



CITY OF NEW ORLEANS

## QualityofLifeSTAT

October 17<sup>th</sup>, 2013

(Reporting Period: September 2013)

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

 QualityofLifeSTAT October 17, 2013

# Agenda

- Introduction and Announcements
- Open and Effective Government
- Sustainable Communities
- Public Safety
- Children and Families

# 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 Citywide topics that 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 include in depth discussions of complaints about specific locations.

*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.

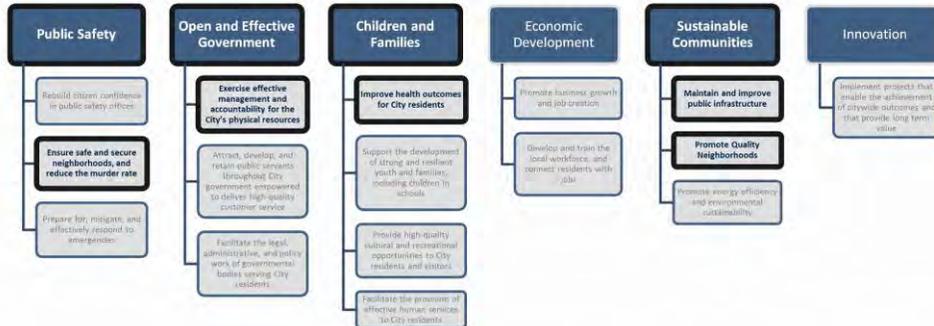
## Values

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.**

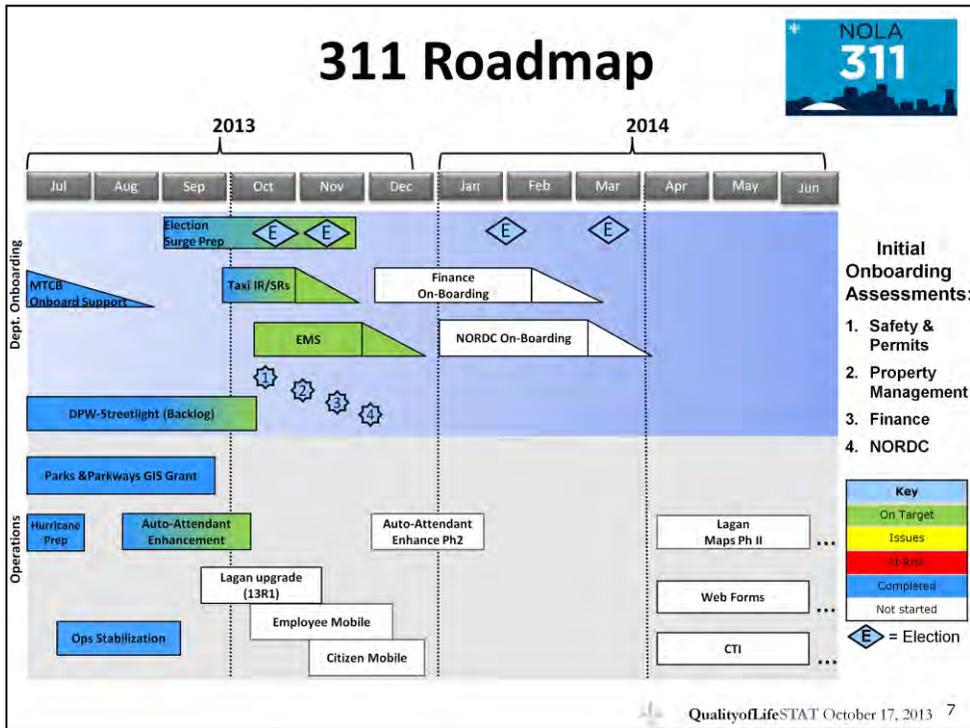
Objectives and Strategies	Outcome Measures
<p><b>Exercise effective management and accountability for the City's physical resources</b></p> <ol style="list-style-type: none"> <li>Effectively steward the City's financial resources</li> <li><b>Manage the City's information and analyze the City's performance data</b></li> <li>Manage vendor relationships and provide oversight of City contracts</li> <li>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><b>Satisfaction with ITI services</b></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>Cultivate a high-quality City workforce</li> <li>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>Govern the City with integrity and accountability</li> <li>Defend the City's legal interests</li> <li>Promote civic engagement</li> <li>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>

# 311 Dashboard



Existing Onboarded Departments								
Onboarding Metrics	Code Enforce	DPW Main.	DPW Parking	DPW Traffic	Health	MTCB	Parks & Parkways	Sanitation
Timeliness to Close Requests (Closed cases meeting target > 80%, >=90%, <50%)	●	●	●	●	●	○	●	●
Request Closure Rate (Closed Cases >= New Cases Yes/No)	●	●	●	●	●	●	●	●
Backlog to Closed Requests Ratio (1-4, >=8)	●	●	●	●	●	●	●	●
311 Tool Usage (Resources actively managing cases using Lagan)	●	●	●	●	●	●	●	●
<b>Overall</b>	●	●	●	●	●	●	●	●
<b>Actions Pending</b>	<i>Note: Closures reflect Lagan, not LAMA</i>	<i>Address case backlog.</i>		<i>Address case backlog. Actively manage cases in 311.</i>		<i>Establish Expected Days to Close Target(s).</i>		<i>Address vendor backlog. Vendors actively manage cases in 311.</i>

Due to resource constraints, DPW continued to experience difficulties in addressing maintenance and traffic case backlogs. Health’s timeliness in closing requests was affected by a surge in records requests associated with the beginning of the school year.

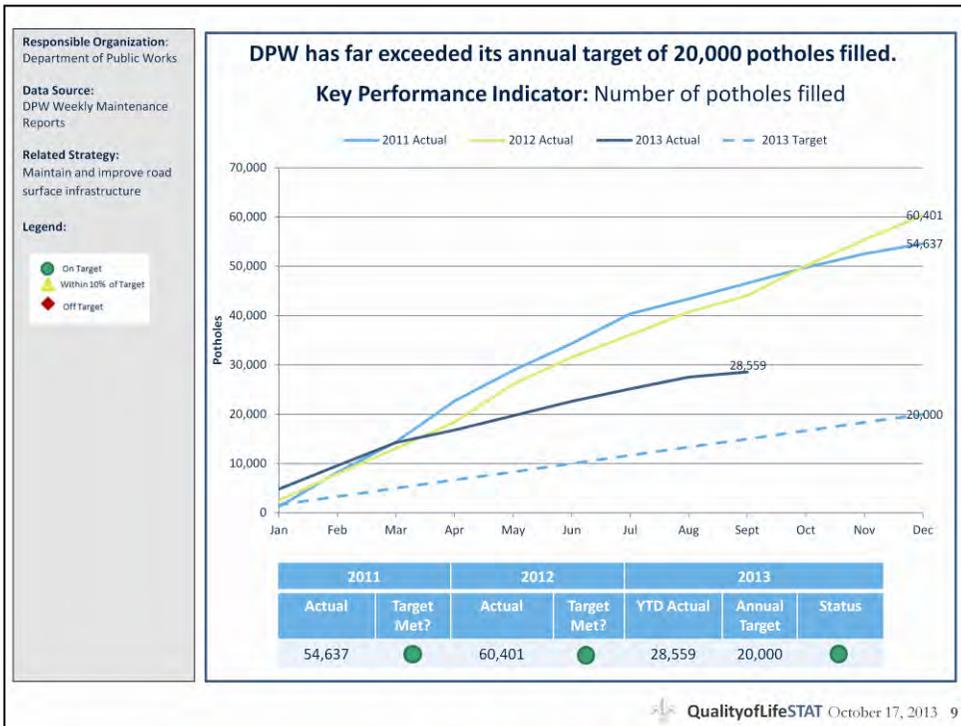


Mobile tools are in development, and the 311 team will re-evaluate the proposed timeframe for the roll-out of the citizen mobile app. In the coming weekend, 311 will be supporting the Registrar of Voters by receiving calls related to the election.

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



DPW has not had any pothole killers since mid-August. Consequently, its pothole filling has slowed. However, it has already exceeded its annual target, due to an early-year push.

**Responsible Organization:**  
Department of Public Works

**Data Source:**  
311

**Definitions:**  
*Service Request:* A 311 call requesting the City to perform a specific task.  
*Open Request:* A service request that has not been completed.  
*Closed Request:* A service request that has been completed.

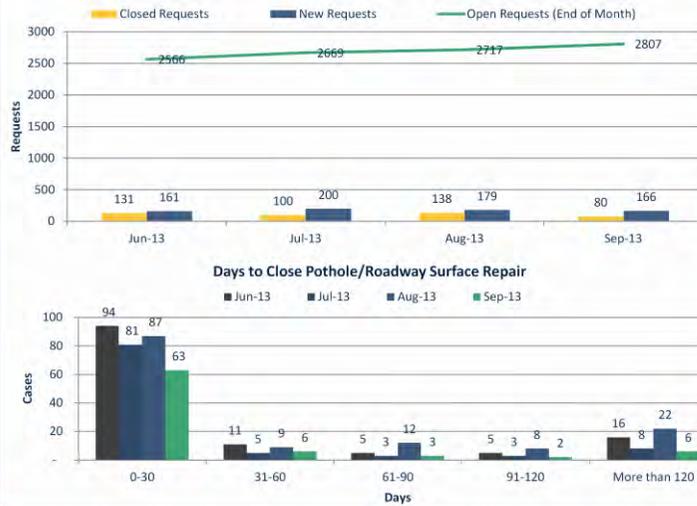
**Related Strategy:**  
Maintain and improve road surface infrastructure

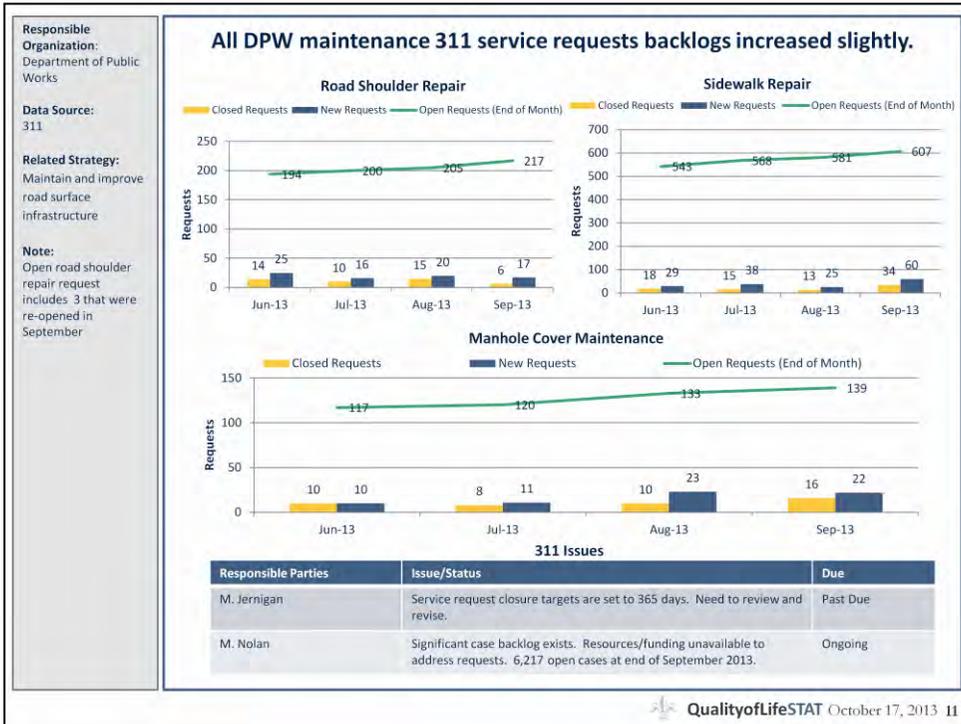
**Notes:**  
Expected days to close, developed in 2012: 60-365 days.

