CITY OF NEW ORLEANS

CustomerServiceSTAT

September 4, 2014
(Reporting Period: July 2014)

www.nola.gov/opa

Agenda

- **Introduction and Announcements**
- **Open and Effective Government**: 311
- **Economic Development**: Permitting and Licensing
- **Sustainable Communities**: Land Use

Purpose and Scope

Purpose: The Landrieu Administration developed a strategic framework to map out the City's overall direction. The framework links services, programs, strategies, objectives, and goals to the City's mission, values, and vision, and incorporates performance measures to assess performance.

In CustomerServiceSTAT, City leaders and managers review key performance results related to customer service. In order to improve results, City leaders and managers review and assess progress achieved, overall trend data, and the likelihood of meeting performance targets. For programs at risk of not meeting targets, leaders and managers identify prospects and tactics for performance improvement, and make adjustments to operational plans as needed. To account to citizens and Councilmembers for the spending of resources provided, CustomerServiceSTAT meetings are open to the public.

Scope: CustomerServiceSTAT focuses on Citywide topics that are frequent sources of City interactions with the public, with an initial emphasis on 311 calls, permitting and licensing, and land use issues. CustomerServiceSTAT does not focus on performance managed in other STAT programs or initiatives, nor does it include in depth discussions of complaints about specific interactions.

Questions and Comments: *Index cards are available to the public at the sign-in table, which can be used to submit questions and comments or to report specific issues. Throughout the meeting, completed cards will be reviewed. General questions and comments may be discussed by the group and specific issues will be assigned to departments.*

City Strategic Framework

Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion.

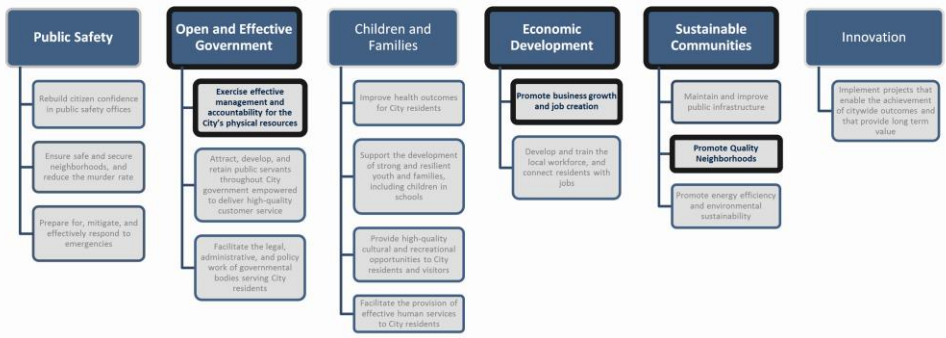
Values

Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

Vision

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

Result Area Goals and Objectives



Open and Effective Government

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

Objectives and Strategies	Outcome Measures
Exercise effective management and accountability for the City's physical resources 1. Effectively steward the City's financial resources 2. Manage the City's information and analyze the City's performance data 3. Manage vendor relationships and provide oversight of City contracts 4. Responsibly support the City's capital assets	• Bond ratings
Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service 1. Cultivate a high-quality City workforce 2. Provide fair and reasonable benefits to City employees and retirees	• Rate of employee turnover • Percent of employees engaged and satisfied
Facilitate the legal, administrative, and policy work of governmental bodies serving City residents 1. Govern the City with integrity and accountability 2. Defend the City's legal interests 3. Promote civic engagement 4. Facilitate, link, and leverage resources with external organizations	• Percent of citizens satisfied with overall government services

Responsible Organization: Information Technology and Innovation (ITI)

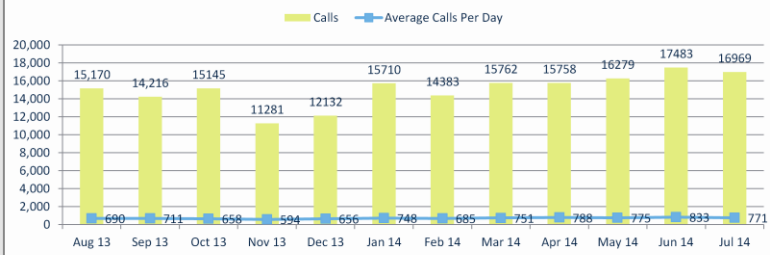
Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Calls: information requests, referrals, and service requests received by the 311 call center, as well as abandoned calls
Information request: a 311 call to request information
Referral: a 311 call resulting in a transfer to a City department
Service request: a 311 call to request that the City perform a service. Includes only those requests opened by 311 personnel.

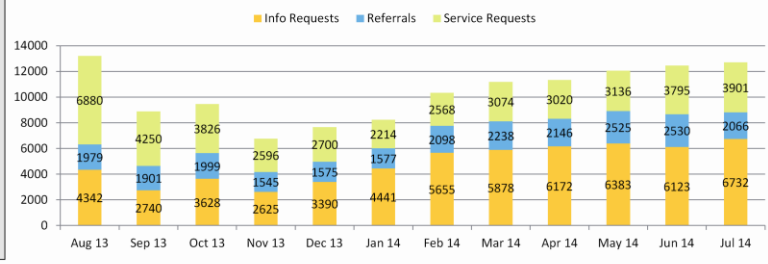
Note: The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

NOLA 311 Calls Decreased, though Service Requests Increased

Number of 311 calls



Number of 311 requests



Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

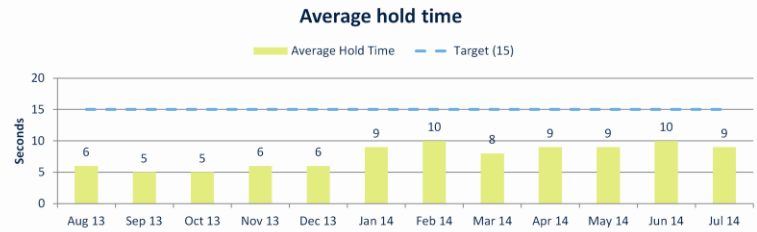
Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Call abandonment: call where the caller hangs up before the call is answered

