



CITY OF NEW ORLEANS  
**CustomerServiceSTAT**

December 5, 2013  
(Reporting Period: October 2013)

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

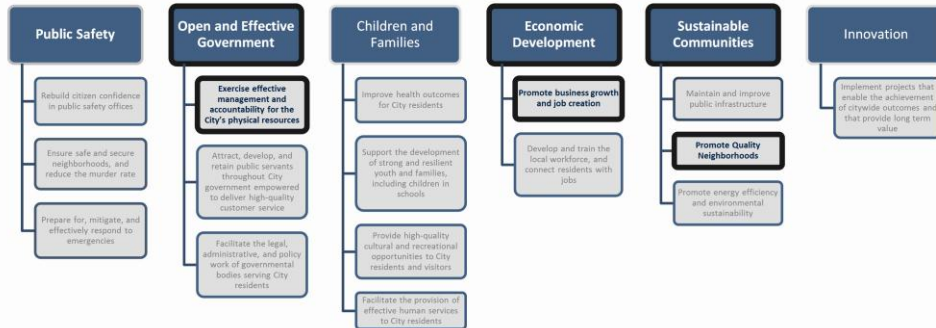
## Values

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

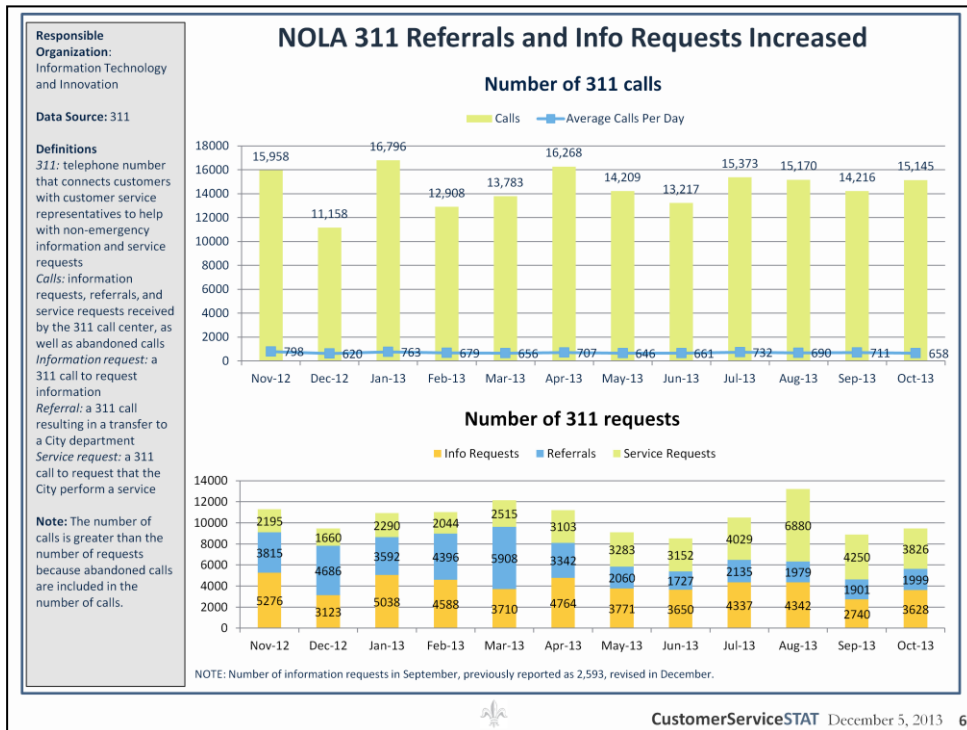


# Open and Effective Government

**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
<b>Exercise effective management and accountability for the City's physical resources</b> <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>
<b>Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service</b> <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>
<b>Facilitate the legal, administrative, and policy work of governmental bodies serving City residents</b> <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>





Service requests have increased as more departments are on-boarded to 311. Also, as the City's website improves, callers have made fewer information requests.

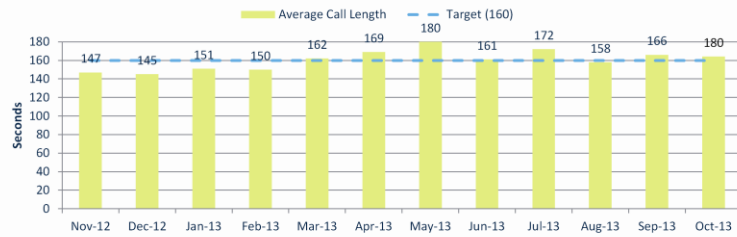
**Responsible Organization:**  
Information Technology  
and Innovation

**Data Source:** 311

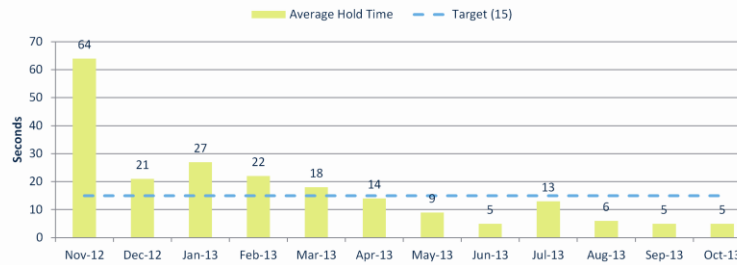
**Definitions**  
311: telephone number  
that connects customers  
with customer service  
representatives to help  
with non-emergency  
information and service  
requests

## NOLA 311 Average Call Length Exceeded Target

### Average call length



### Average hold time



**Responsible Organization:**  
Information Technology and Innovation

**Data Source:** 311

**Definitions**

**311:** telephone number that connects customers with customer service representatives to help with non-emergency information and service requests

**Call abandonment:** call where the caller hangs up before the call is answered

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

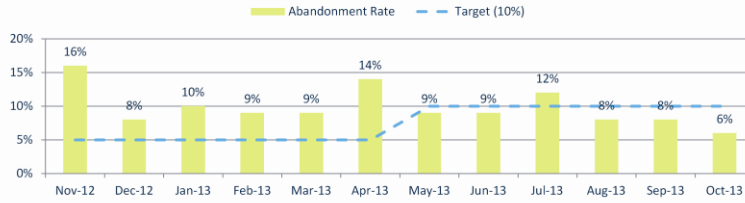
**Legend**

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

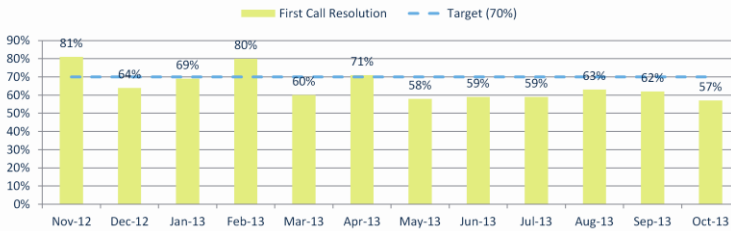
Key measure that best indicates whether City activities are achieving the desired results