While 311 pothole/roadway surface repair reflects maintenance and pothole killer activity, the pothole killer requests are not systematically captured at this time.

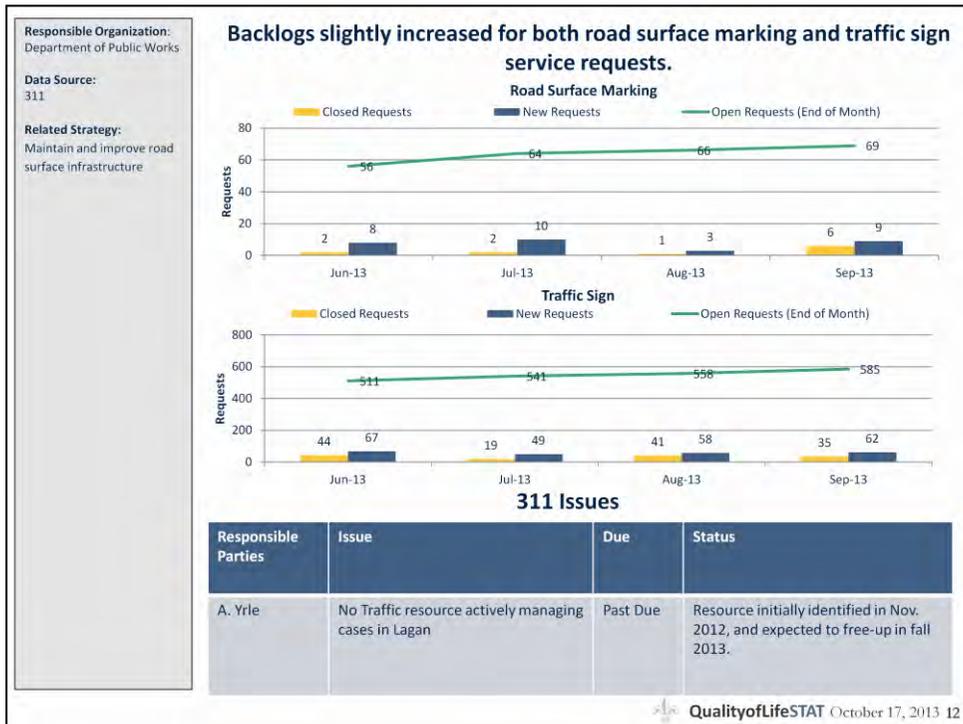
## The backlog of 311 pothole service requests increased in September. Of the service requests closed in September, the vast majority were closed within 30 days.

### 311 Pothole/Roadway Surface Repair Service Requests

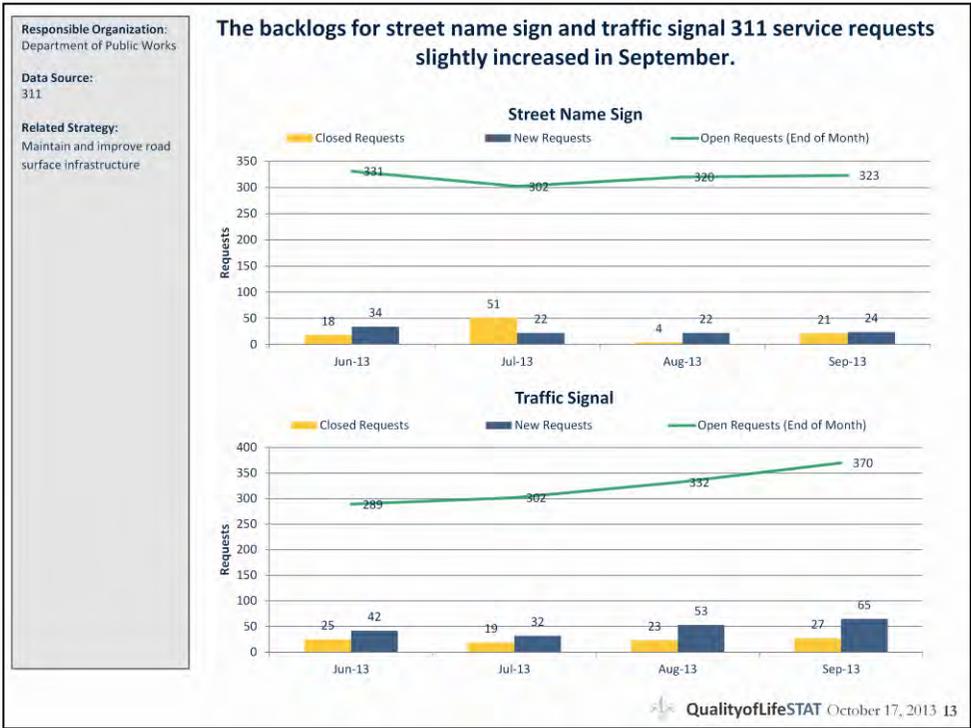




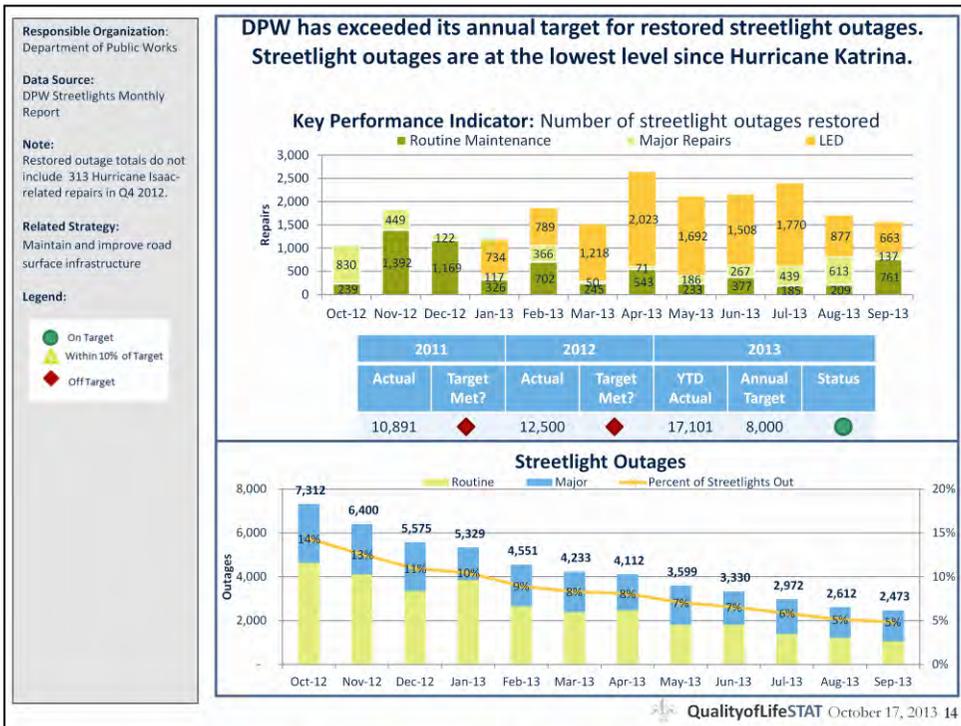
DPW continued to fall behind on road shoulder repair, sidewalk repair, and manhole cover maintenance requests. Potential funding to address these requests is needed for higher priority drainage work.



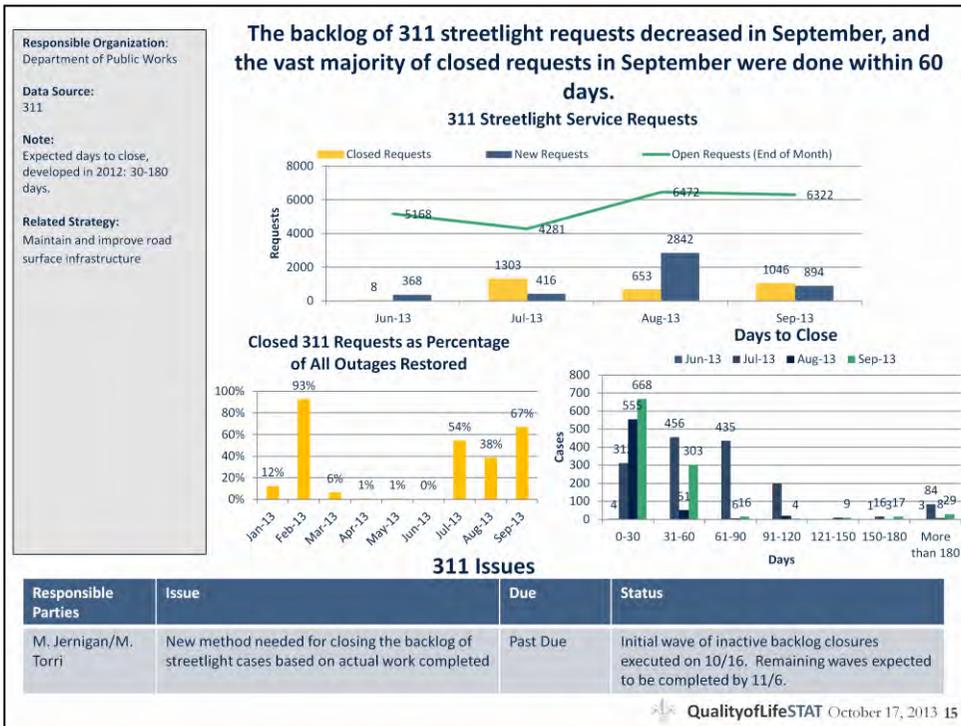
DPW plans to address the sign backlogs in 2014, with a substantial number of signs installed after Mardi Gras. Concerns were raised about the impact of the use of 311 data on service delivery equity across neighborhoods. ITI noted that while service requests span the city, certain requests are disproportionately coming from certain areas of the city. ITI suggested that more effective advertising of 311 could potentially alleviate some of the disparities.



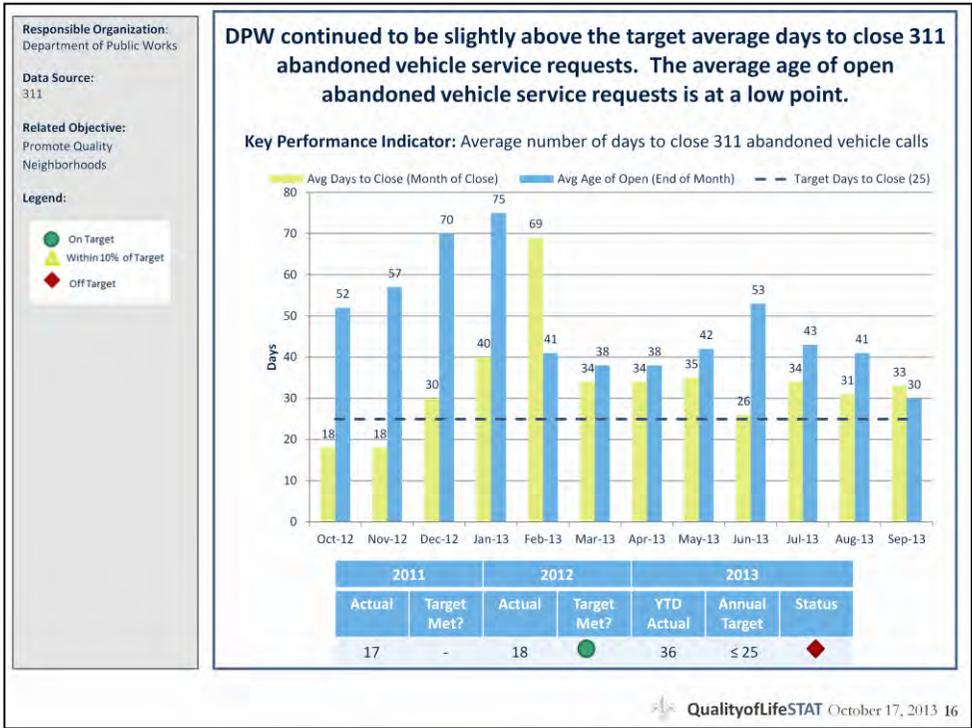
DPW is currently only able to address emergency traffic signal requests, due to resource constraints.



