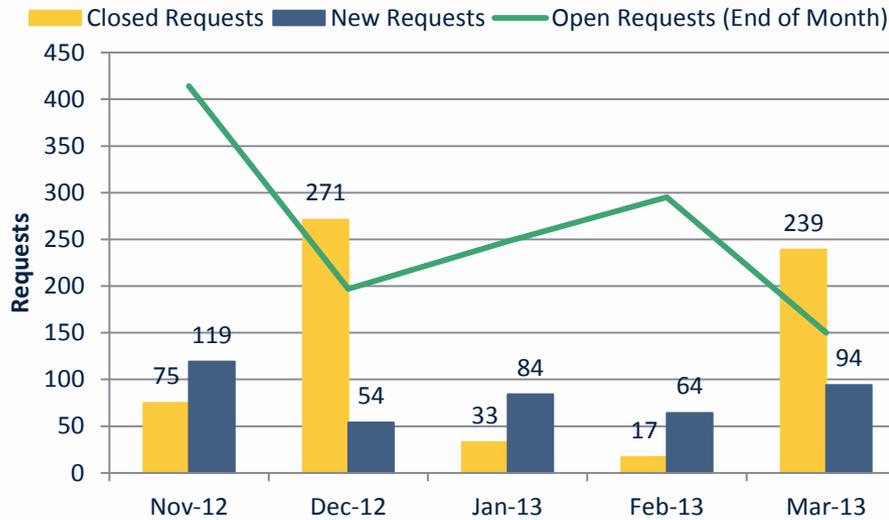
Note: Establishing a baseline in 2013. Expected days to close, developed in 2012: 30 days.

## Action Items

Date	Responsible Parties	Action Item	Due	Status
7/12/12	C. Sylvain-Lear	Explore grants to address tire dumping	Ongoing	To date, unsuccessful. Applied for Keep America Beautiful and Keep Louisiana Beautiful grants for surveillance cameras and other items related to inspections, education, and increased enforcement.
7/12/12	E. Williams, C. Sylvain-Lear	Consider increasing barriers to entry for tire shops via changes in occupational license requirements	Ongoing	Sanitation to coordinate with Safety and Permits.
6/7/12	D. Macnamara	To address tire dumping, coordinate training on occupational licenses for Quality of Life officers, in conjunction with code enforcement training	Ongoing	Training sessions are ongoing. Subject areas are broad. Training has been on a platoon level, and with 24 platoons, a means of training more officers at once needs to be explored.
4/5/12	L. Diaz	Reach out to neighborhood and volunteer groups to encourage pre-notification to Sanitation of clean-up needs	Ongoing	Pre-notifications have increased as a result of disseminating info to organizations, but some are still after the fact.

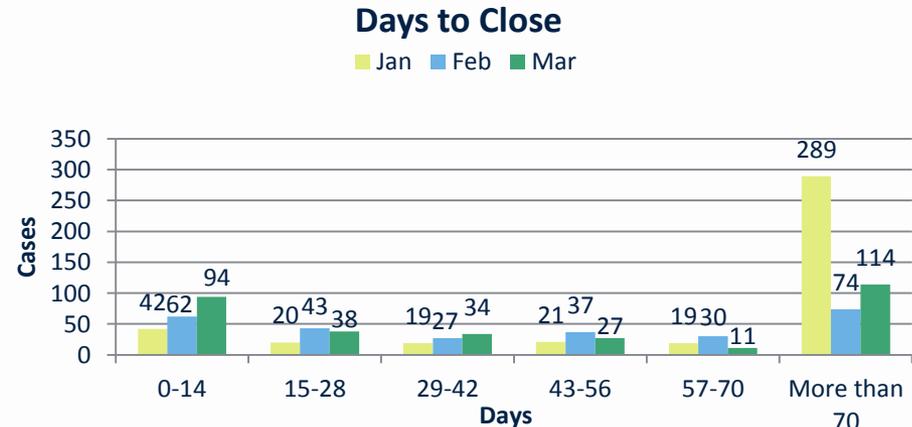
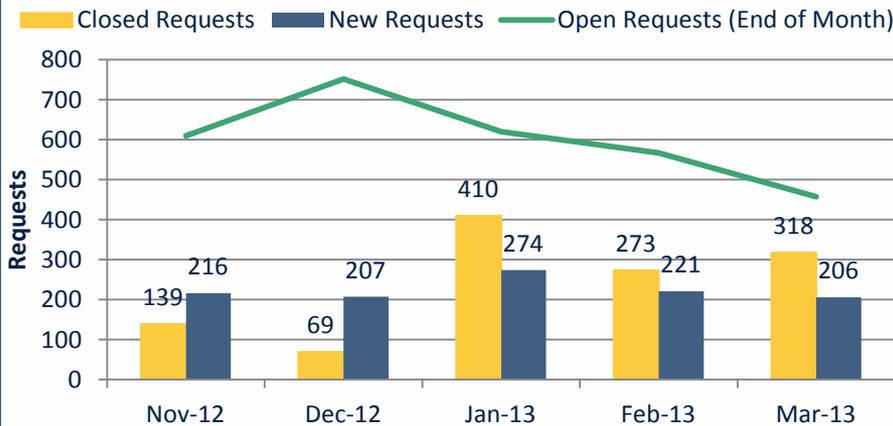
# Other Sanitation 311 Service Requests