## NOLA 311 First Call Resolution Rate Remained Below Target

### Rate of 311 call abandonment



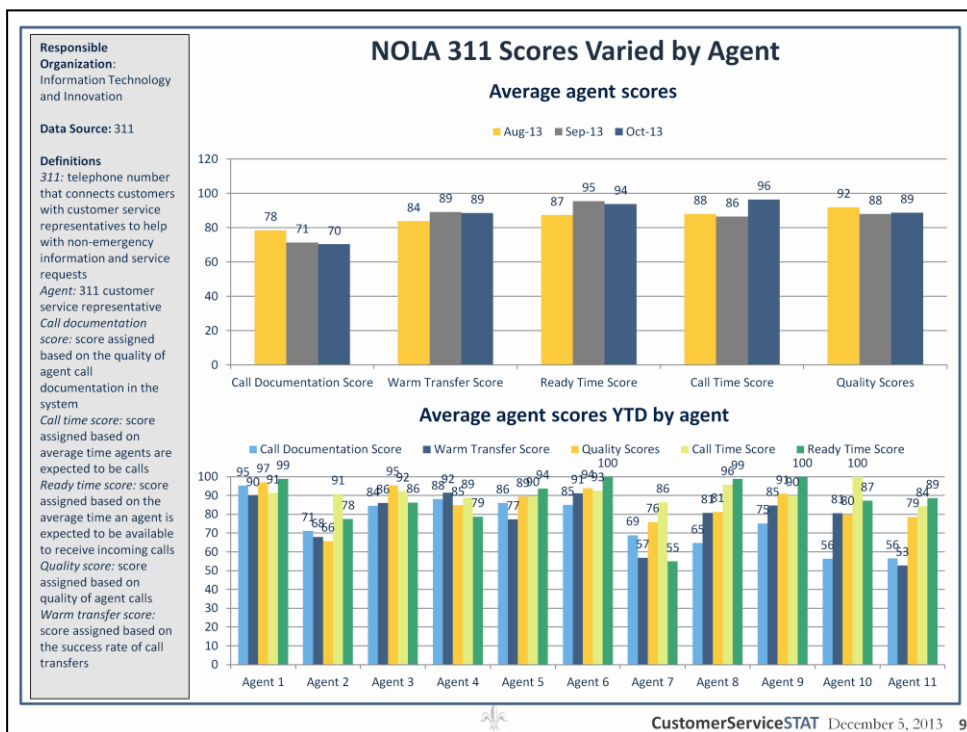
### Rate of 311 first call resolution



Key Measure	2013		
	YTD Actual	Annual Target	Status
Rate of 311 call abandonment	9.47%	≤10%	●
Rate of 311 first call resolution	N/A	70%	







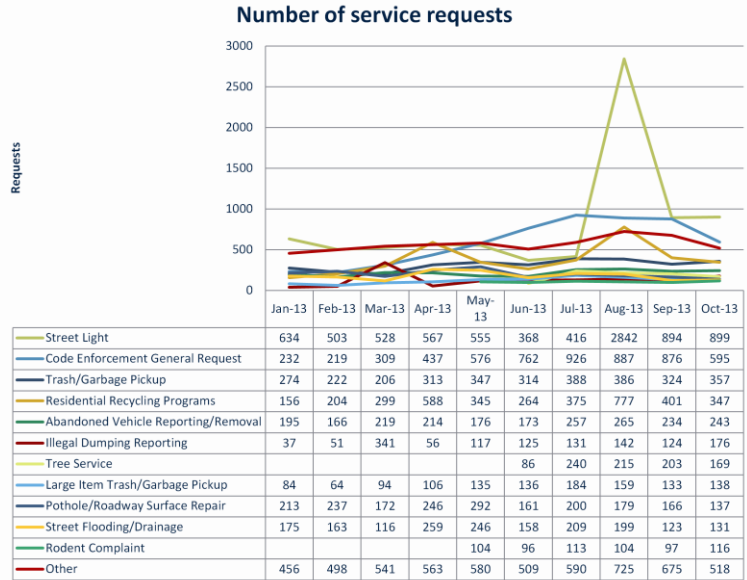
Call documentation is an ongoing challenge for 311 agents. Improvements to Lagan, the system to document 311 calls, should result in improved call documentation scores.