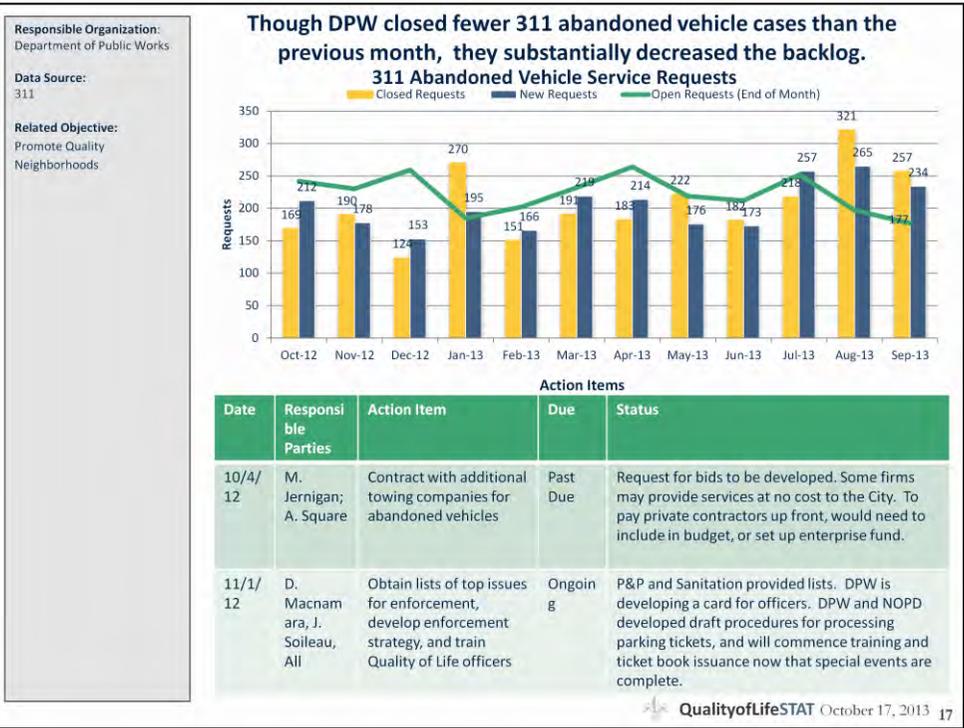
While the number of streetlight outages is at the lowest level since Hurricane Katrina, due to the depletion of general funds for routine maintenance, outages are expected tick back up in the fourth quarter of the year.



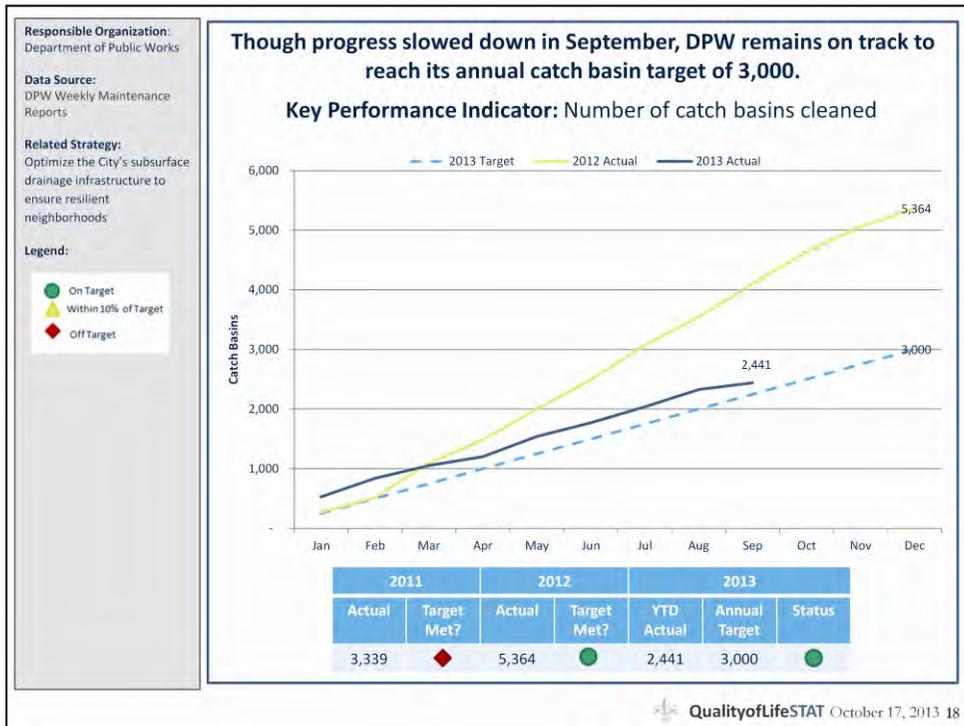
The number of open 311 streetlight service requests far exceeds the actual number of outages, and DPW and the 311 team continue to work to close the 311 requests to reflect the actual work completed.



DPW has hired additional tow truck drivers and is improving its timeliness in addressing abandoned vehicle service requests.



With additional tow truck drivers, DPW continued to work through its backlog of 311 abandoned vehicle cases, and has reduced the backlog for two consecutive months.



DPW plans to clean an average of 50 catch basins per week for the remainder of the year in order to meet its annual target.

**Responsible Organization:**  
Department of Public Works

**Data Source:**  
311

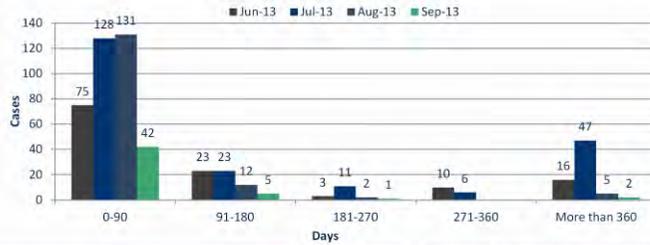
**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

**The street flooding and drainage backlog increased during the month.**

**311 Street Flooding/Drainage Service Requests**

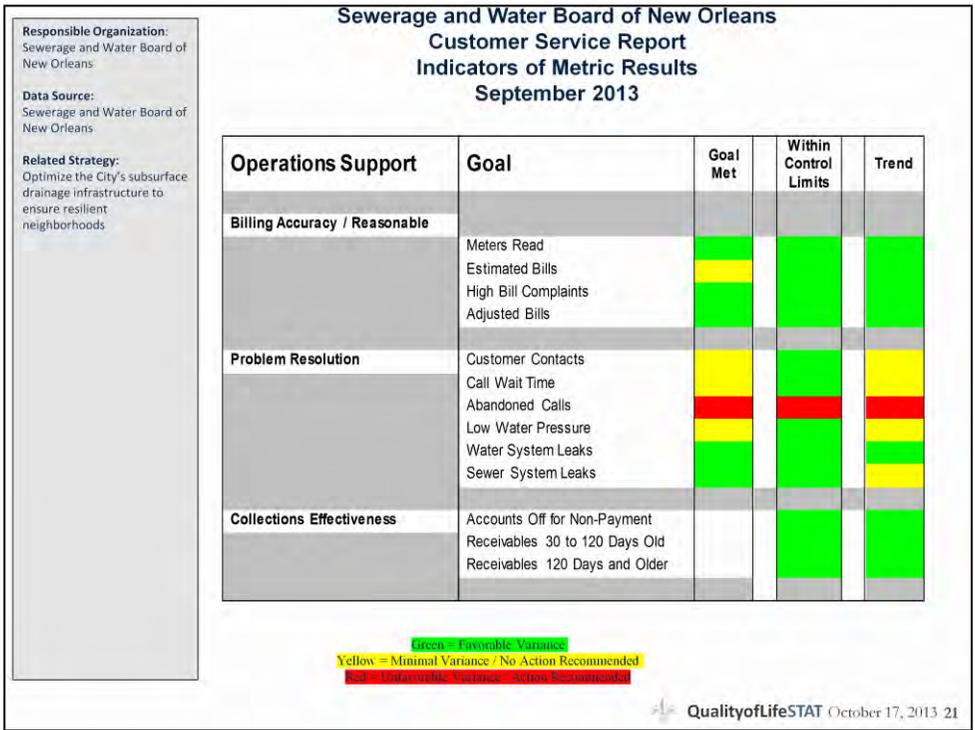


**Days to Close**



### DPW 311 Issues

Responsible Parties	Issue/Status	Due
M. Jernigan	Identify Interim case status for service requests that have up to 365 day turn-around time. A 311 team member can help with this task if necessary.	Pending
M. Jernigan	Determine how administrative staff / 311 liaisons can re-prioritize their work to allocate more time to actively manage 311 cases.	Pending
M. Jernigan	Ensure that each division uses Lagan as the single database of work records.	Pending
M. Jernigan	Inform 311 which service requests / business processes should be analyzed by ITI's Service & Innovation team to help identify potential efficiencies / operational improvements.	Pending
E. Kerkow	Contact DPW to schedule a demo of the new 311 employee mobile module that will allow DPW staff to manage cases in the field via a mobile device.	Completed



The Sewerage and Water Board (SWB) continues to work to improve its customer service.

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Meters Read as a Percentage of Total Meters

**Constituency:**  
Customer Ratepayers

**Objective:** Provide Accurate Bills

**Goal:** Read 98% or more of meters each month

**Currently Meeting Goal:** Yes

**Process Operating Within Control Limits:** Yes

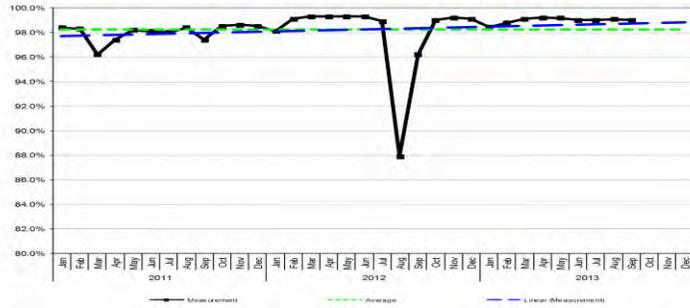
**Trend:** Favorable

**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 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
2011		98.4%	98.3%	96.2%	97.4%	98.2%	98.1%	98.0%	96.4%	97.4%	98.5%	98.6%	98.0%
2012		98.1%	99.1%	99.3%	99.3%	99.3%	99.3%	98.9%	87.9%	96.2%	99.0%	99.2%	99.1%
2013		98.4%	98.8%	99.1%	99.2%	99.2%	99.0%	99.0%	99.1%	99.0%			

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Bills Estimated as a Percentage of Total Bills

**EUM Attribute:**  
Customer Satisfaction

**Description:** Provides reliable, responsive, and affordable services in line with explicit, customer-accepted service levels. Receives timely customer feedback to maintain responsiveness to customer needs and emergencies.