## Large Item Pickup (Vendor)



Note: Expected days to close, developed in 2012: 10 days.

## Trash/Garbage Pickup (Vendor)

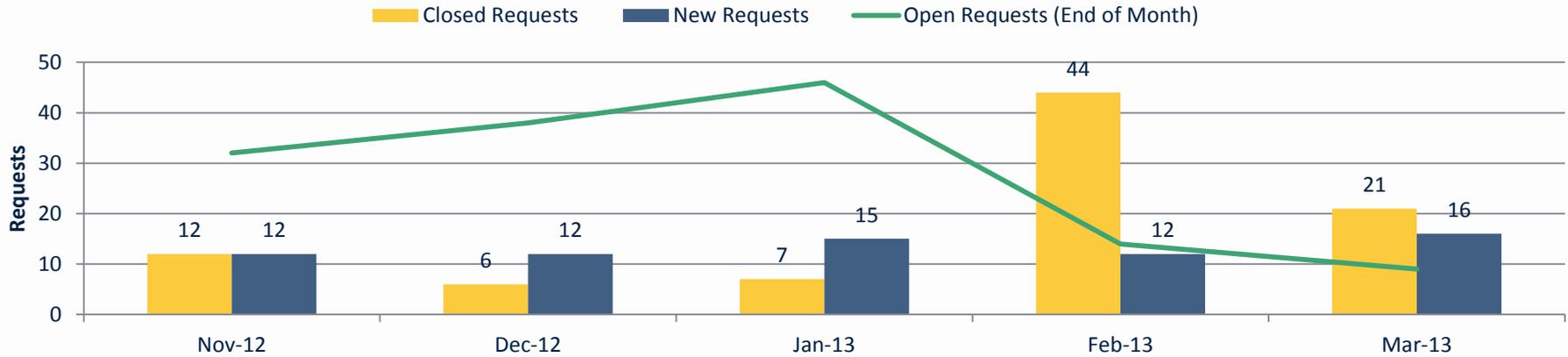


Note: Expected days to close, developed in 2012: 4-14 days.