**Responsible Organization:**  
Information Technology and Innovation

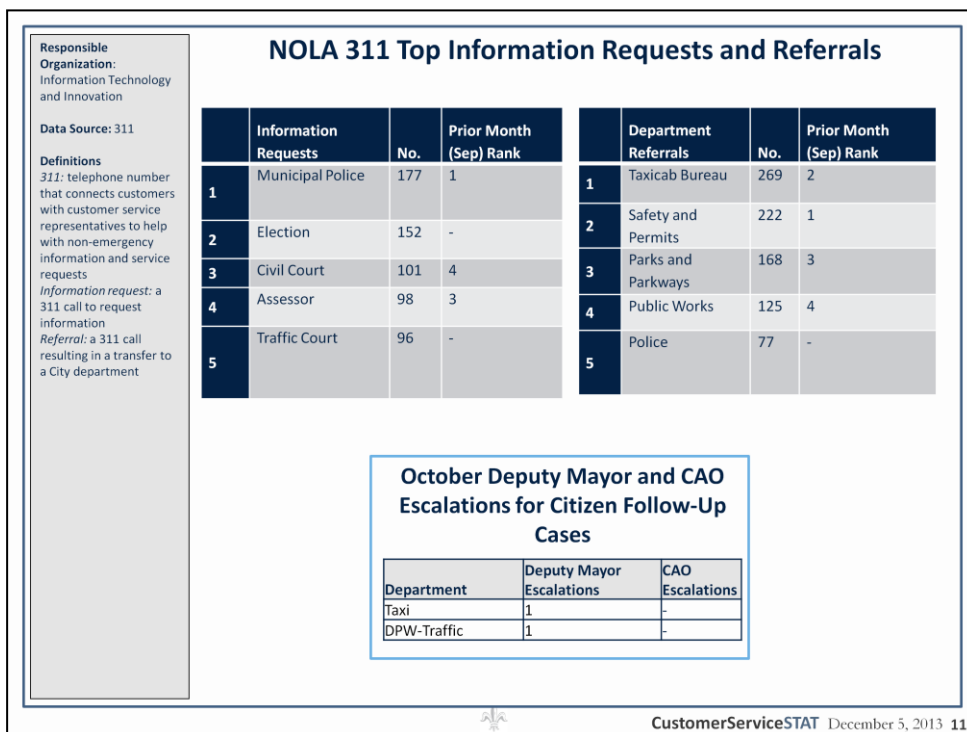
**Data Source:** 311

**Definitions**  
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests  
Service request: a 311 call to request that the City perform a service

## NOLA 311 Top Service Requests Remained Largely Consistent in October



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311 received a large number of calls about the new sanitation ordinance. In response to the calls, the 311 team set up an automatic message to inform callers about the ordinance. The 311 team will look into the high number of Taxicab Bureau referrals to determine if some can be resolved without transferring. The team will also work with Safety and Permits to explore automating permit status inquiries.

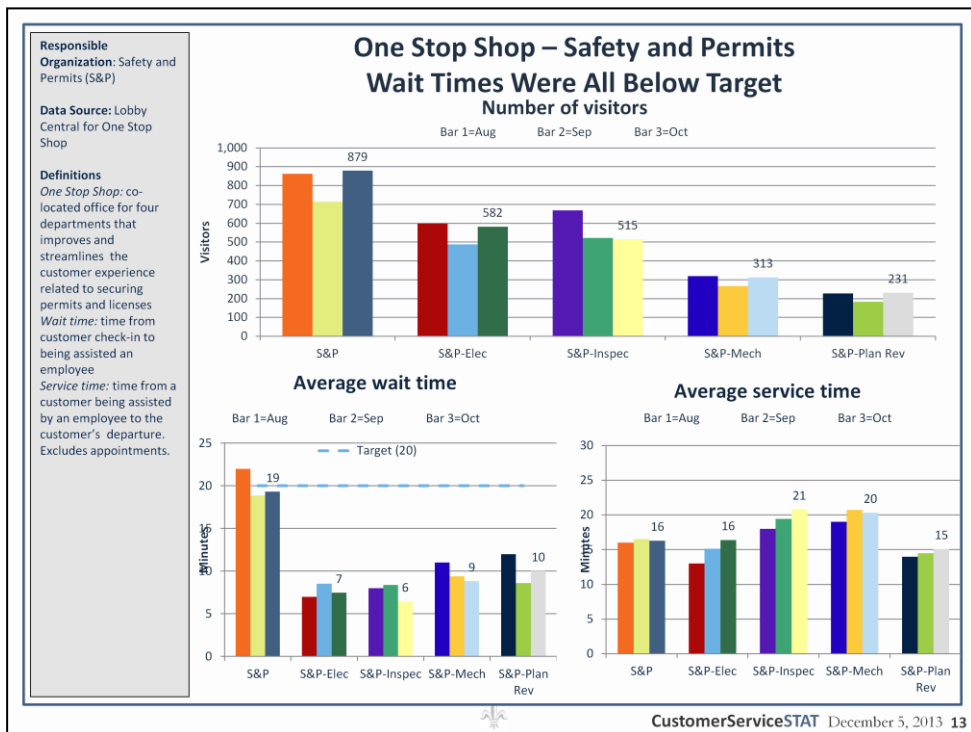
# Economic Development

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

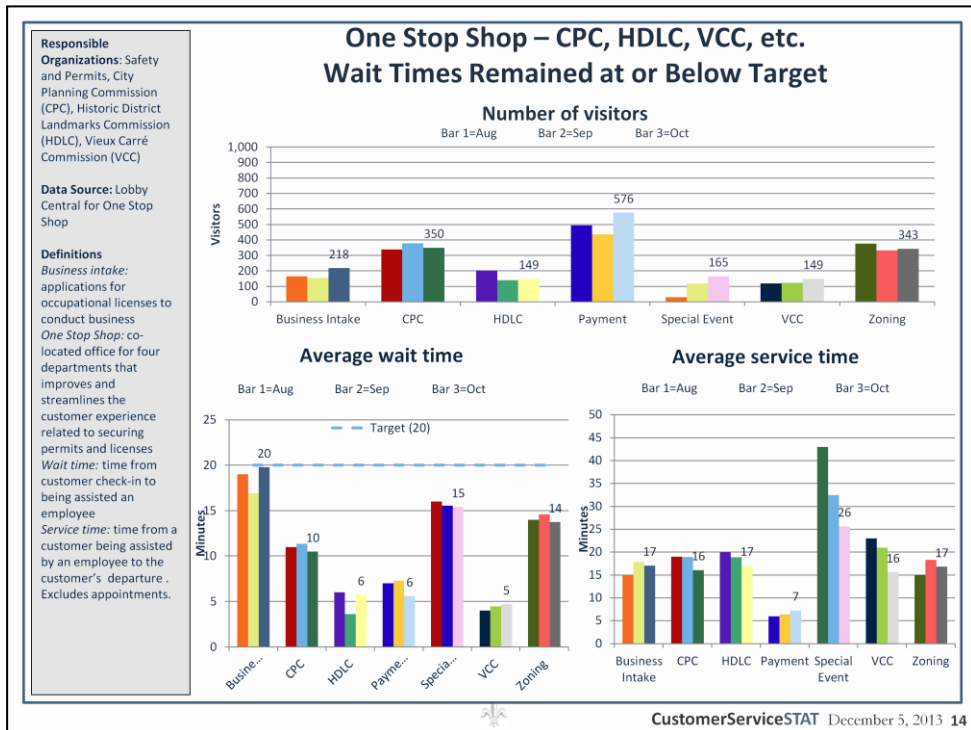
Objectives and Strategies	Outcome Measures
<b>Promote business growth and job creation</b> <ol style="list-style-type: none"> <li>1. Foster a business-friendly regulatory environment, including streamlining the permitting process</li> <li>2. Promote an environment of equal opportunity for a diverse supplier pool</li> <li>3. Aggressively seek to attract new business and retain existing businesses</li> <li>4. Provide support for world-class special events</li> </ol>	<ul style="list-style-type: none"> <li>• Job growth (metro)</li> <li>• High wage job growth</li> <li>• Cultural industry job growth</li> <li>• Tourism growth (metro)</li> <li>• Population growth</li> <li>• <b>Value of residential and commercial construction</b></li> <li>• Office, retail, and warehouse space occupancy rates (deviation from mean of benchmark jurisdictions)</li> <li>• Sales taxes generated</li> <li>• Occupational license growth</li> </ul>
<b>Develop and train the local workforce, and connect residents with jobs</b> <ol style="list-style-type: none"> <li>1. Provide access to work opportunities to youth and other vulnerable populations</li> <li>2. Promote workforce development and skills training to meet employers' needs</li> <li>3. Link employers to the local workforce</li> </ol>	<ul style="list-style-type: none"> <li>• Unemployment rate</li> <li>• Average annual wages</li> <li>• Gross Metro Product (GMP) per job</li> <li>• Educational attainment (proportion of population with some college, and bachelor's degree or higher)</li> <li>• Size of the City's middle class (proportion of households by national income quintiles)</li> <li>• Median household income by race and ethnicity</li> </ul>