**Constituency:**  
Customer Ratepayers

**Objective:** Provide Accurate Bills

**Goal:** Bill Accounts With Less Than 2% Estimated

**Currently Meeting Goal:** Close

**Process Operating Within Control Limits:** Yes

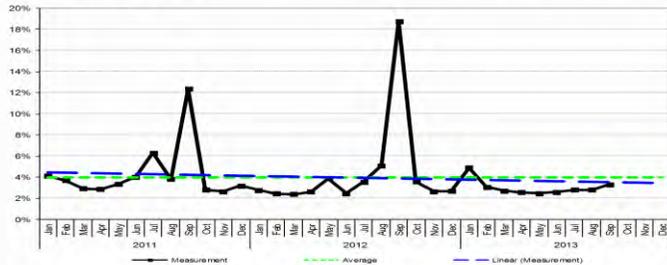
**Trend:** Favorable

**Analysis**

A bill is estimated if the meter is not read by the designated billing date. Bills are also estimated when a meter is read and the reliability of the reading is doubtful and the account is placed on an exception report. If the reading is not verified by the billing date, the bill will be estimated. Spikes in estimated bills usually occur when the Meter Reading department is unable to read a large section of meters during extreme weather.

**Plans for Improvement**

Current plans are focused on obtaining readings for accounts each month and verifying the reliability of each reading. Future plans will focus on advanced metering infrastructure that allows for readings to be obtained automatically several times daily.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2011</b>	4.1%	3.7%	2.9%	2.9%	3.4%	4.0%	6.3%	3.8%	12.4%	2.8%	2.7%	3.2%
<b>2012</b>	2.8%	2.5%	2.4%	2.8%	3.9%	2.5%	3.6%	5.1%	18.8%	3.6%	2.7%	2.7%
<b>2013</b>	4.9%	3.1%	2.7%	2.6%	2.5%	2.6%	2.8%					

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Investigations from High Bill Complaints as a Percentage of Total Bills

**Constituency:**  
Customer Ratepayers

**Objective:** Provide Accurate Bills

**Goal:** Reduce percentage over time

**Currently Meeting Goal:** Yes

**Process Operating Within Control Limits:** Yes

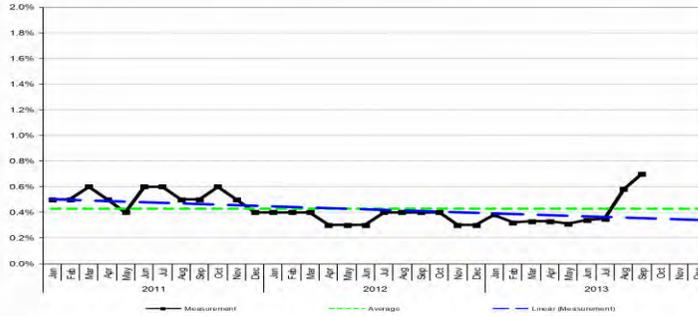
**Trend:** Favorable

**Analysis**

Customers request 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.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	0.5%	0.5%	0.6%	0.5%	0.4%	0.6%	0.6%	0.5%	0.5%	0.6%	0.5%	0.4%
2012	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.4%	0.4%	0.4%	0.4%	0.3%	0.3%
2013	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%	0.6%	0.7%			

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## 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

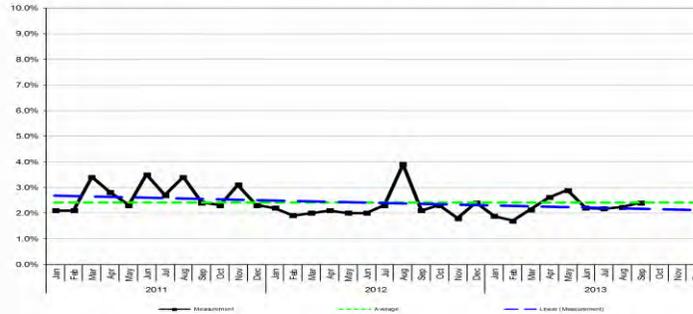
**Trend:** Favorable

**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 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
2011	2.1%	2.1%	3.4%	2.8%	2.3%	3.5%	2.7%	3.4%	2.4%	2.3%	3.1%	2.3%
2012	2.2%	1.9%	2.0%	2.1%	2.0%	2.0%	2.3%	3.0%	2.1%	2.3%	1.8%	2.4%
2013	1.9%	1.7%	2.1%	2.0%	2.9%	2.2%	2.2%	2.2%	2.4%			

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Total Inbound Customer Contacts

**Constituency:**  
**Customer Ratepayers**  
**Currently Meeting Goal: Close**

**Objective: Provide Timely Information and Respond Promptly to Requests**  
**Process Operating Within Control Limits: Yes**

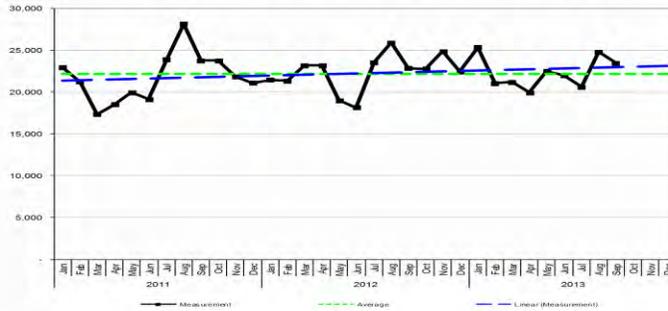
**Goal: Reduce Triggers of Customer Calls**  
**Trend: Close**

**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.



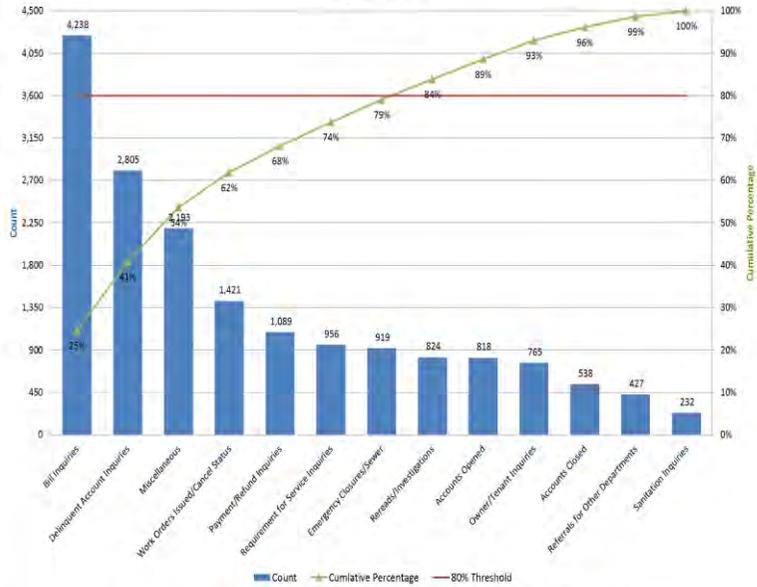
Data Table												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	22,887	21,210	17,328	18,507	19,943	19,116	23,863	28,102	23,759	23,751	21,839	21,057
2012	21,447	21,313	23,164	23,164	18,977	18,149	23,545	25,870	22,818	22,773	24,842	22,438
2013	25,331	21,051	21,194	19,937	22,446	21,994	20,602	24,764	23,439			

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

**Sewerage and Water Board of New Orleans  
Pareto Chart of Types of Customer Calls  
September 2013**



## Sewerage and Water Board of New Orleans Average Call Wait Time

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

**Constituency:**  
Customer Ratepayers

**Objective:** Provide Accurate Bills

**Goal:** Reduce over time

**Currently Meeting Goal:** Close

**Process Operating Within Control Limits:** Yes

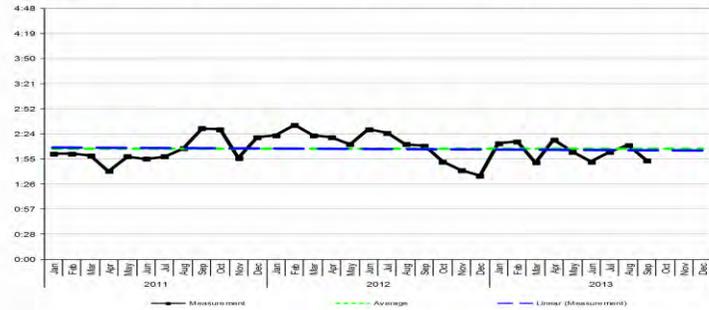
**Trend:** Level

**Analysis**

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**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.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	2:01	2:01	1:59	1:41	1:58	1:55	1:58	2:07	2:30	2:29	1:58	2:20
2012	2:22	2:34	2:22	2:20	2:12	2:29	2:25	2:12	2:10	1:52	1:42	1:36
2013	2:13	2:15	1:51	2:17	2:03	1:52	2:03	2:11	1:53			

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## 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**

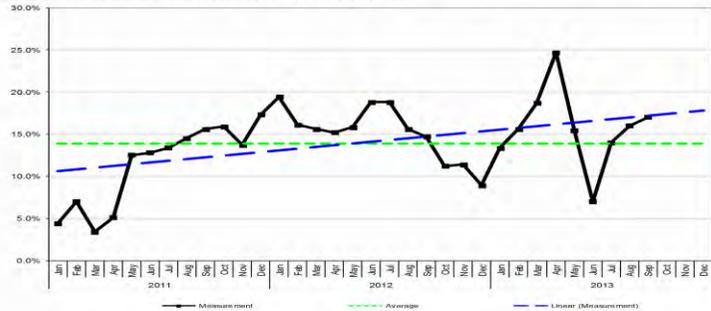
**Trend:** Unfavorable

**Analysis**

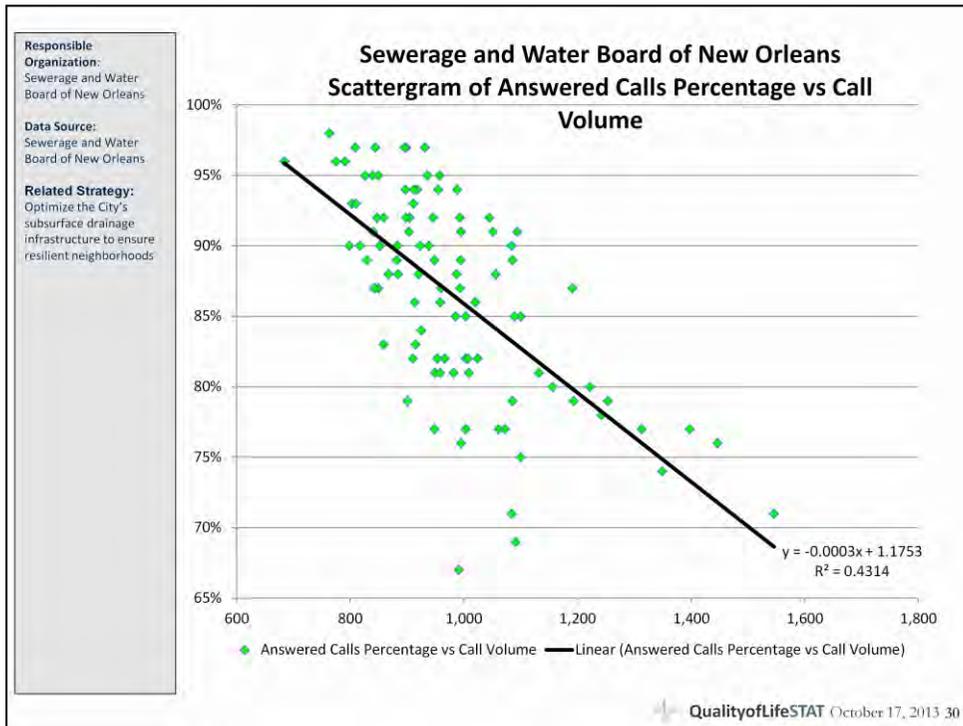
Customers abandon their call after waiting for an amount of time considered inconvenient, which varies from customer to customer. Some portion of the volume of abandoned calls is from customers calling and hanging up on multiple occasions. Staff is addressing this issue as a top priority. The telephone system was recently upgraded. Since the upgrade the the Telephone Center has experienced malfunctions. Staff and AT&T are dedicated to correcting these problems.

