



CITY OF NEW ORLEANS  
**CustomerServiceSTAT**

May 1, 2014  
(Reporting Period: March 2014)

[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.

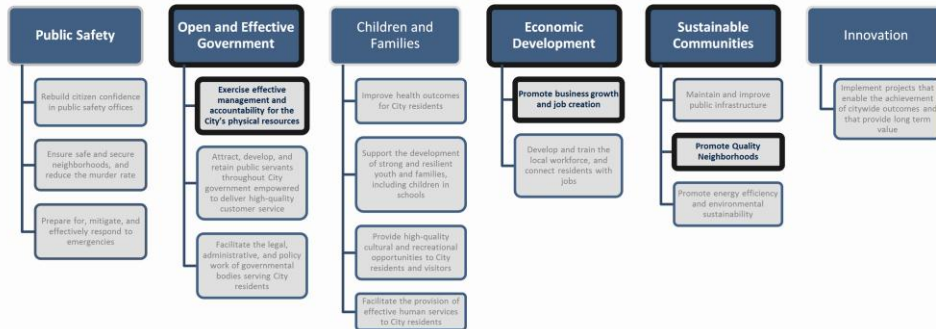
## Values

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</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>Rate of employee turnover</li> <li>Percent of employees engaged and satisfied</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>Percent of citizens satisfied with overall government services</li> </ul>



**Responsible Organization:**  
Information Technology  
and Innovation

**Data Source:** 311

**Definitions**

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

**Calls:** information requests, referrals, and service requests received by the 311 call center, as well as abandoned calls

**Information request:** a 311 call to request information

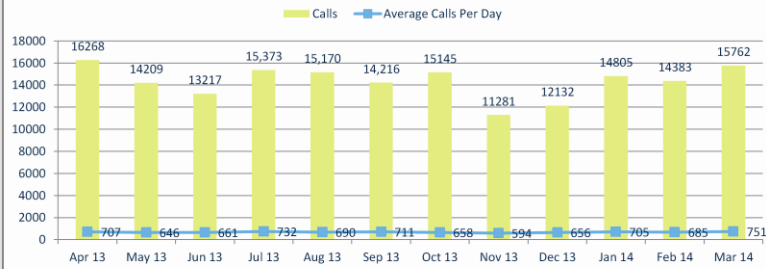
**Referral:** a 311 call resulting in a transfer to a City department

**Service request:** a 311 call to request that the City perform a service. Includes only those requests opened by 311 personnel.

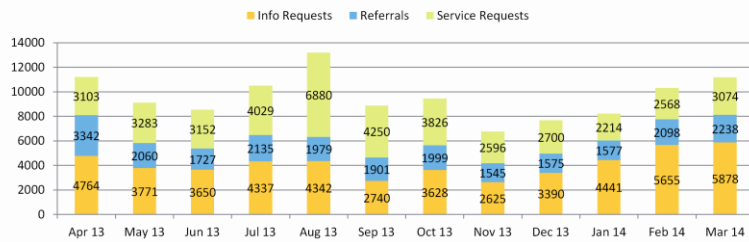
**Note:** The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

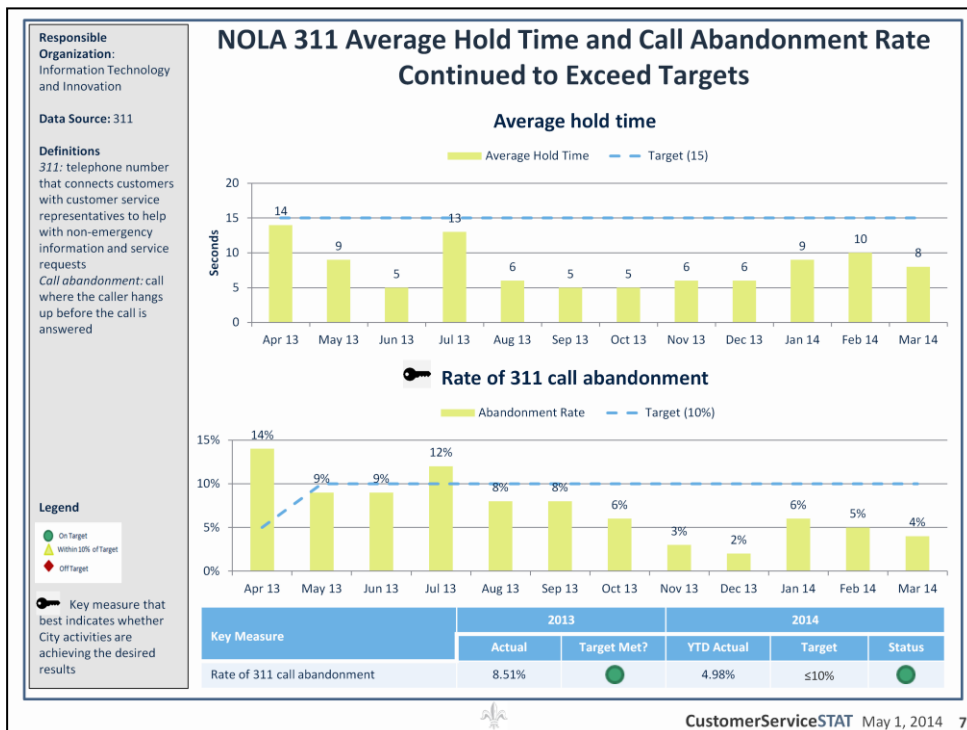
## NOLA 311 Calls and Requests Increased