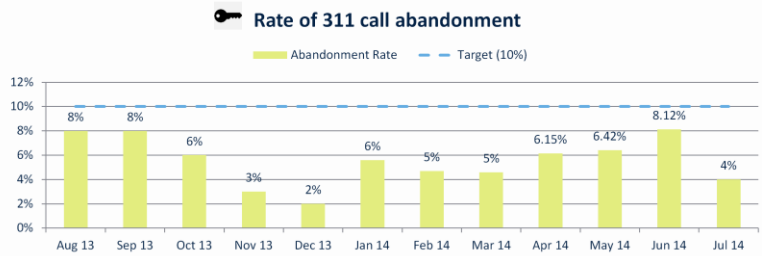
Legend

On Target
Within 10% of Target
Off Target

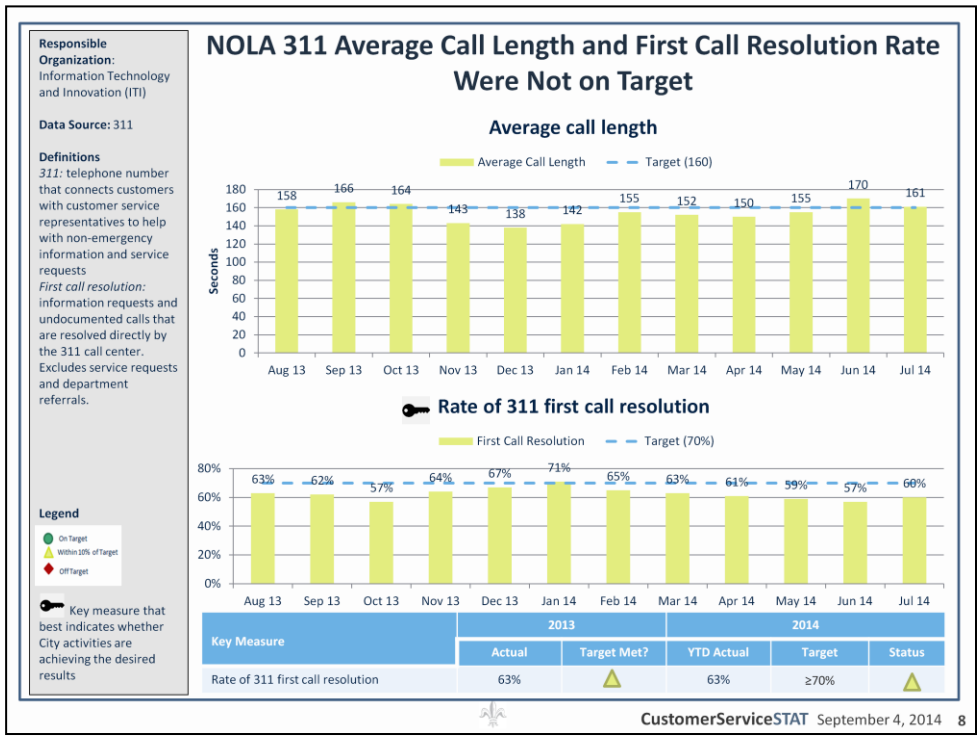
Key measure that best indicates whether City activities are achieving the desired results

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

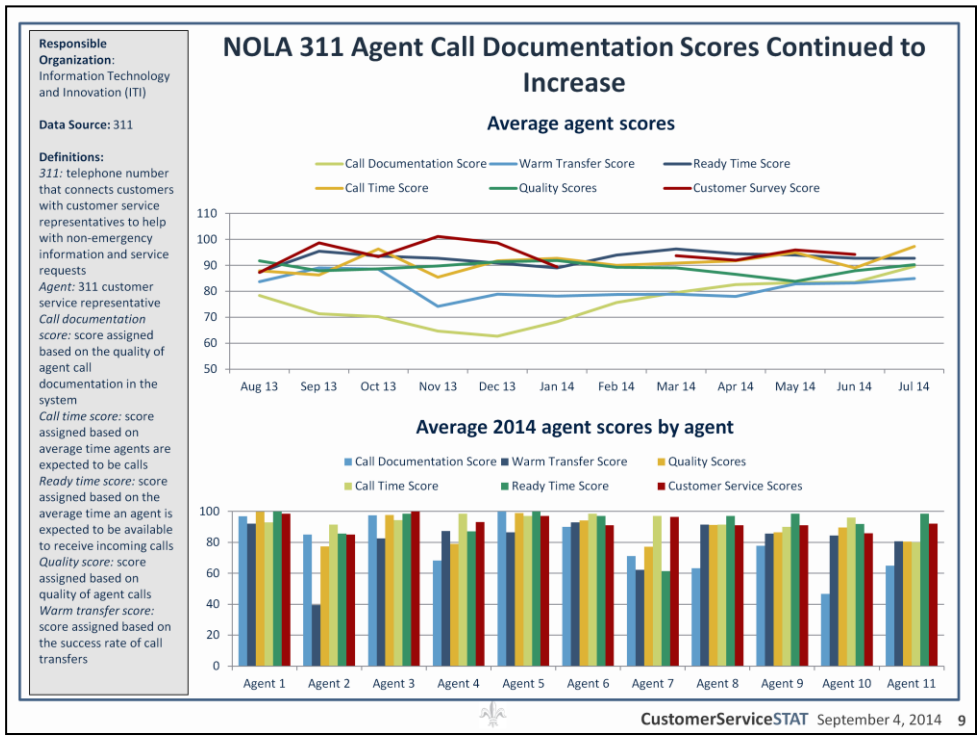




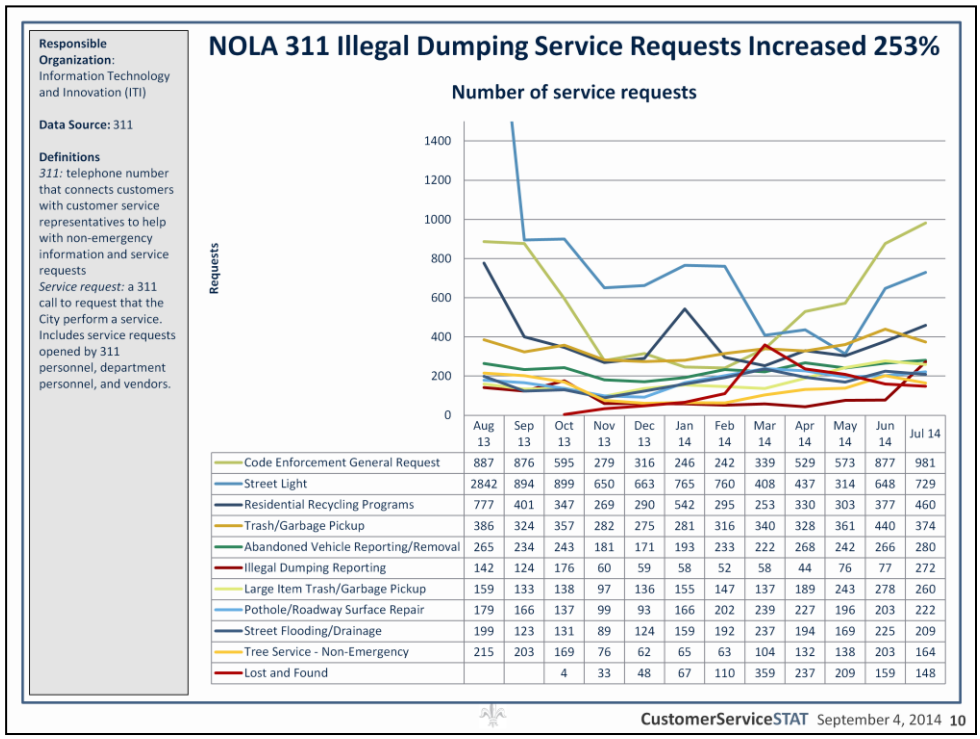
Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%		5.69%	≤10%	



To further increase the rate of first call resolution, ITI continues to provide training for 311 agents to increase their knowledge about specific departmental issues and new City policies and programs.



Agents have identified performance deficits to address.



The increased number of illegal dumping requests includes services initiated by the Department of Sanitation.

Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Information request: a 311 call to request information
Referral: a 311 call resulting in a transfer to a City department

NOLA 311 – Parks and Parkways and Safety and Permits Continued to Receive the Most Referrals

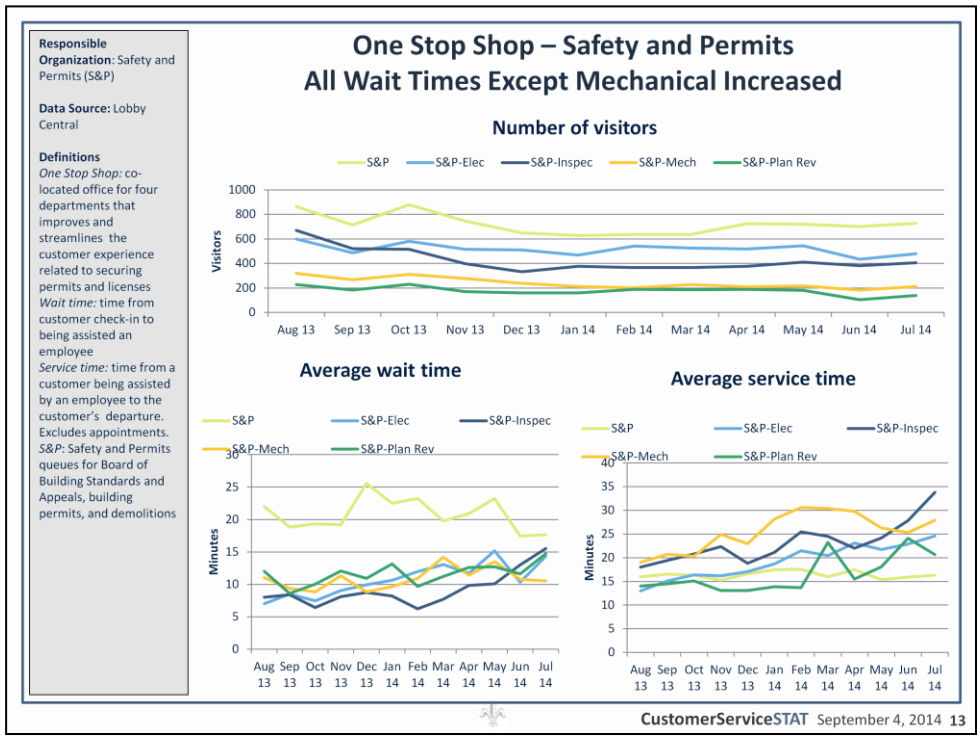
	Information Requests	No.	Prior Month (Jun) Rank
1	Sanitation Service Fees	1051	1
2	Taxi and For Hire Vehicle Bureau	181	2
3	Recycling	116	-
4	Municipal Police	99	3
5	City Council	73	5

	Department Referrals	No.	Prior Month (Jun) Rank
1	Parks and Parkways	154	2
1	Safety and Permits	147	1
3	Public Works	116	3
4	NOPD	54	-
5	Code Enforcement	50	5

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	• Population growth • Job growth • Proportion of total jobs that are high wage jobs • Percent of jobs in the cultural industry • Number of tourists • Amount of sales taxes generated
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 • Gross Metro Product (GMP) per job • Percent of population holding a bachelor's degree or higher • Percent of households in national income quintiles • Amount of median household income by race and ethnicity



The increase in service time may have been related to staff not properly closing out cases when customers leave.

Responsible Organization: Safety and Permits (S&P)

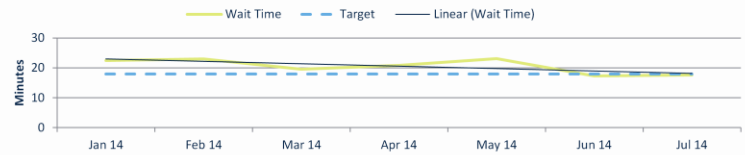
Data Source: Lobby Central

Definitions
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses
Wait time: time from customer check-in to being assisted an employee

One Stop Shop – Safety and Permits
Building Permit Wait Times Were Below Target for the Second Month in a Row

Average wait time to apply for any license or permit

Average wait time to apply for a new building permit



Key Measures	2014		
	YTD Actual	Target	Status
Average wait time (in minutes) to apply for any license or permit*	15.3	≤18	
Average wait time (in minutes) to apply for a new building permit	20.6	≤18	

*Excludes special event permits.

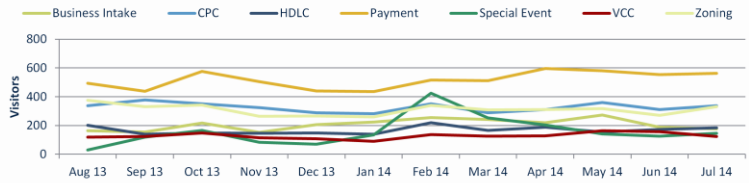
Responsible Organizations: Safety and Permits, City Planning Commission (CPC), Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

Data Source: Lobby Central

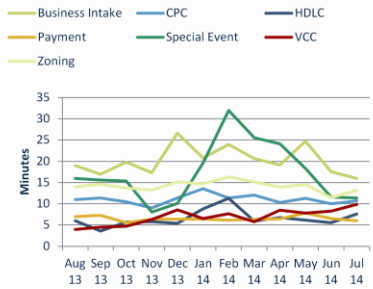
Definitions
Business intake: applications for occupational licenses to conduct business
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses
Wait time: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure . Excludes appointments.