**Plans for Improvement**

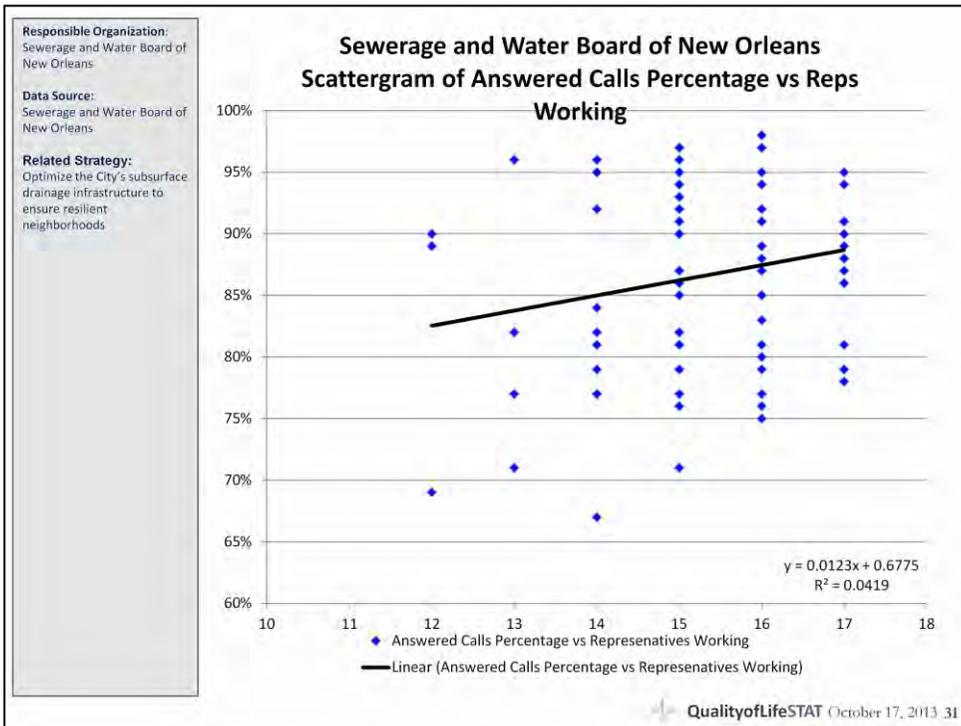
In order to resolve the significant increase in abandoned calls, additional employees have been hired and are being trained. Call rollover time has been reduced from 3 minutes to 20 seconds. Medium term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters.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



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec	
2011	4.4%	7.0%	3.4%	5.1%	12.5%	12.8%	13.4%	14.5%	15.6%	15.9%	13.7%	17.3%
2012	19.4%	16.1%	15.6%	15.2%	15.8%	18.8%	18.8%	15.8%	14.7%	11.2%	11.4%	8.9%
2013	13.3%	16.6%	18.7%	24.7%	15.4%	7.0%	14.0%	16.0%	17.0%			



There is a relationship between the volume of calls received and the percent of calls that SWB’s call center representatives are able to answer. The more calls SWB receives, the lower the percentage of calls the call center is able to answer before abandonment.



There relationship between the number of call center representatives and the percent of calls answered was not as strong, suggesting that supplementing staffing during times of higher call volume may be preferable to simply hiring more full-time representatives.

## Sewerage and Water Board of New Orleans Total Service Requests about Low Water Pressure

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

**Constituency:**  
**Customer**  
**Ratepayers**  
**Currently Meeting**  
**Goal: Close**

**Objective: Provide Timely Information and Respond Promptly to Requests**  
**Process Operating**  
**Within Control**  
**Limits: Yes**

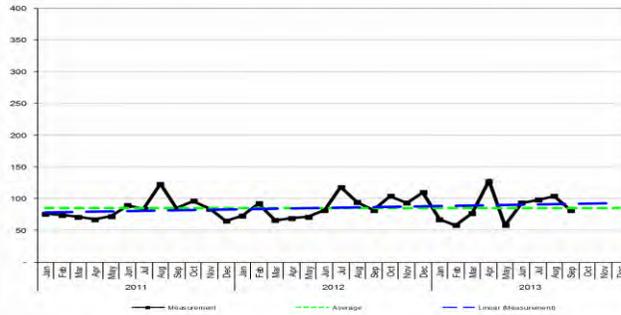
**Goal: Reduce Number of Service Requests**  
**Trend: Close**

**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.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	76	74	71	67	72	89	84	123	85	96	84	85
2012	73	92	66	89	71	82	118	84	82	104	93	110
2013	67	58	77	128	58	93	98	104	82			

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Total Service Requests for Water System Leaks

**Constituency:**  
Customer Ratepayers

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

**Goal:** Reduce Number of Service Requests

**Currently Meeting Goal:** Yes

**Process Operating Within Control Limits:** Yes

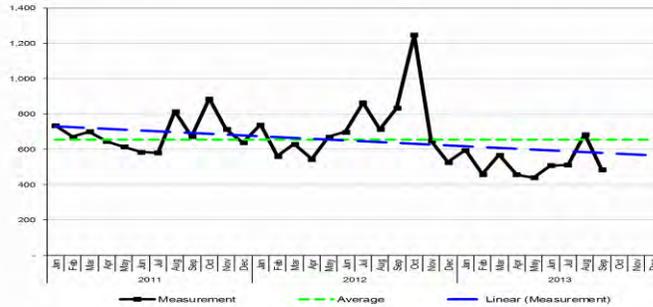
**Trend:** Favorable

**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
2011	733	670	700	645	614	584	560	814	672	886	712	638
2012	739	560	629	543	670	697	863	713	833	1,246	648	526
2013	594	457	587	466	439	508	511	655				

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Total Service Requests for Sewer System Leaks

**Constituency:**  
Customer Ratepayers

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

**Goal:** Reduce Number of Service Requests

**Currently Meeting Goal:** Yes

**Process Operating Within Control Limits:** Yes

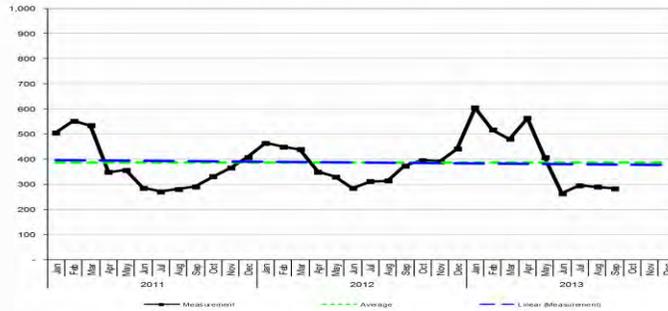
**Trend:** Close

**Analysis**

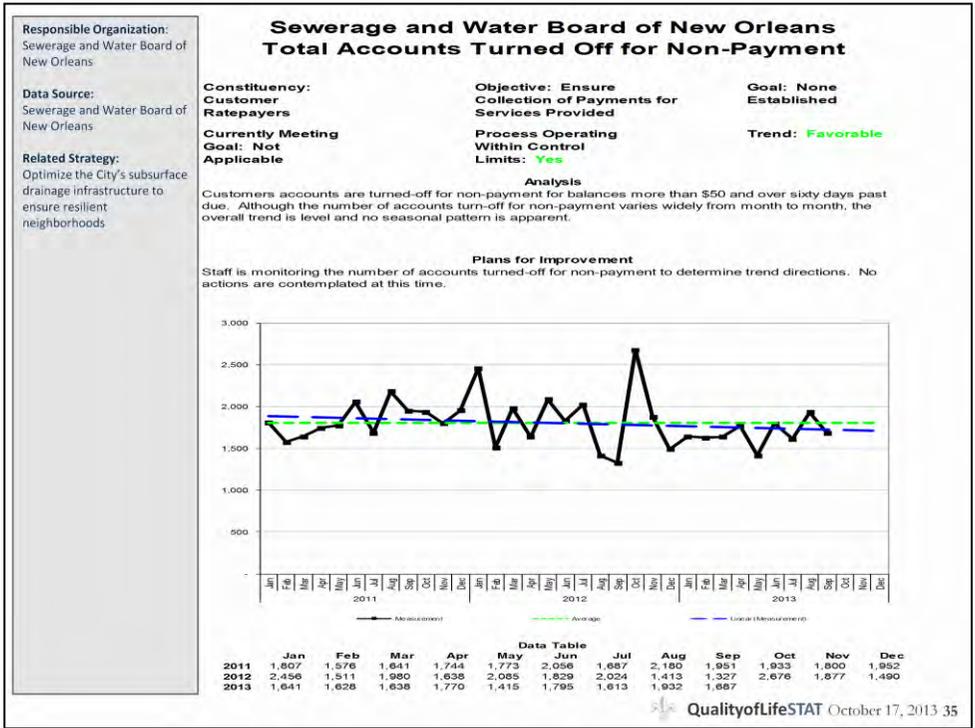
Customers contact the Sewerage and Water Board to request repairs to leaking sewer collection mains and service lines.

**Plans for Improvement**

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



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	505	552	534	346	356	286	271	280	290	331	385	408
2012	464	449	438	348	329	284	311	313	374	396	391	441
2013	604	516	480	563	406	264	295	289	283			



SWB plans to better communicate to customers that there are social services that can assist them in making their monthly payments.

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Water and Sewer Receivables 30 to 120 Days Old

**EUM Attribute:**  
Financial Viability

**Description:** Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues

**Constituency:**  
Customer Ratepayers

**Objective:** Efficient use of resources in providing services

**Goal:** None established

**Currently Meeting Goal:** Not Applicable

**Process Operating Within Control Limits:** Yes

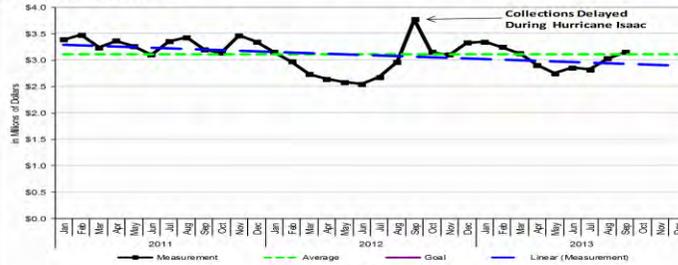
**Trend:** Favorable

**Analysis**

Water and sewer accounts receivable that are 30 to 120 days old are handled by internal staff using service disconnection. When those accounts are turned-off and final bills sent, the remaining balances after 30 days are sent to a collection agency. The uncollectable balances for 2007 and 2008 were higher than normal due to accounts that remained open for vacated facilities and were written off in 2011 and 2012.