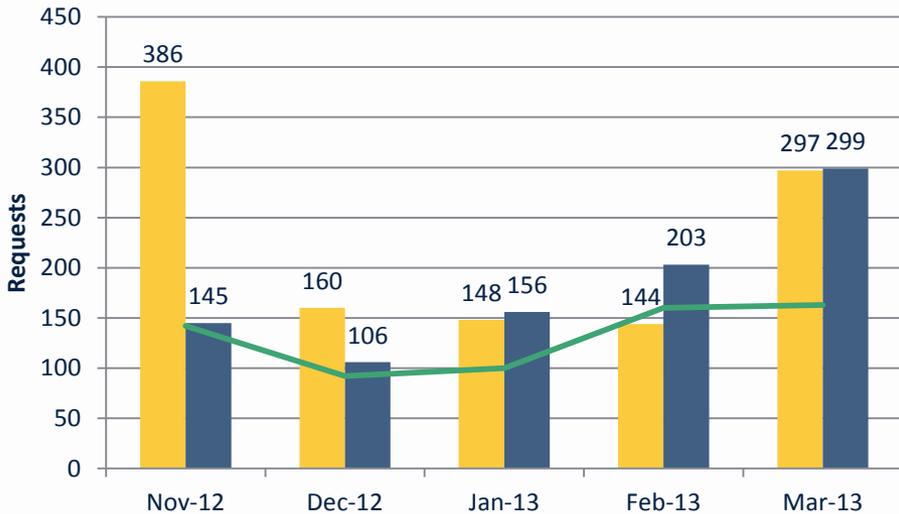
# Other Sanitation 311 Service Requests

## Dead Animal Pickup (Vendor)



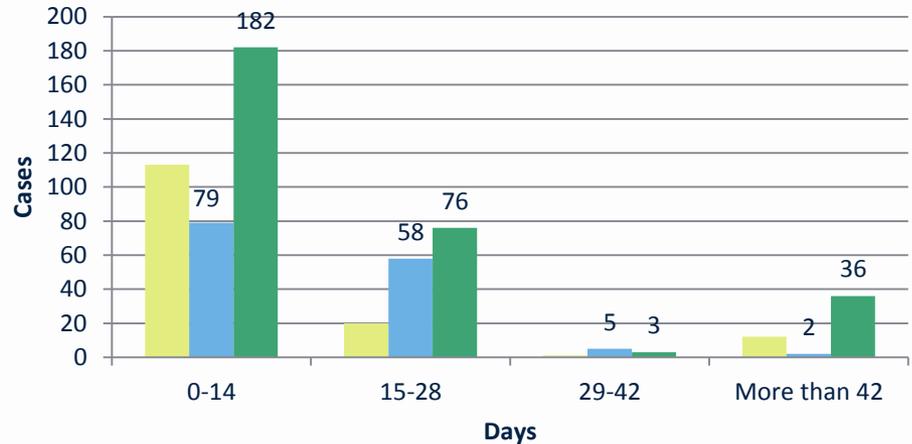
## Residential Recycling Programs

Legend: Closed Requests (Yellow), New Requests (Dark Blue), Open Requests (End of Month) (Green Line)



## Days to Close

Legend: Jan (Light Green), Feb (Blue), Mar (Dark Green)



Note: Expected days to close, developed in 2012: 14-30 days.



## Sanitation: 311 Issues

Responsible Parties	Issue	Due	Status
C. Sylvain-Lear	Address vendor case backlog.	Ongoing	Vendors slowly addressing. Monitoring ongoing.
M. Torri	Create automated daily report for new 311 recycling cases.	4/12	Review meeting to be scheduled for week of 4/15.
M. Torri	Consolidate recycling data into a single database.	4/12	Review meeting to be scheduled for week of 4/15.
C. Sylvain-Lear	Identify process for handling illegal dumping cases on City owned properties.	TBD	C. Sylvain-Lear and G. Patterson of Property Management have developed a process. 311 is reviewing scripting changes needed.
C. Sylvain-Lear/C. Boudy	Schedule new Lagan training session for vendor.	4/12	C. Sylvain-Lear has contacted the vendor to facilitate, and 311 is coordinating the scheduling.