One Stop Shop – CPC, HDLC, VCC, etc.
Wait Times Ranged from 6-16 Minutes

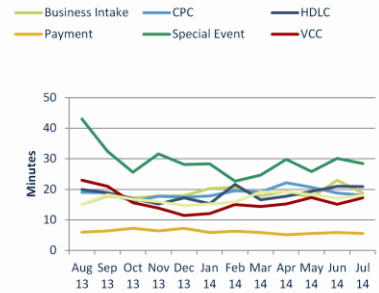
Number of visitors

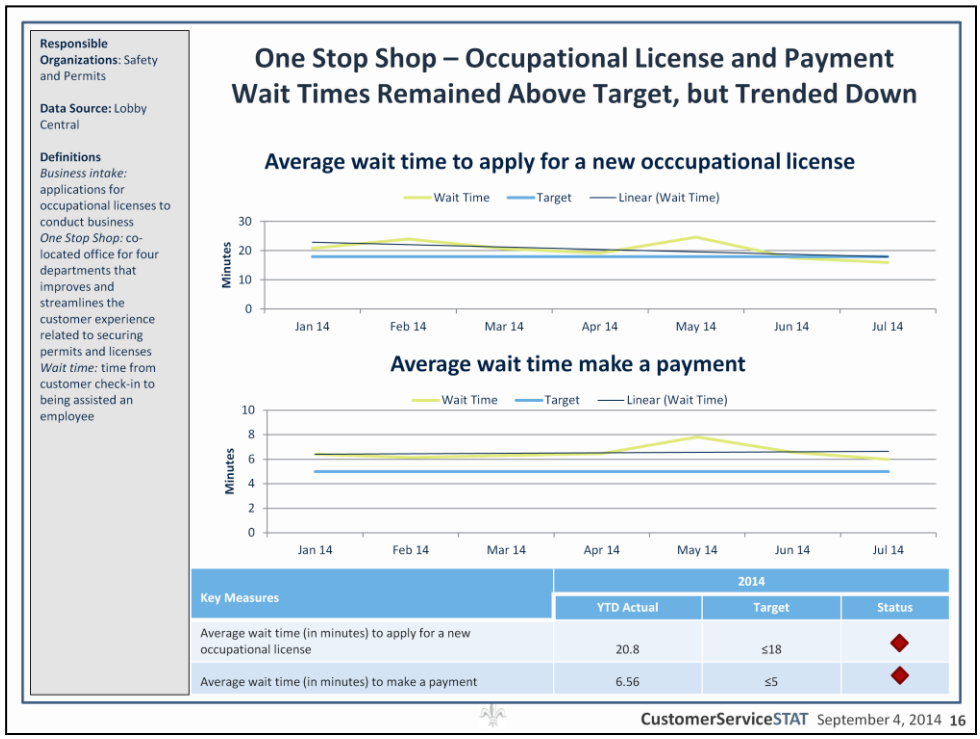


Average wait time

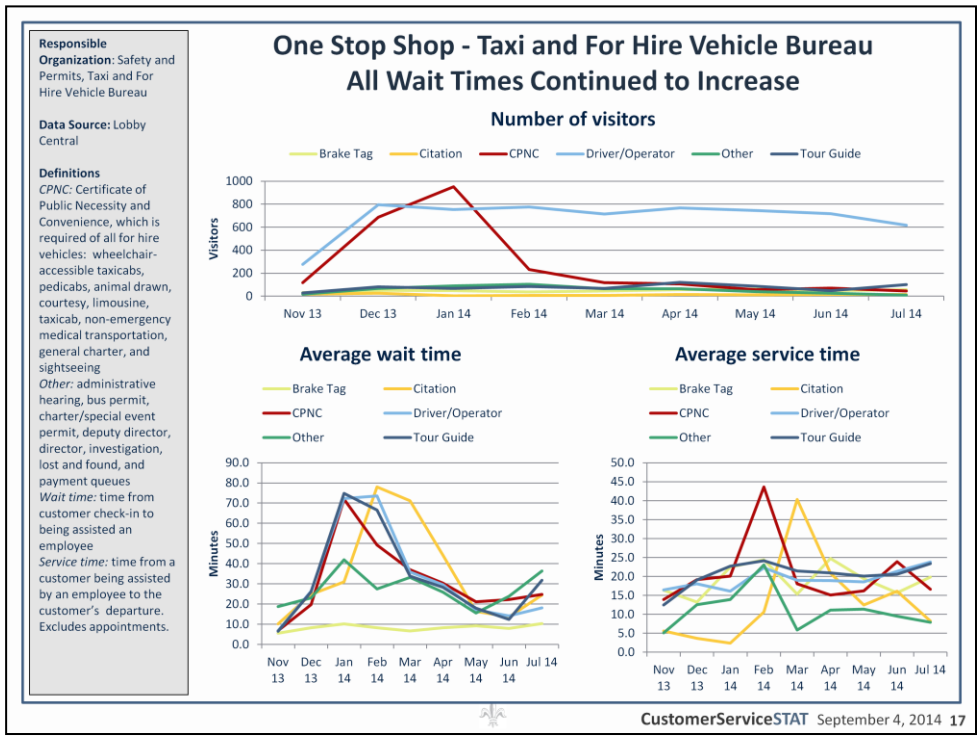


Average service time





The One Stop Shop (OSS) is working to hire an additional cashier to reduce payment wait times.



July wait times were affected by the Bureau's relocation to the One Stop Shop.

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

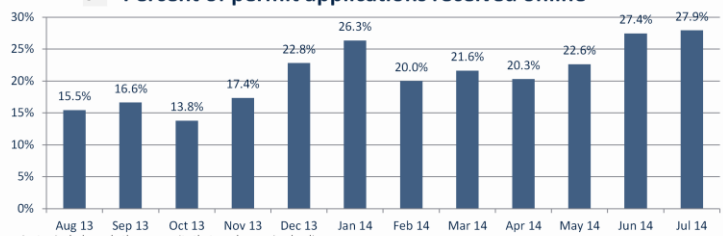
Legend

On Target
Within 10% of Target
Off Target

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

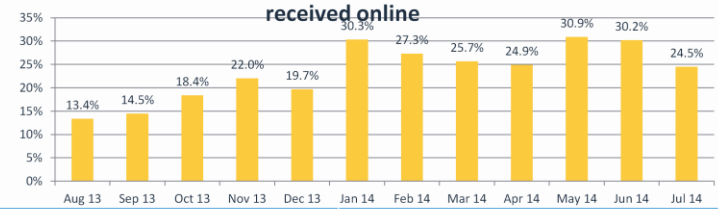
Percent of Permit Applications Received Online Reached New High

Percent of permit applications received online



*Denominator includes only those permits that *can* be received online.

Percent of business license applications received online



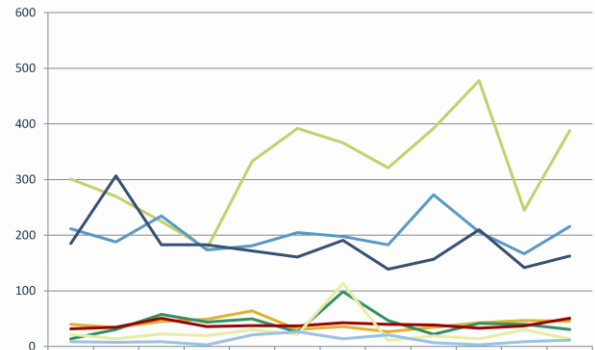
Key Measures	2014		
	YTD Actual	Target	Status
Percent of permit and license applications received online	24.1%	≥20%	

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

Data Source: LAMA permitting and licensing database

Definitions
Commercial: buildings or structures not included in residential definition including multi-family structures
Residential: detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

Total Commercial Permits Issued Increased by 28%



	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14
Electrical	301	270	225	176	333	392	366	321	392	478	245	388
Building - All Others	212	188	235	174	181	205	198	183	273	206	167	216
Mechanical	185	307	183	183	172	161	191	139	157	210	142	163
HDLC	40	34	45	49	64	31	36	27	35	43	47	46
Special Event	14	31	58	44	50	26	99	47	22	42	40	31
VCC	32	35	51	36	38	37	43	40	39	33	37	51
Demolition	22	14	23	20	30	22	113	11	19	14	30	14
Building - New Construction	9	8	9	3	21	27	14	21	7	3	9	12

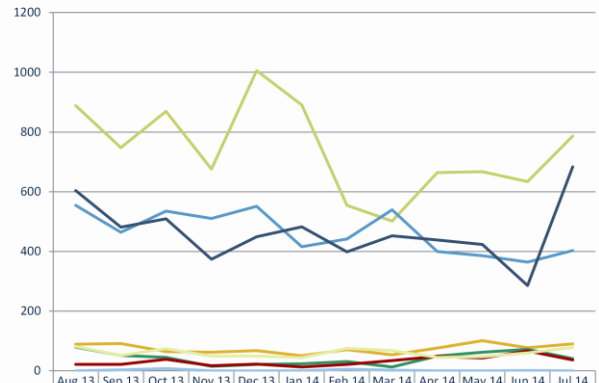
Responsible Organizations: Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database