**Plans for Improvement**

It appears that the higher post-Katrina accounts receivable balances have been resolved through standard collection practices and that annual collection rates now exceed 98% of annual billings. Staff intends to use standard process improvement methods to continue collection practices pending implementation of new billing and collection system.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	\$3.391	\$3.476	\$3.238	\$3.363	\$3.260	\$3.100	\$3.353	\$3.431	\$3.202	\$3.136	\$3.467	\$3.348
2012	\$3.149	\$2.973	\$2.735	\$2.643	\$2.593	\$2.544	\$2.676	\$2.966	\$3.770	\$3.149	\$3.104	\$3.327
2013	\$3.348	\$3.243	\$3.127	\$2.907	\$2.748	\$2.860	\$2.819	\$3.031	\$3.149			

**Responsible Organization:**  
Sewerage and Water Board of New Orleans

**Data Source:**  
Sewerage and Water Board of New Orleans

**Related Strategy:**  
Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods

## Sewerage and Water Board of New Orleans Water and Sewer Receivables 120 Days and Older

**EUM Attribute:**  
Financial Viability

**Description:** Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues

**Constituency:**  
Customer Ratepayers

**Objective:** Efficient use of resources in providing services

**Goal:** None established

**Currently Meeting Goal:** Not Applicable

**Process Operating Within Control Limits:**  
Yes

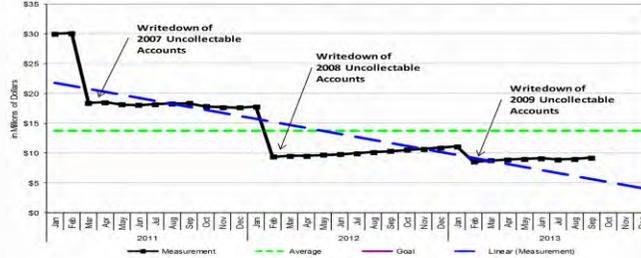
**Trend:** Favorable

**Analysis**

Water and sewer accounts receivable that are 120 days and older are handled by a collection agency. When those accounts remain uncollected after three years, the balances are written off as part of an annual process. The uncollectible balances for 2007 and 2008, which were written off early in 2011 and 2012, were higher than normal due to accounts that remained open post-Katrina for residences and businesses but were not occupied.

**Plans for Improvement**

It appears that the higher post-Katrina accounts receivable balances have been resolved through standard collection practices and that annual collection rates now exceed 98% of annual billings. Staff intends to use standard process improvement methods to continue collection practices pending implementation of new billing and collection system.

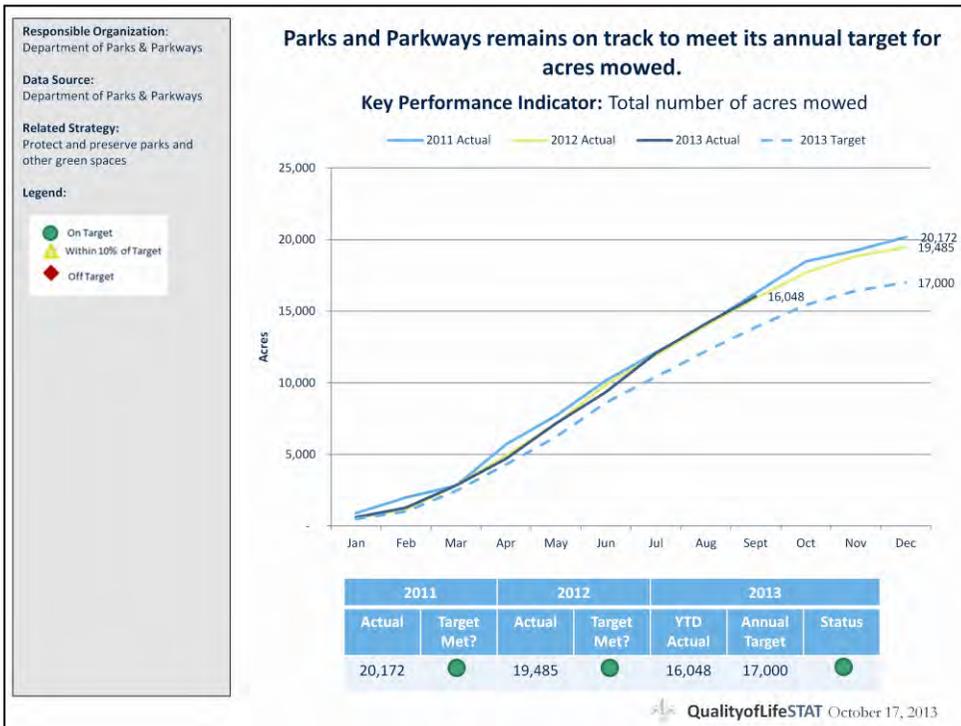


Data Table												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011	\$ 30,004	\$ 30,128	\$ 18,428	\$ 18,546	\$ 18,179	\$ 18,059	\$ 18,201	\$ 18,301	\$ 18,359	\$ 17,856	\$ 17,685	\$ 17,634
2012	\$ 17,811	\$ 9,400	\$ 9,558	\$ 9,557	\$ 9,710	\$ 9,818	\$ 9,995	\$ 10,176	\$ 10,360	\$ 10,553	\$ 10,724	\$ 10,931
2013	\$ 11,104	\$ 8,552	\$ 8,786	\$ 8,928	\$ 9,055	\$ 9,113	\$ 8,939	\$ 9,029	\$ 9,224			

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



Peak mowing season has ended, and Parks and Parkways plans to decrease its rate of mowing, but still anticipates reaching its annual target.

**Responsible Organization:**  
Department of Parks & Parkways

**Data Source:**  
311

**Related Strategy:**  
Protect and preserve parks and other green spaces

### Parks and Parkways' 311 grass and park maintenance requests closed and opened remained relatively similar.

#### 311 Grass Service Requests



#### 311 Park Maintenance Requests





Parks and Parkways improved its time to complete non-emergency tree requests.

**Responsible Organization:**  
Department of Parks & Parkways

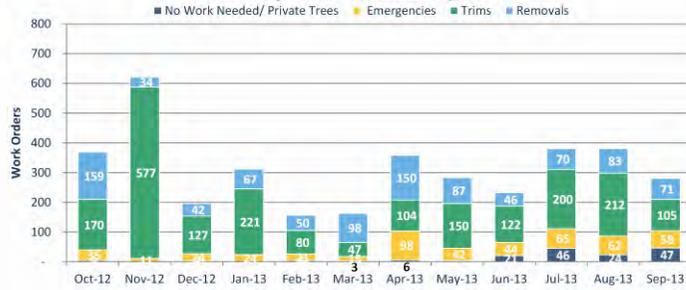
**Data Source:**  
Department of Parks & Parkways

**Note:**  
Forestry work orders represent the actual work completed within a "tree work order."

**Related Strategy:**  
Protect and preserve parks and other green spaces

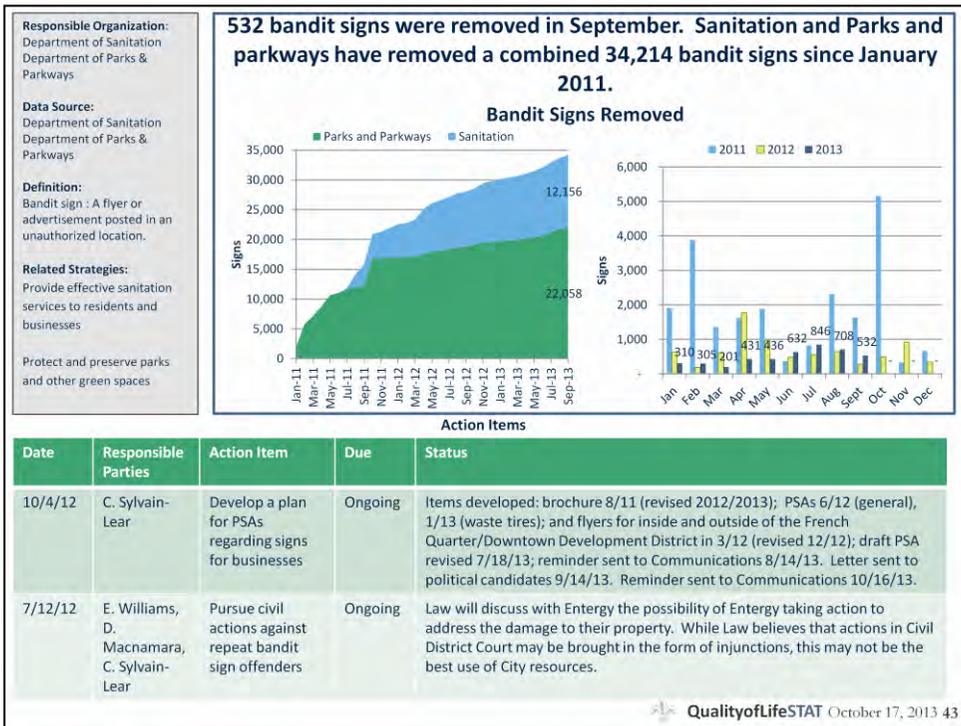
**Parks and Parkways completed a moderate amount of forestry work orders, and also issued a moderate amount of permits compared to the rest of the year.**

**Forestry Work Orders Completed**

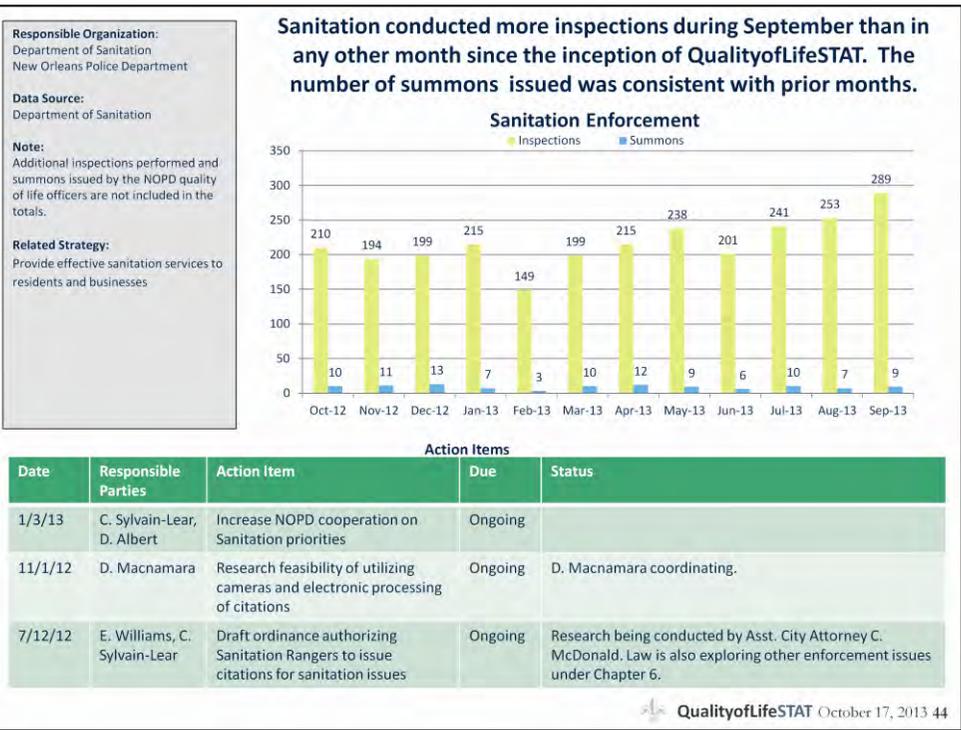


**Forestry Permits Issued**





Though it may appear that bandit sign removal productivity has slowed, this likely reflects a smaller workload. Effective communication of the regulations, and the penalties for violating has likely resulted in fewer offenders posting bandit signs.



Sanitation and NOPD will continue to partner to reduce the number of businesses with illegally-placed dumpsters.