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Despite an increase in visitors for all areas, average wait times remained below target, and the One Stop Shop aims to further decrease wait times in 2014.



Special event permitting wait and service times have decreased with better communication among all departments that deal with special events.

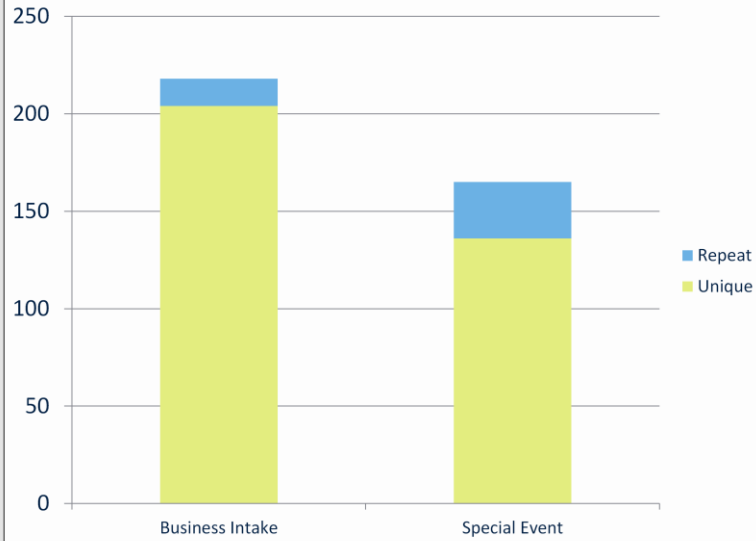
**Responsible Organizations:** Safety and Permits, City Planning Commission (CPC), Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

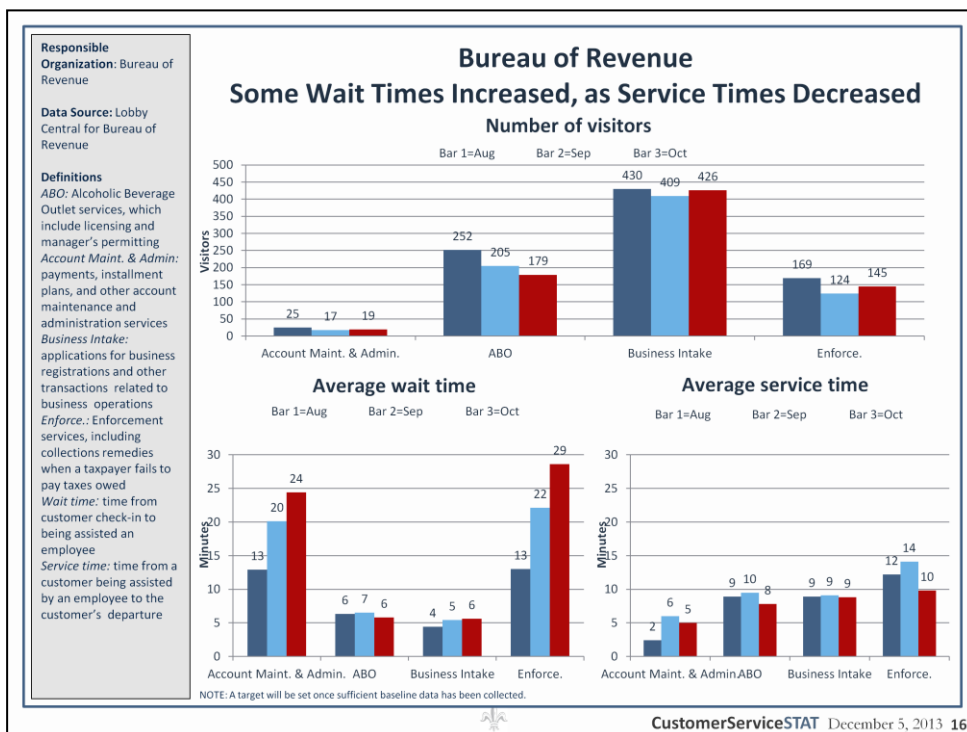
**Data Source:** Lobby Central for One Stop Shop

**Definitions**  
*Business intake:* applications for occupational licenses to conduct business  
*One Stop Shop:* co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses.