# Public Safety

**Goal: Ensure the public's safety and serve our citizens with respect and dignity.**

## Objectives and Strategies

## Outcome Measures

### Rebuild citizen confidence in public safety offices

1. Reform NOPD policies and operations
2. Employ proactive policing and positive community engagement
3. Support oversight entities to promote transparency, accountability, and trust

- Percent compliance with consent decrees
- Citizens reporting feeling safe in their neighborhood (NOCC survey)
- Citizen confidence in NOPD (NOCC survey)

### Ensure safe and secure neighborhoods, and reduce the murder rate

1. Prevent illegal activity
2. Intervene when conflicts occur to resolve them non-violently
3. Enforce the law with integrity
4. Effectively and fairly administer justice
5. Rehabilitate the incarcerated so that they do not recidivate
6. Coordinate the criminal justice system

- Homicide rate
- Violent crime rate
- Property crime rate
- Felony recidivism rates
- Average time to disposition
- Fatal traffic accidents per 1,000 population

### Prepare for, mitigate, and effectively respond to emergencies

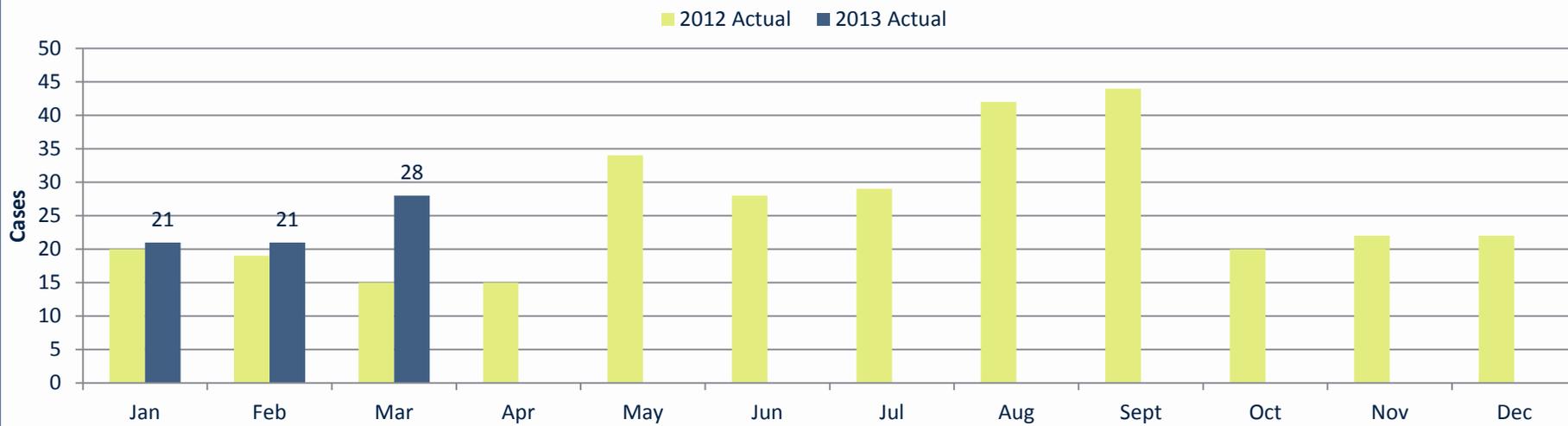
1. Respond to emergencies, including fire and medical, effectively
2. Plan and prepare for disasters

- Fires per 1,000 structures (with detail on residential, commercial, and industrial structures)
- Fatalities due to fire
- Cardiac arrest with pulse at delivery to hospital
- Percent of City plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant



# Key Performance Indicator: Number of tax and public nuisance cases filed before the ABO Board

Responsible Organization: Law Department



2011		2012		2013		
YTD Actual	Target Met?	YTD Actual	Target Met?	YTD Actual	Annual Target	Status
46	●	54	●	70	200	●

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

## Action Items

Date	Responsible Parties	Action Item	Due	Status
11/1/12	D. Macnamara, D. Albert	Compile data on crimes, such as disturbing the peace, to use to prioritize ABO prosecutions	Ongoing	ITI provided police accident and disturbance reports on 12/10. Law needs data on more serious offenses, which the NOPD will provide.

# 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

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

- 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

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

- 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



# Key Performance Indicator: Average number of days to respond to an inspection request

Responsible Organization: Department of Safety and Permits

2013		
March Actual	Annual Target	Status
9	≤ 3	Off Target

 On Target  Within 10% of Target  Off Target

Note: March result reflects business license application inspections only.

Data Source: LAMA Permitting System



# 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?