**Responsible Organization:**  
Department of Sanitation

**Data Source:**  
Department of Sanitation

**Related Strategy:**  
Provide effective sanitation services to residents and businesses

**Legend:**

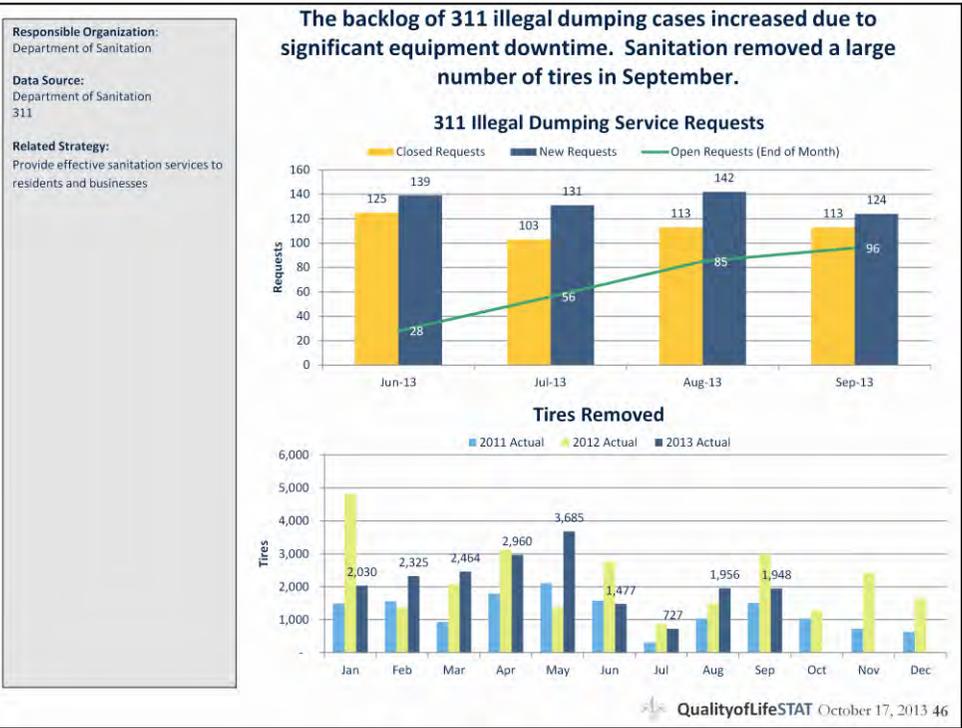
- On Target
- ▲ Within 10% of Target
- ◆ Off Target

### Sanitation continues to exceed its annual target of 900 illegal dumping site clearances.

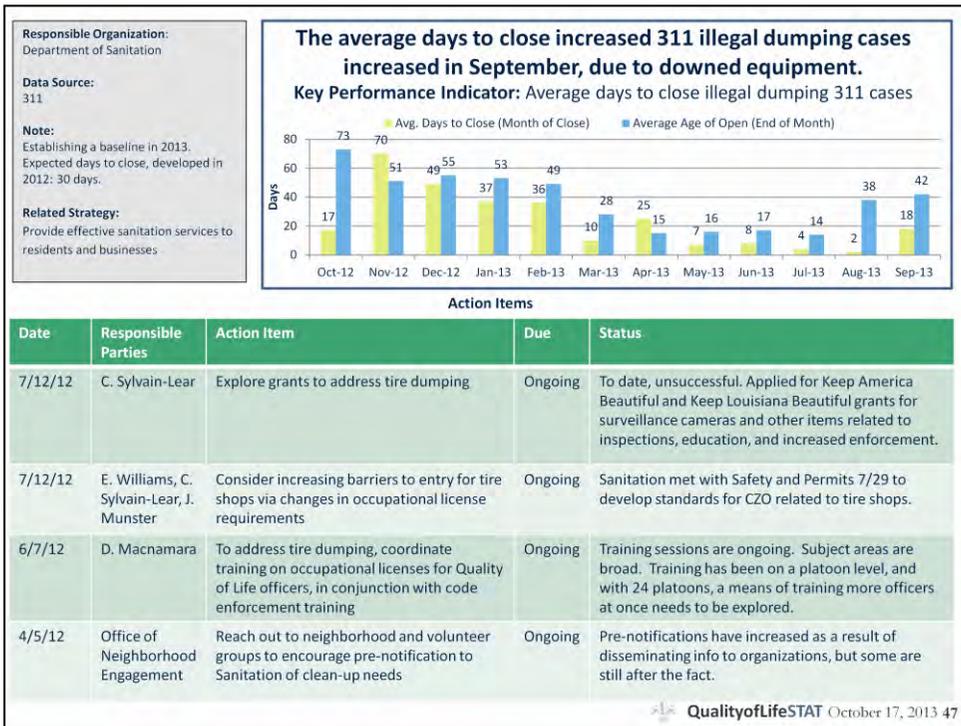
#### Key Performance Indicator: Number of Illegal dumping sites cleared



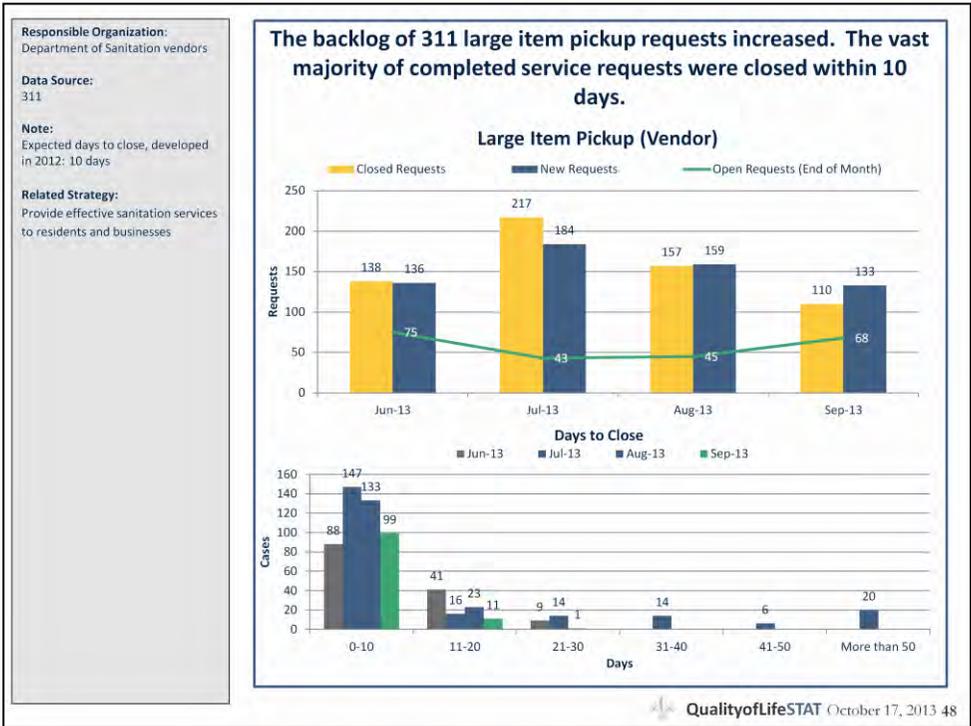
2011		2012		2013		
Actual	Target Met?	Actual	Target Met?	YTD Actual	Annual Target	Status
1,013	●	972	●	1,396	900	●



One of the City’s sanitation vendors is now equipped with cameras in order to help detect illegal dumping. Mosquito, Termite, and Rodent Control Board (MTRCB) offered to assist with its cameras, as well. MTRCB also offered to accompany the NOPD to tire shop inspections to assist in addressing any pest control issues.



All four of Sanitation’s front loaders were down at one point during September, though 3 have come back online in October. While the front loaders were down, Sanitation shifted personnel to complete additional mechanical street sweeping and flushing.



The vendor in charge of large item pickup has experienced communication issues that have been a barrier to closing 311 cases after completing the work in the field. The vendor reiterated its commitment to improving its communication in order to improve 311 request close outs.

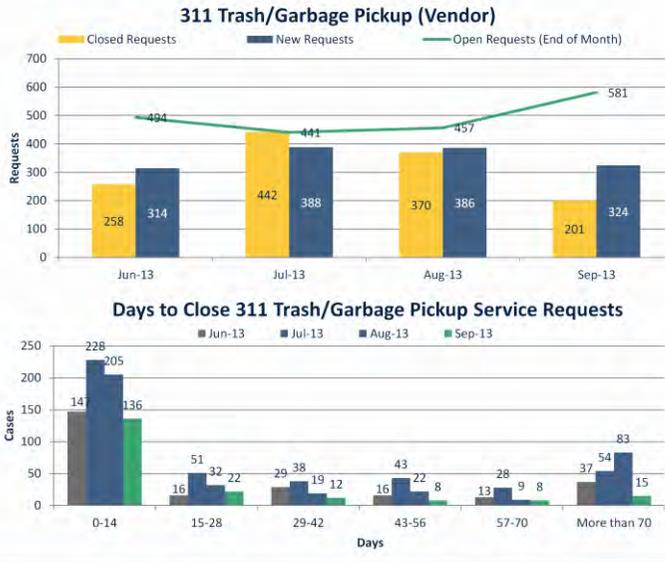
**Responsible Organization:**  
Department of Sanitation vendors

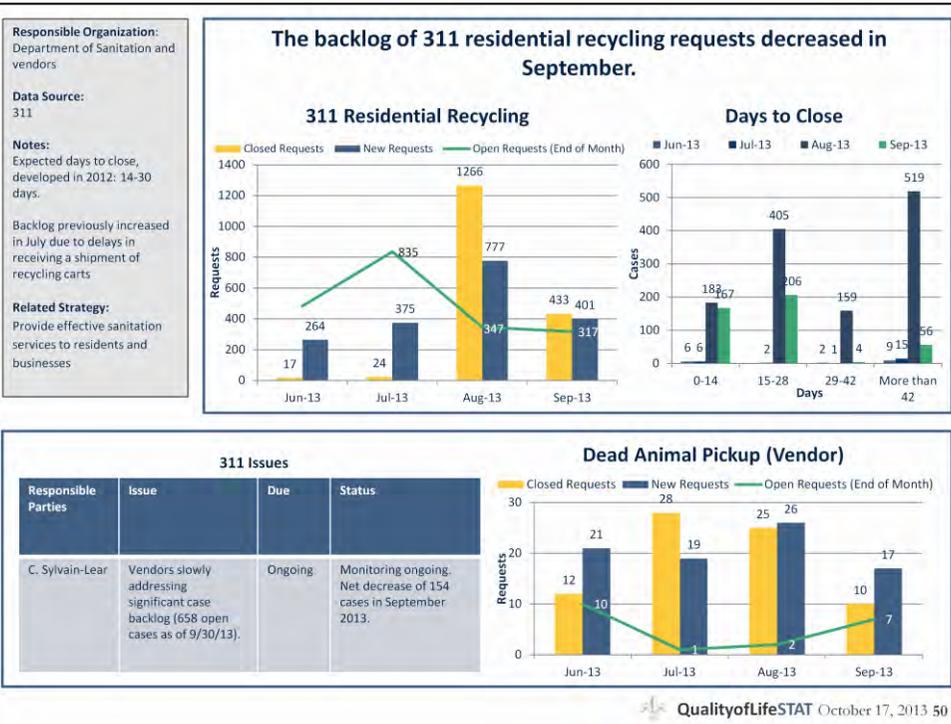
**Data Source:**  
311

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

**Related Strategy:**  
Provide effective sanitation services to residents and businesses

**The backlog of 311 trash/garbage pickup service requests increased. The vast majority of completed requests were closed within 14 days.**





Two months after a delay in a large recycling cart shipment caused a large spike in its backlog, Sanitation has made much progress in responding to recycling requests and accordingly closing them out in 311.