## One Stop Shop – Small Percentages of Business Intake and Special Event Customers were Repeat Visitors

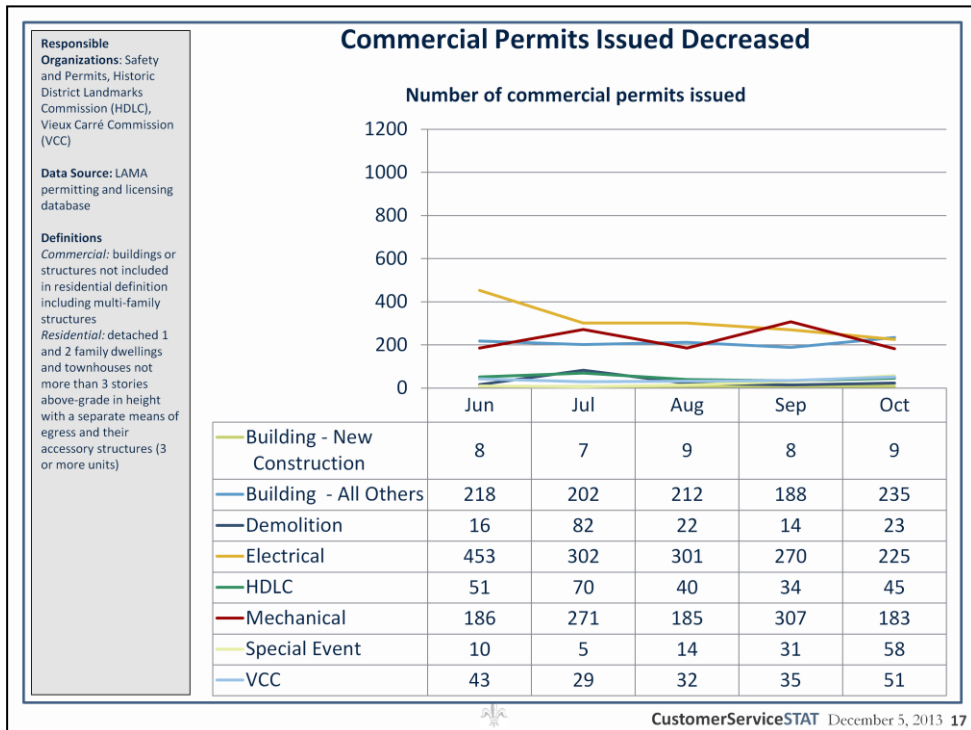
One Stop Shop business intake and special event visitors in October



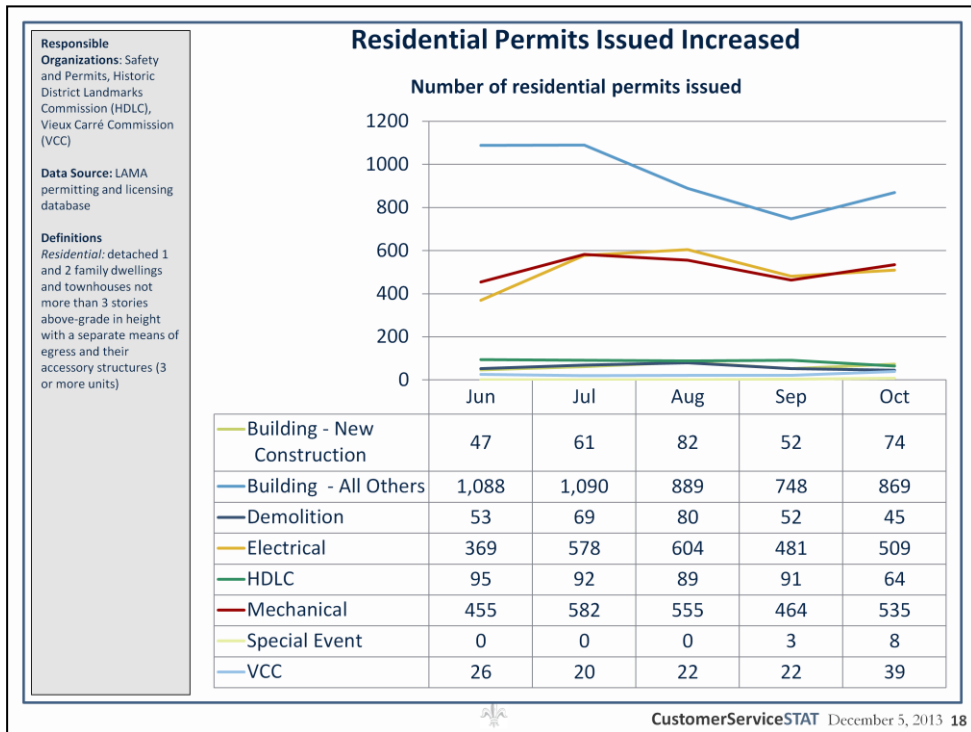


Bureau of Revenue staff have received guidance to improve their use of the Lobby Central system, and a wait time decrease should be reflected in the November data, as staff has begun to more accurately capture wait times.