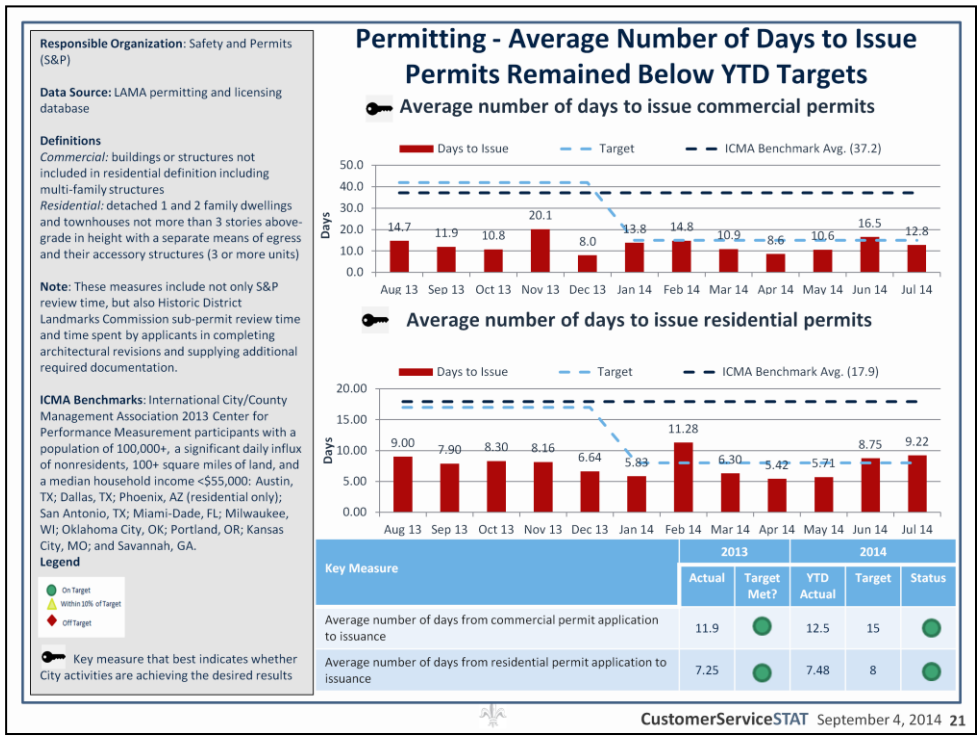
Definitions
Residential: detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

Total Residential Permits Issued Increased by 36%

Number of residential permits issued



	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14
Building - All Others	889	748	869	676	1006	891	555	502	664	667	634	787
Mechanical	555	464	535	510	551	416	442	539	400	386	364	403
Electrical	604	481	509	374	449	483	399	452	438	423	286	683
HDLC	89	91	64	62	68	51	71	54	76	101	77	90
Demolition	80	52	45	15	22	24	31	13	50	62	72	41
VCC	22	22	39	17	23	13	22	34	48	43	67	37
Building - New Construction	82	52	74	50	50	44	75	68	45	47	60	78
Special Event	0	3	8	0	0	0	5	2	0	0	1	0



The average number of days to issue permits decreased following the June interruptions resulting from the relocation of the Taxicab Bureau to the One Stop Shop.

Responsible Organization: Safety and Permits

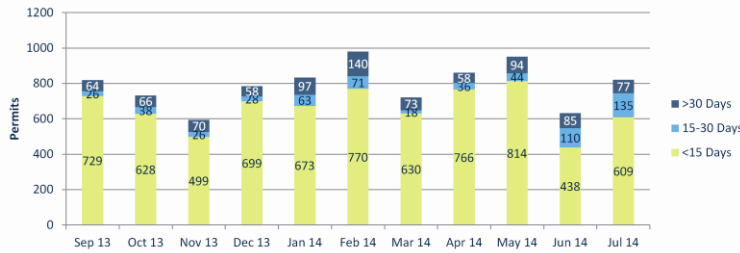
Data Source: LAMA permitting and licensing database

Definitions
Commercial: buildings or structures not included in residential definition including multi-family structures *Residential:* detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

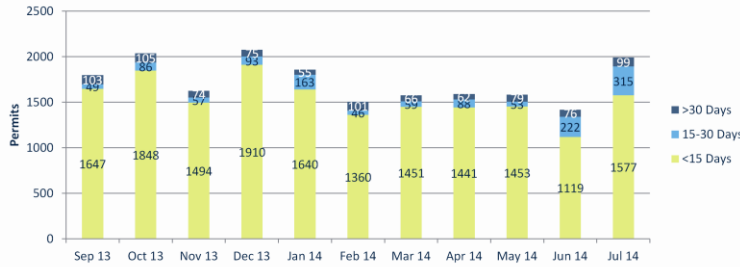
Note: This measures include not only S&P review time, but also Historic District Landmarks Commission sub-permit review time and time spent by applicants in completing architectural revisions and supplying additional required documentation.

Permitting – 74% of Commercial and 79% of Residential Permits Issued in less than 15 Days in July

Number of days to issue commercial permits



Number of days to issue residential permits



Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

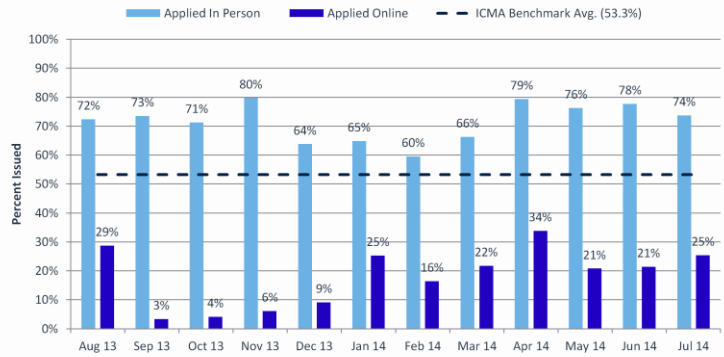
ICMA Benchmarks: International City/County Management Association 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <$55,000: Austin, TX; Dallas, TX; San Antonio, TX; Miami-Dade, FL; Milwaukee, WI; Oklahoma City, OK; Portland, OR; Kansas City, MO; and Savannah, GA.

Legend

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

Building Permits Issued within One Day Decreased Slightly

Percent of building permits issued within one day of receipt of application



Action Item				
Date	**Responsible Parties**	**Item**	**Due**	**Status**
8/21/13	J. Munster	Determine source of errors in the Time to Plan Review report	October	

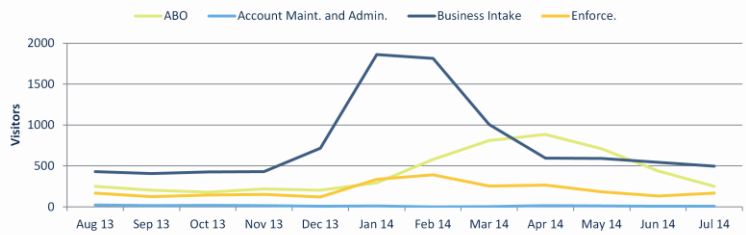
Responsible Organization: Bureau of Revenue

Data Source: Lobby Central

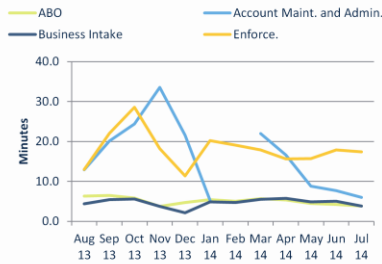
Definitions
ABO: Alcoholic Beverage Outlet services, which include licensing and manager's permitting
Account Maint. & Admin: payments, installment plans, and other account maintenance and administration services
Business Intake: applications for business registrations and other transactions related to business operations
Enforce.: Enforcement services, including collections remedies when a taxpayer fails to pay taxes owed
Wait time: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure

Bureau of Revenue
Number of Visitors Continued to Decrease

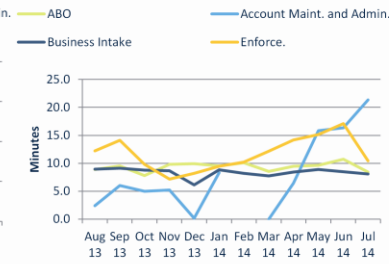
Number of visitors



Average wait time



Average service time

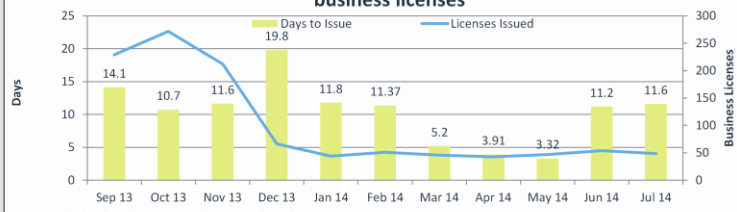


Responsible Organization: Safety and Permits, Bureau of Revenue

Data Source: LAMA permitting and licensing database

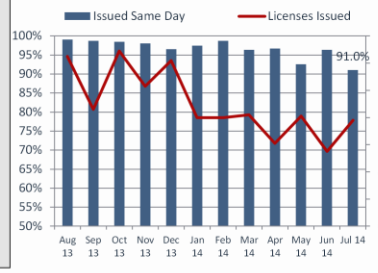
Licenses and Certifications – Average Days to Issue Business Licenses Remained High

Average number of days to issue business licenses

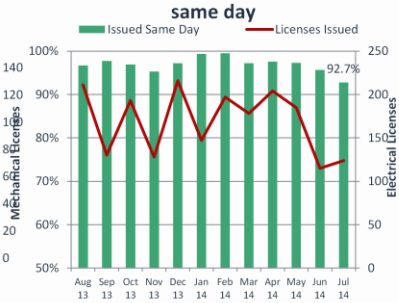


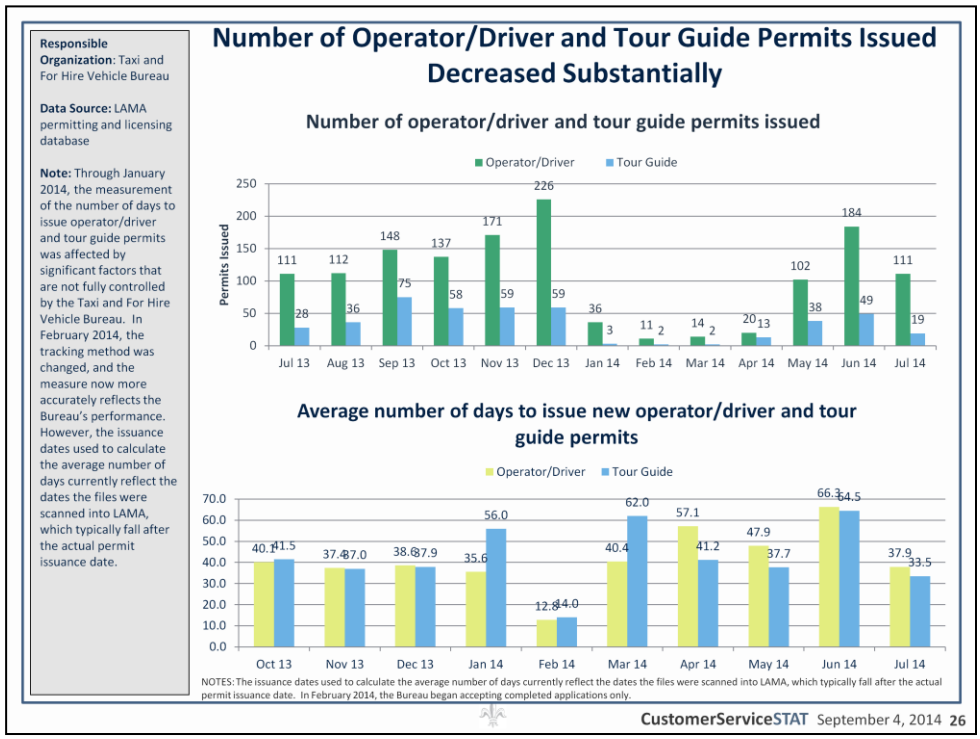
NOTE: Excludes alcohol beverage outlet licenses (ABOs)

Percent of mechanical licenses issued same day

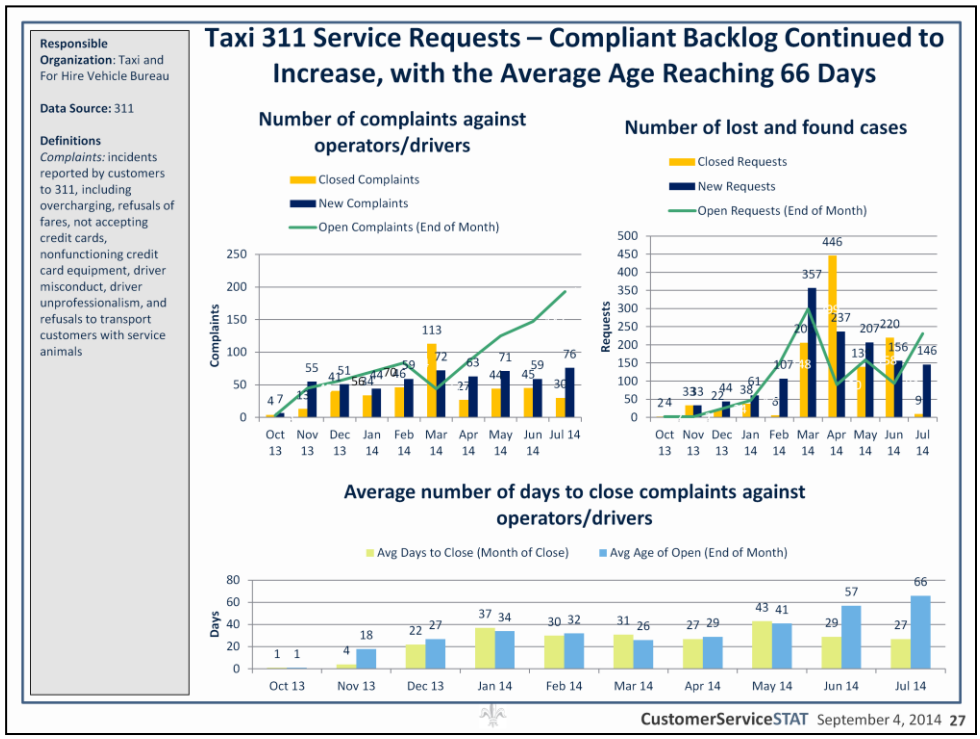


Percent of electrical licenses issued same day





The decrease in operator/driver and tour guide permits in January through April was due to data entry errors. The issue has since been resolved, and the numbers are expected to now level off.



The number of open complaints against operators/drivers increased due to an investigator vacancies. The Bureau is hiring investigators.