# Public Safety

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

Objectives and Strategies	Outcome Measures
<p><b>Rebuild citizen confidence in public safety offices</b></p> <ol style="list-style-type: none"> <li>1. Reform NOPD policies and operations</li> <li>2. Employ proactive policing and positive community engagement</li> <li>3. Support oversight entities to promote transparency, accountability, and trust</li> </ol>	<ul style="list-style-type: none"> <li>• Percent compliance with consent decrees</li> <li>• Citizens reporting feeling safe in their neighborhood (NOCC survey)</li> <li>• Citizen confidence in NOPD (NOCC survey)</li> </ul>
<p><b>Ensure safe and secure neighborhoods, and reduce the murder rate</b></p> <ol style="list-style-type: none"> <li>1. Prevent illegal activity</li> <li>2. Intervene when conflicts occur to resolve them non-violently</li> <li>3. Enforce the law with integrity</li> <li>4. <b>Effectively and fairly administer justice</b></li> <li>5. Rehabilitate the incarcerated so that they do not recidivate</li> <li>6. Coordinate the criminal justice system</li> </ol>	<ul style="list-style-type: none"> <li>• Homicide rate</li> <li>• Violent crime rate</li> <li>• Property crime rate</li> <li>• Felony recidivism rates</li> <li>• Average time to disposition</li> <li>• Fatal traffic accidents per 1,000 population</li> </ul>
<p><b>Prepare for, mitigate, and effectively respond to emergencies</b></p> <ol style="list-style-type: none"> <li>1. Respond to emergencies, including fire and medical, effectively</li> <li>2. Plan and prepare for disasters</li> </ol>	<ul style="list-style-type: none"> <li>• Fires per 1,000 structures (with detail on residential, commercial, and industrial structures)</li> <li>• Fatalities due to fire</li> <li>• Cardiac arrest with pulse at delivery to hospital</li> <li>• Percent of City plans, procedures, and other strategies that are National Incident Management System (NIMS) compliant</li> </ul>

<b>Responsible Organization:</b> New Orleans Police Department		<b>NOPD Quality of Life Officer Activity</b>																
<b>Data Source:</b> New Orleans Police Department																		
<b>Related Strategy:</b> Effectively and fairly administer justice																		
NOPD District	QoL Complaints	Summons Issued	Arrests	Vehicle Complaints	Vehicle Ticketed/Stickered	Vehicles Towed	Parking Tickets	Oversized Vehicles	Trash Complaints	Noise Complaints	Animal Complaints	Blighted Property	Businesses Visited	ABO Complaints	Meetings Attended	Attendees	Totals	
First	48	0	0	25	27	0	0	0	9	0	1	8	13	4	6	90	231	
Second	79	0	0	36	20	2	0	0	9	8	4	5	23	6	7	92	291	
Third	87	0	0	34	18	0	0	0	8	3	3	7	17	0	4	24	205	
Fourth	85	1	0	25	7	0	0	0	11	4	9	26	27	5	13	51	264	
Fifth	127	0	0	28	5	14	22	0	13	6	3	16	79	3	11	220	547	
Sixth	88	4	0	23	19	0	1	0	8	1	4	17	109	3	4	80	361	
Seventh	82	0	0	20	10	0	2	2	8	1	1	13	12	0	6	85	242	
Eighth	111	18	0	1	0	0	1	0	6	15	0	0	119	3	5	42	321	
<b>Totals</b>	<b>707</b>	<b>23</b>	<b>0</b>	<b>192</b>	<b>106</b>	<b>16</b>	<b>26</b>	<b>2</b>	<b>72</b>	<b>38</b>	<b>25</b>	<b>92</b>	<b>399</b>	<b>24</b>	<b>56</b>	<b>684</b>	<b>2462</b>	

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The Eighth district completed a relatively high amount of work, due to large number of complaints. The NOPD noted that the number of summons issued is not higher because of its focus on community policing and maintaining relationships. NOPD, Sanitation, Law, and the CAO will meet to further discuss strategies regarding the issuance of summonses.

**Responsible Organization:**  
DPW, Code Enforcement,  
Sanitation Department,  
Department of Parks and  
Parkways

**Data Source:**  
311

**Related Result Area:**  
Sustainable Communities

**Related Objective:**  
Promote Quality  
Neighborhoods

## Priority 311 Service Requests from Quality of Life Officers



Service Request (SR)	Open SRs (9/1)	New SRs	Closed SRs	Open SRs (9/30)	Δ from Prior Period	Avg. Age of Open SR	Δ from Prior Period	Avg. Days to Close SR
Abandoned Vehicle Reporting/Removal	2	6	8	0	-2	NA	NA	10
Code Enforcement General Request	1	14	15	0	-1	NA	NA	1
Illegal Dumping Reporting	2			2	0	68	30	
Pothole/Roadway Surface Repair	1	2		3	2	81	-109	
Street Flooding/Drainage	1			1	0	532	30	
Street Light	6		1	5	-1	407	89	28
Traffic Sign	3	2	3	2	-1	22	17	8
Traffic Signal	1			1	0	45	30	
Trash/Garbage Pickup	2		2	0	-2	NA	NA	12
Tree Service	0	1		1	1	NA	NA	
Tree Service Emergency	2		1	1	-1	69	26	58

While in the field, Quality of Life officers report service requests to 311, which are flagged in the database as high priority requests, or directly to department heads, who have handled such requests in a timely manner.

**Responsible Organization:**  
Law Department

**Data Source:**  
Law Department

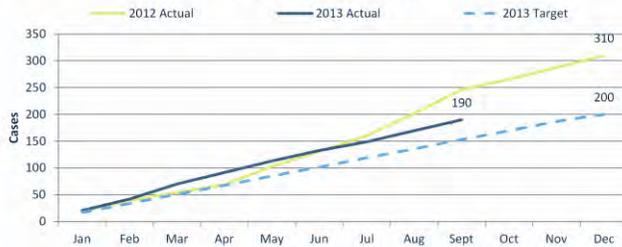
**Related Strategy:**  
Effectively and fairly administer justice

**Legend:**

- On Target
- ▲ Within 50% of Target
- ◆ Off Target

**The Law department is very close to reaching its annual target of 200 ABO case filings.**

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



2011		2012		2013		
Actual	Target Met?	Actual	Target Met?	YTD Actual	Annual Target	Status
233	●	310	●	190	200	●

**Action Items**

Date	Responsible Parties	Action Item	Due	Status
11/1/12	D. Macnamara, D. Albert	Use murder and shooting data to prioritize ABO prosecutions.	Ongoing	Innovation Delivery Team provided list of ABOs in vicinity of murders and shootings, and a sweep of 10 ABOs was conducted on June 25.

# Children and Families

**Goal: Promote the health and well-being of youth and families by ensuring that quality educational, economic, health and recreational programming opportunities are available for all.**

Objectives and Strategies	Outcome Measures
<p><b>Improve health outcomes for City residents</b></p> <ol style="list-style-type: none"> <li>1. Improve access to healthcare for city residents (including access to mental health services)</li> <li>2. Provide public health services to City residents, including community health education and preventing the spread of communicable diseases</li> </ol>	<ul style="list-style-type: none"> <li>• Rate of low birth weight babies</li> <li>• County Health Ranking (University of Wisconsin)</li> <li>• American Fitness Index ranking (metro) (American College of Sports Medicine)</li> </ul>
<p><b>Support the development of strong and resilient youth and families, including children in schools</b></p> <ol style="list-style-type: none"> <li>1. Support increased student achievement and school success, including closing achievement gaps</li> <li>2. Encourage the development of strong and resilient families</li> <li>3. Support the social and emotional needs of youth</li> </ol>	<ul style="list-style-type: none"> <li>• Graduation rate</li> <li>• LEAP test passage rates</li> <li>• Teen pregnancy rate</li> <li>• Truancy rate</li> </ul>
<p><b>Provide high-quality cultural and recreational opportunities to City residents and visitors</b></p> <ol style="list-style-type: none"> <li>1. Support cultural institutions and experiences</li> <li>2. Provide recreational opportunities to residents</li> </ol>	<ul style="list-style-type: none"> <li>• Citizen satisfaction with culture and recreational opportunities (UNO Quality of Life Survey)</li> <li>• Registered arts and culture nonprofit organizations per 100,000 population</li> </ul>
<p><b>Facilitate the provision of effective human services to City residents</b></p> <ol style="list-style-type: none"> <li>1. Provide quality, secure housing to residents and reduce homelessness</li> <li>2. Ensure a safety net of needed services is available to all residents</li> <li>3. Ensure residents' access to a variety of healthy nutritional options</li> <li>4. Honor the service of veterans and wounded warriors by recognizing their unique needs</li> </ol>	<ul style="list-style-type: none"> <li>• Point-in-Time homelessness count</li> <li>• Food Insecurity Rate (US Department of Agriculture, Feeding America)</li> </ul>

**Responsible Organization:**  
New Orleans Mosquito & Termite Control Board

**Data Sources:**  
New Orleans Mosquito & Termite Control Board  
311

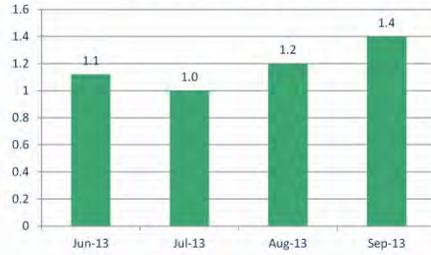
**Related Strategy:**  
Provide public health services to City residents, including community health education and preventing the spread of communicable diseases

**Legend:**

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

### The time to complete rodent service requests, as well as close them in 311 remained relatively short.

**Average Business Days to Complete Rodent Service Requests**

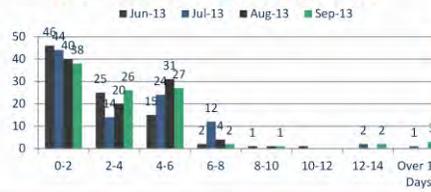


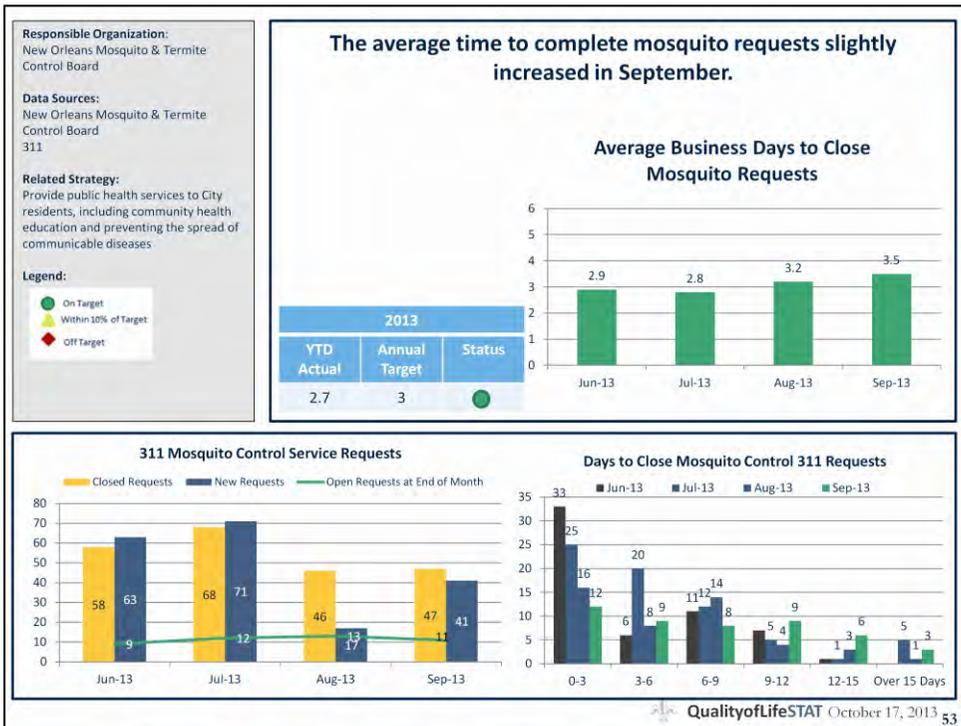
2013		
YTD Actual	Annual Target	Status
1.3	3	●

**311 Rodent Complaints**



**Days to Close 311 Rodent Requests**





Rain complicated MTRCB’s ability to address some of their requests in a timely manner in September. MTRCB and SWB emphasized the need to work closely in order to make sure that initiatives such as the creation of water gardens and drainage system improvements do not inhibit the city’s ability to combat water-borne diseases and mosquitoes.

# 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?