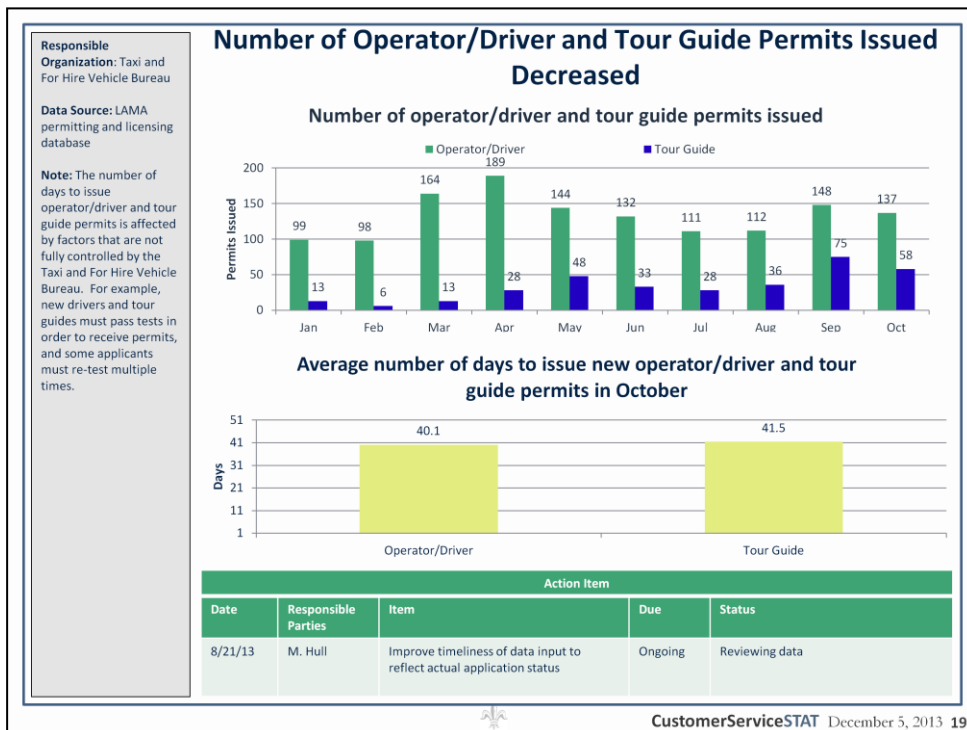




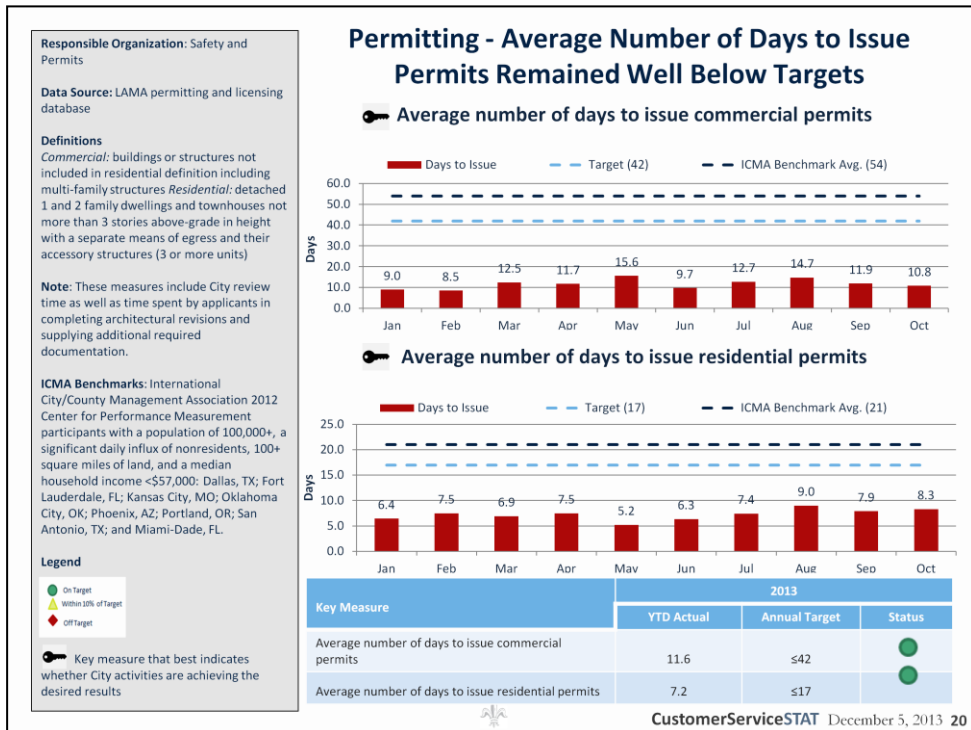
The decrease in the number of commercial permits issued was due to seasonal fluctuation.



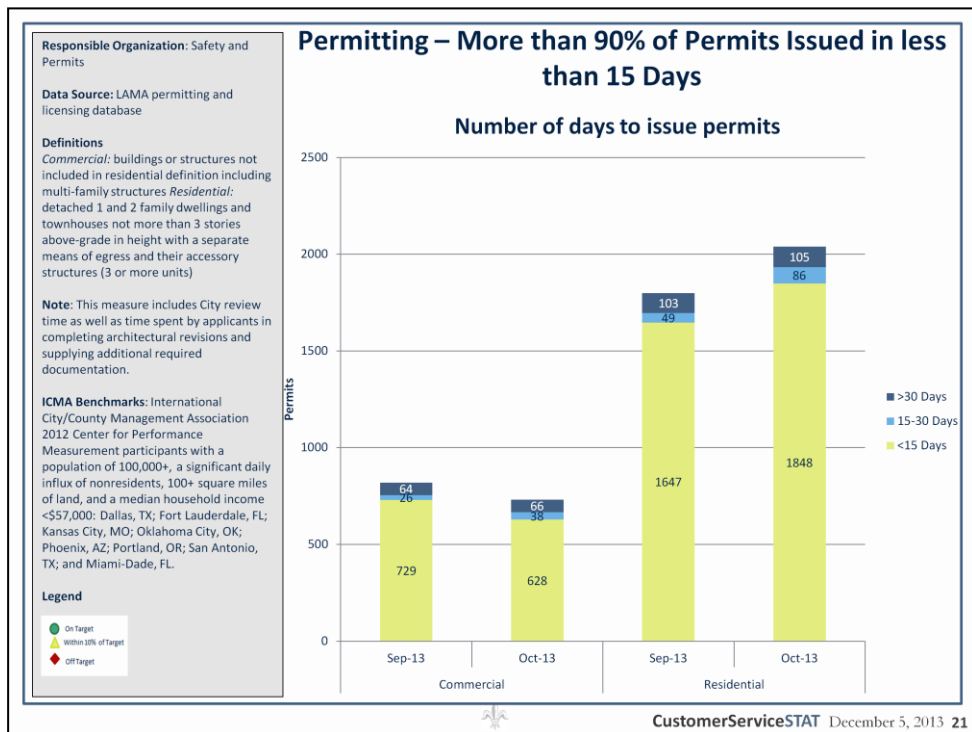
The increase in the number of commercial permits issued was due to seasonal fluctuation.



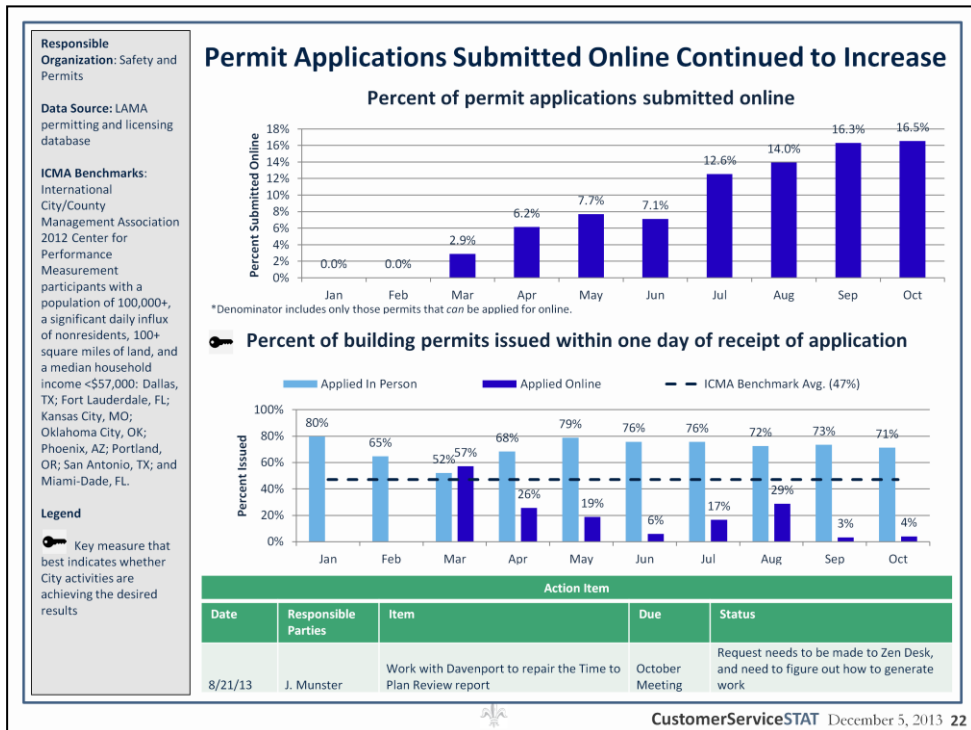
Delgado Community College recently completed a course for tour guides, and an increase in the number of permits issued should be reflected in the November data. The Office of Performance and Accountability will work with the Taxi and For Hire Vehicle Bureau to develop additional measures of permit issuance timeliness, focusing on aspects of the process that are fully controlled by the Bureau.