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	• Percent of citizens satisfied with condition of streets • Mean travel time to work • Percentage of workers commuting to work by means other than driving alone • Percent of citizens satisfied with drainage/flood control • Percent of citizens satisfied with public transportation • Percent of citizens satisfied with traffic congestion
Promote Quality Neighborhoods 1. Reduce blighted properties by 10,000 by the end of 2014 2. Provide effective sanitation services to residents and businesses 3. Protect and preserve parks and other green spaces 4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties	• Percent of citizens satisfied with control of abandoned houses • Percent of citizens satisfied with parks and recreation • Percent of citizens satisfied with control of trash and litter / trash pickup • Percent of citizens satisfied with life in New Orleans • ParkScore (based on acreage, service and investment, and access) • Percent of citizens satisfied with zoning
Promote energy efficiency and environmental sustainability 1. Restore the City's marshes and coastline 2. Promote green energy and other sustainability measures 3. Remediate brownfields, lead, and other environmental hazards	• Percent of days with healthy air quality • Number of health based drinking water violations • Number of certified green buildings • Number of land acres in Orleans Parish

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

ICMA Benchmarks: International City/County Management Association (ICMA) 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <$55,000: Dallas, TX; San Antonio, TX; Miami-Dade, FL; Portland, OR; Kansas City, MO; and Savannah. The ICMA measure includes all commercial inspection requests.

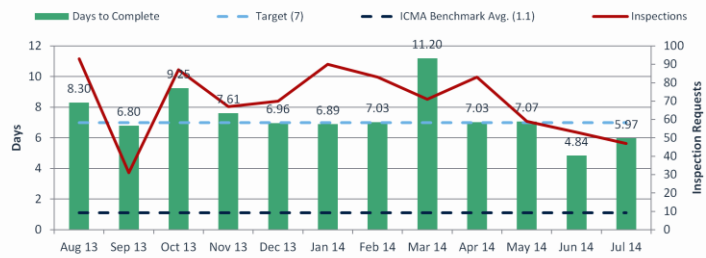
Legend

On Target
Within 10% of Target
Off Target

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

Safety and Permit Inspections – Average Number of Days to Complete Business License Inspections Was Below Target for the Second Month in Row

Average number of days to complete business license inspection requests*



*Excludes ABO business licenses.

Action Item

Date	Responsible Parties	Item	Due	Status
8/21/13	J. Munster	Waiting on Davenport to release online inspection request feature (Follow up to get a release date)	TBD	Data quality issue with electrical / mechanical inspections

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to respond to a business license inspection requests	8.01	◆	7.28	≤7	△

Responsible Organization: Safety and Permits

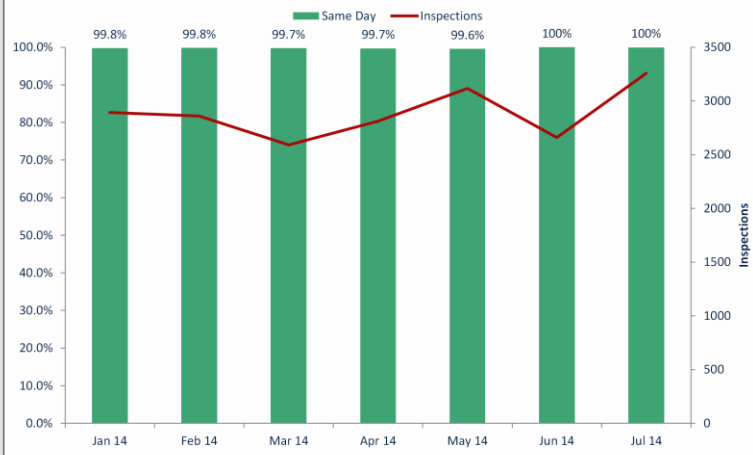
Data Source: LAMA permitting and licensing database

Legend

On Target
Within 10% of Target
Off Target

Safety and Permit Inspections – Most Building Inspection Requests Were Completed Same Day

Percent of building inspection requests completed same day



Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to respond to building inspection requests	0.00	≤1	

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Definition
Respond: complete a first inspection

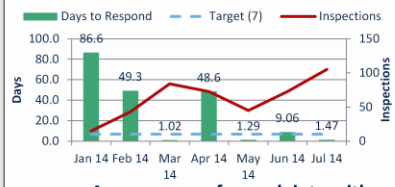
Legend

On Target
Within 10% of Target
Off Target

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

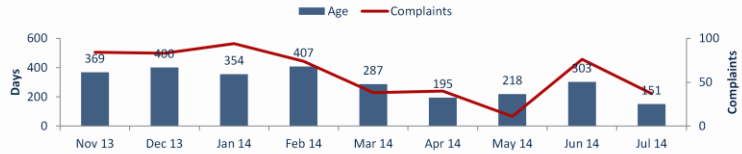
Safety and Permit Inspections – Average Days to Respond to Complaints Decreased Substantially

Average number of days to respond to building complaints



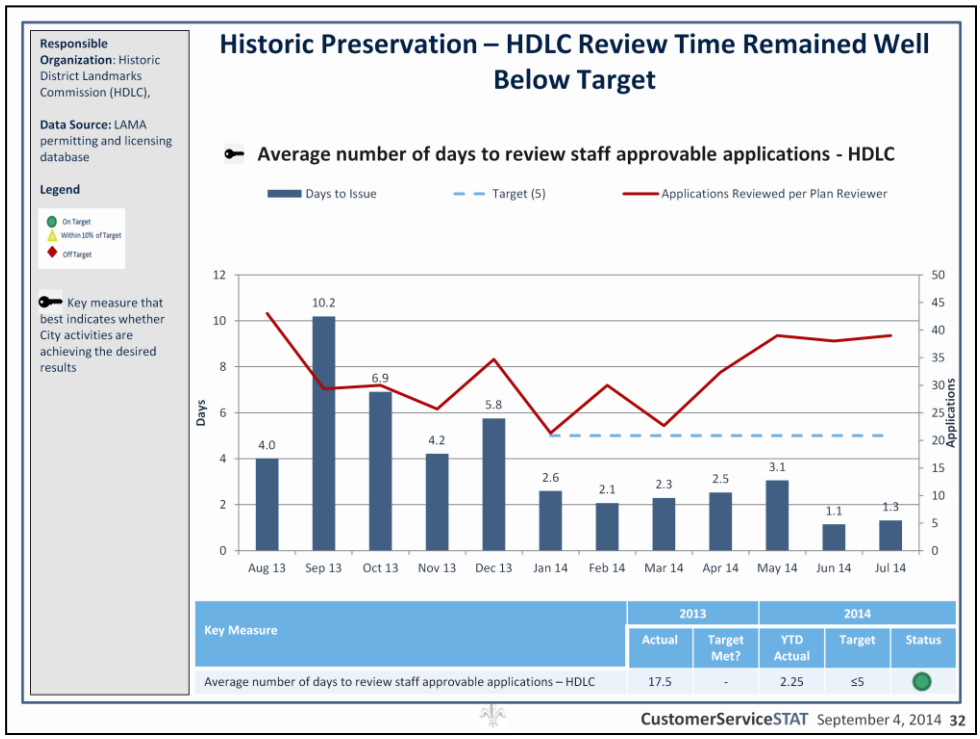
Average number of days to respond to zoning complaints

Average age of complaints with no first inspection at end of month



NOTE: Some cases that were open at the end of the month but closed before the data was compiled may not be included.