Based on the 2013 results, Safety and Permits developed more aggressive targets for 2014. Safety and Permits is exploring requiring plans to be submitted in a digital format, which would result in increased efficiency.



The long wait times for some permits is a result of the nature of the issuance process. Some large projects involve months of negotiations between the department and applicants.



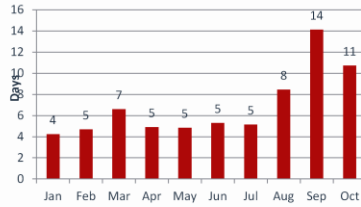
In 2014, Safety and Permits is planning to bring the number of permits applied for online up to approximately 20%.

Responsible  
Organization: Safety and  
Permits

Data Source: LAMA  
permitting and licensing  
database

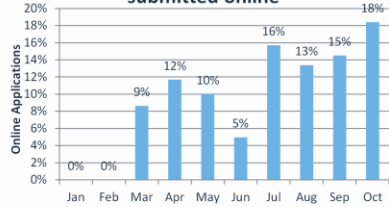
## Licenses and Certifications – Average Days to Issue Business Licenses Decreased as Percent Submitted Online Increased

Average number of days to issue  
business licenses

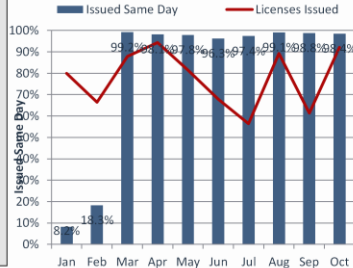


NOTE: Excludes alcohol beverage outlet licenses (ABOs)

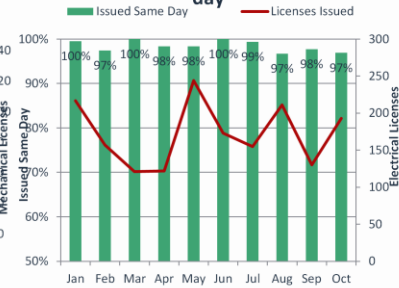
Percent of business license applications  
submitted online



Percent of mechanical licenses issued  
same day



Percent of electrical licenses issued same  
day



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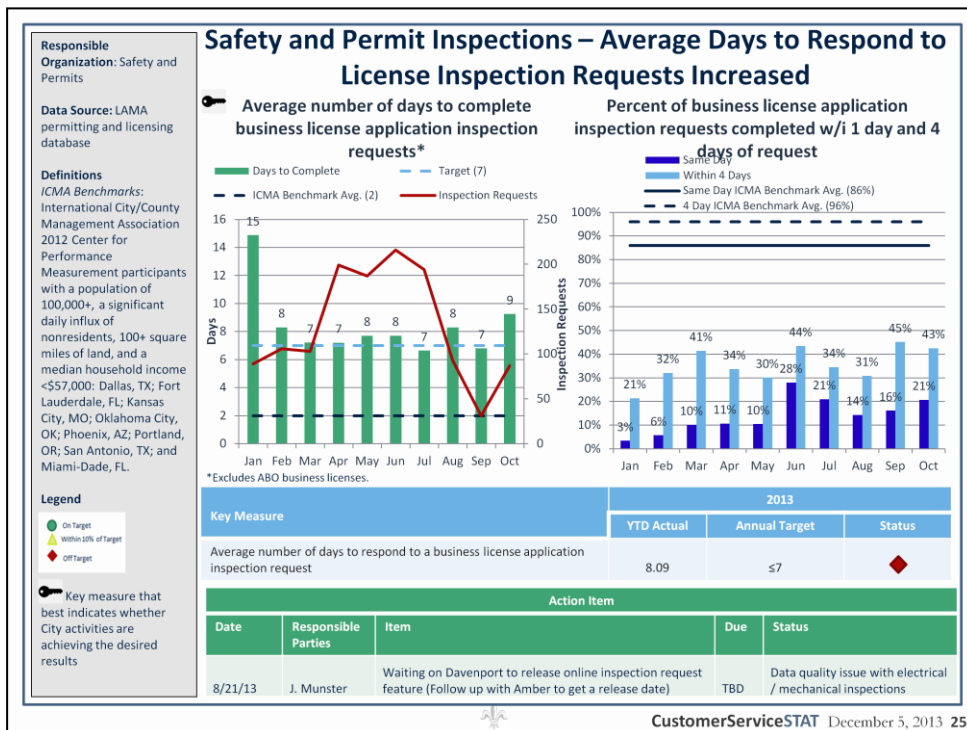
# Sustainable Communities

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

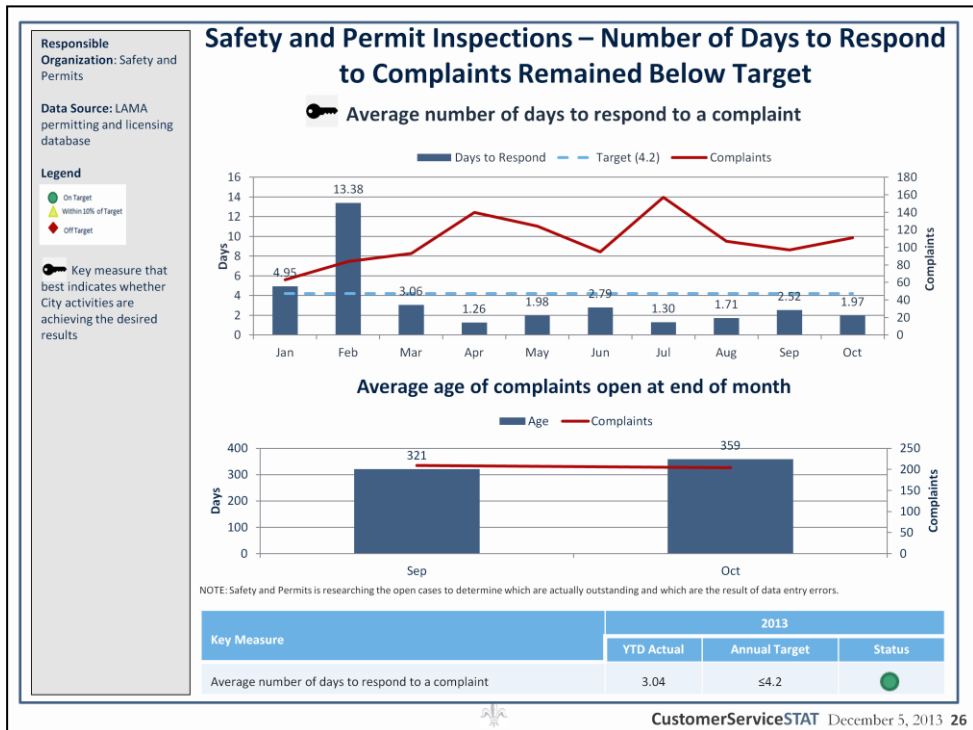
Objectives and Strategies	Outcome Measures
<b>Maintain and improve public infrastructure</b> 1. Maintain and improve road surface infrastructure 2. Consistently implement Complete Streets philosophy in streets investments 3. Effectively administer the City's capital improvements program 4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	<ul style="list-style-type: none"> <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>
<b>Promote Quality Neighborhoods</b> 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. <b>Regulate land use to support safe, vibrant neighborhoods and preserve historic properties</b>	<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>• <b>Citizen perceptions of general quality of life (UNO Quality of Life Survey)</b></li> <li>• ParkScore (based on acreage, service and investment, and access) (Trust for Public Land)</li> </ul>
<b>Promote energy efficiency and environmental sustainability</b> 1. Restore the City's marshes and coastline 2. Promote green energy and other sustainability measures 3. Remediate brownfields, lead, and other environmental hazards	<ul style="list-style-type: none"> <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>







Safety and Permits is hiring a new inspector, and the time to respond to inspection requests is expected to decrease as a result.



Many of the open complaints were inadvertently left open and need to be closed. Safety and Permits is providing additional system training to staff and will work to clean the data.

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

**Data Source:** LAMA permitting and licensing database

**Legend**

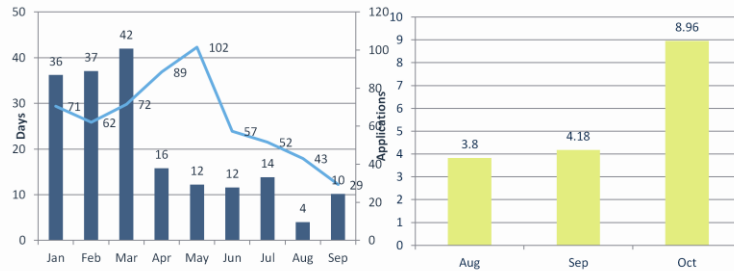
Key measure that best indicates whether City activities are achieving the desired results

## Historic Preservation - Days to Review Applications Increased

Average number of days to review staff approvable applications - HDLC

Average number of days to review staff approvable applications - VCC

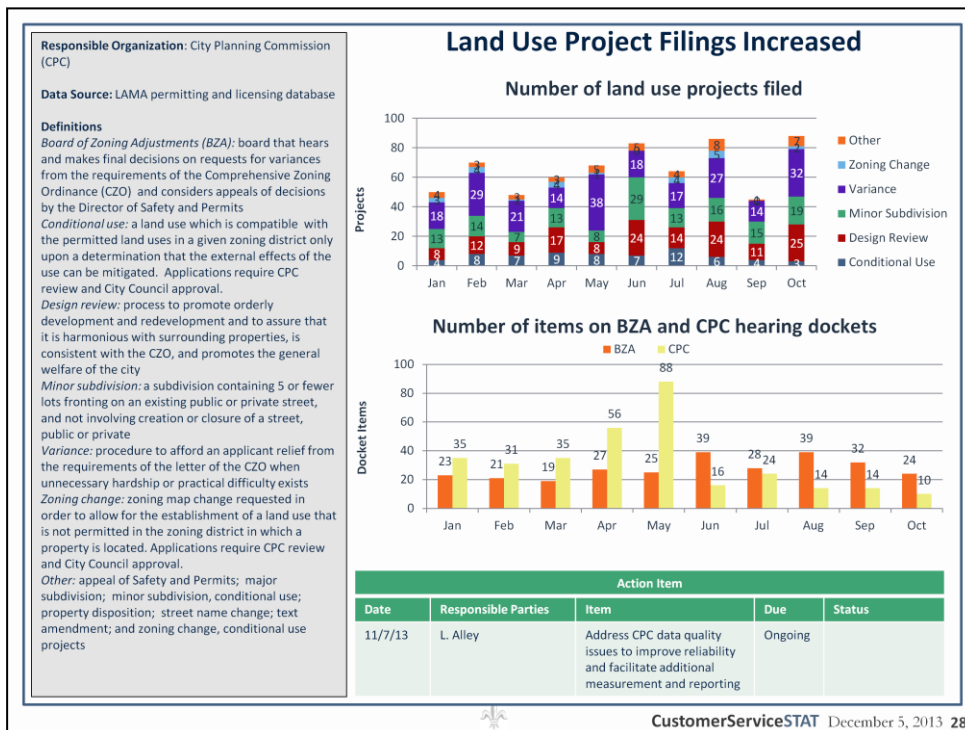
Days to Issue Applications per Plan Reviewer on Staff



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



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Data quality issues have prevented the City Planning Commission (CPC) from measuring more aspects of their work. CPC is currently testing improvements in the system that will allow for additional reporting.

# 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?