Key Measure	2014		
	Actual	Target	Status
Average number of days to respond to building complaints	18.1	≤7	◆
Average number of days to respond to zoning complaints	60.0	≤7	◆



The HDLC adjusted its staffing to dedicate a sole staff person to over-the-counter permit applications, resulting in a substantial decrease in the average number of days to review staff approvable applications.

Responsible Organization: Vieux Carré Commission (VCC)

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

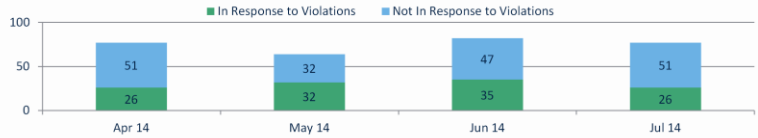
Legend

On Target
Within 10% of Target
Off Target

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

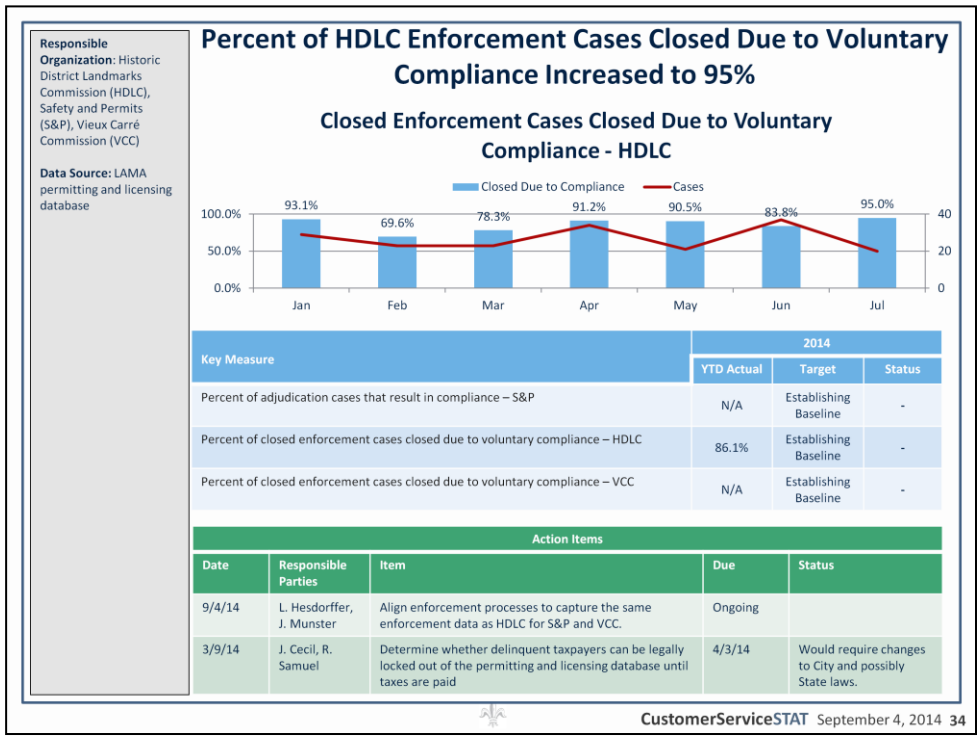
Historic Preservation – VCC Average Days to Review Applications Remained Above Target

Nearly 48% of Applications Approved by Staff in July were in Response to Violations



Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to review staff approvable applications – VCC	6.93*	-	7.73	≤5	◆

*Includes Aug-Dec 2013 data only.



The HDLC has attained a high level of voluntary compliance by withholding permits from code violators.

Responsible Organization: City Planning Commission (CPC)

Data Source: LAMA permitting and licensing database

Definitions

Board of Zoning Adjustments (BZA): board that hears and makes final decisions on requests for variances from the requirements of the Comprehensive Zoning Ordinance (CZO) and considers appeals of decisions by the Director of Safety and Permits

Conditional use: a land use which is compatible with the permitted land uses in a given zoning district only upon a determination that the external effects of the use can be mitigated. Applications require CPC review and City Council approval.

Design review: process to promote orderly development and redevelopment and to assure that it is harmonious with surrounding properties, is consistent with the CZO, and promotes the general welfare of the city

Minor subdivision: a subdivision containing 5 or fewer lots fronting on an existing public or private street, and not involving creation or closure of a street, public or private

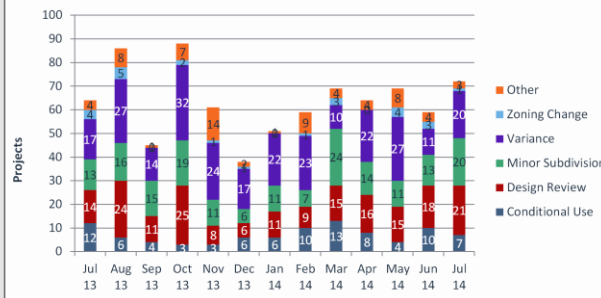
Variance: procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

Zoning change: zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.

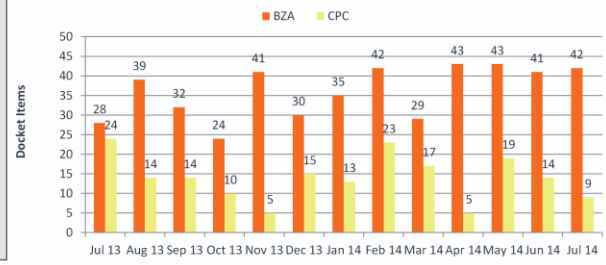
Other: appeal of Safety and Permits; conditional use, zoning change; design review, conditional use; design review, minor subdivision; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning – nonconforming use determination

Land Use Project Filings Increased

Number of land use projects filed



Number of items on BZA and CPC hearing dockets



Responsible Organization: City Planning Commission (CPC)

Data Source: LAMA permitting and licensing database

Definitions

Board of Zoning Adjustments (BZA): board that hears and makes final decisions on requests for variances from the requirements of the Comprehensive Zoning Ordinance (CZO) and considers appeals of decisions by the Director of Safety and Permits

Subdivision: request that involves combining multiple lots into a single new lot or dividing an existing lot into multiple new lots

Variance: procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

Zoning change: zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.

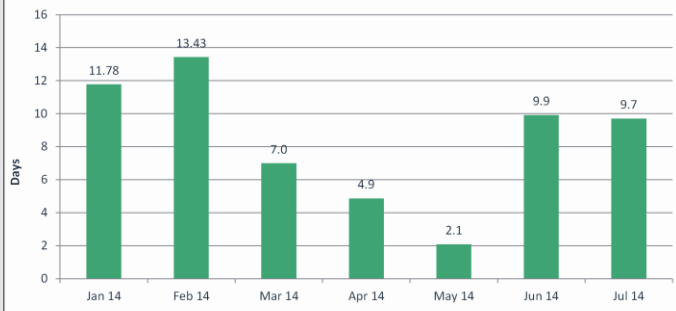
Legend

On Target
Within 10% of Target
Off Target

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

Land Use – Average Time Docket BZA Variance Applications Was Consistent

Average number of days to docket a BZA variance application for public hearing



Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to docket a BZA variance application for public hearing	7.96	Establishing Baseline	-
Average number of days to docket a completed subdivision application	N/A*	≤13	N/A
Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	N/A*	≤6	N/A

*The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.

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?