### Number of 311 calls

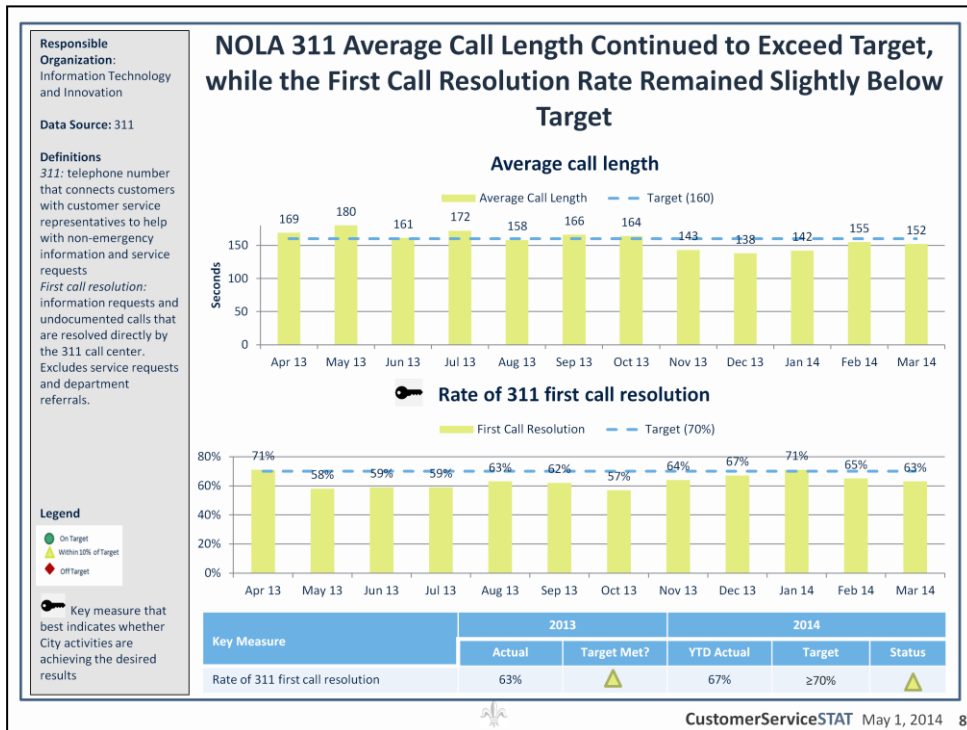


### Number of 311 requests



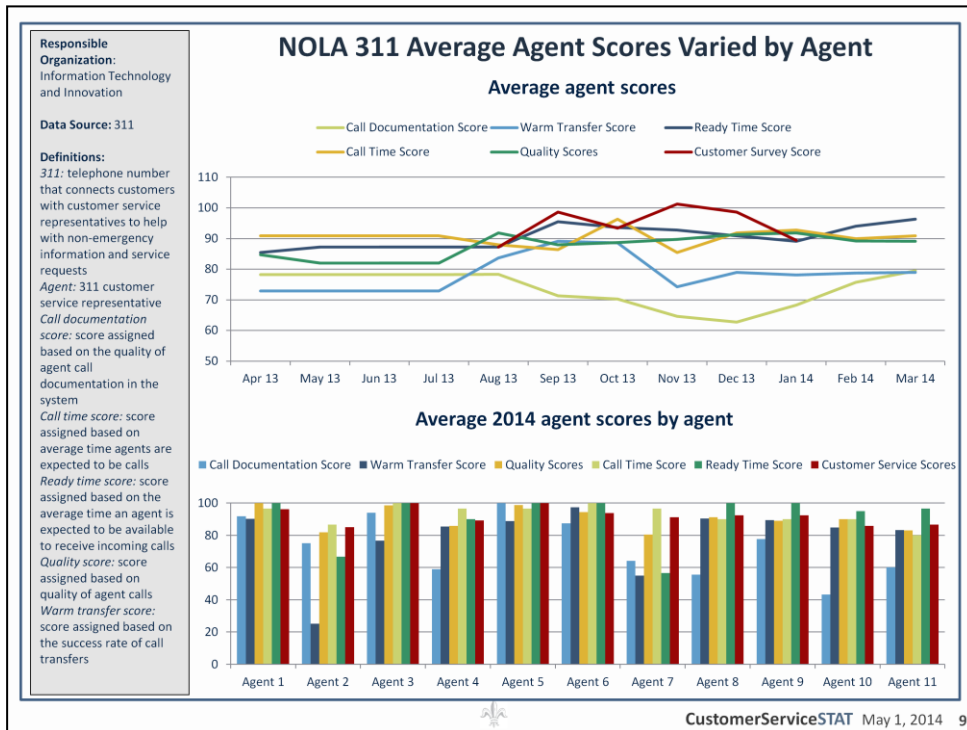


The decrease in call abandonment is largely due to the 311 team's success with the auto attendant system, which automatically provides information on commonly requested topics. 311 anticipates that call abandonment will remain low, and will consider lowering the target if this trend continues.

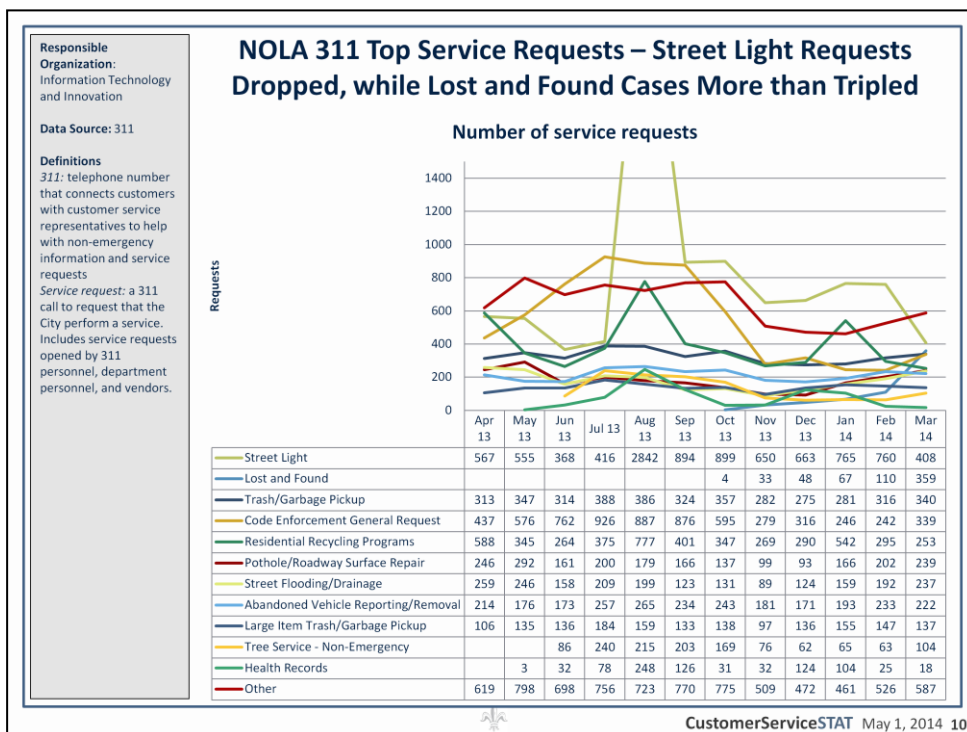


The 311 team continues to improve the 311 knowledge base in their efforts to achieve their target first call resolution rate.





The 311 team continues to hold agent training on warm transfers.



The increase in lost and found service requests was due to Mardi Gras and other special events in March. The 311 team and Taxicab Bureau anticipate that such calls will remain high in April due to additional special events, including the French Quarter Festival and Jazz Fest.

<p><b>Responsible Organization:</b> Information Technology and Innovation</p> <p><b>Data Source:</b> 311</p> <p><b>Definitions</b> 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</p>				<h2>NOLA 311 – Many Customers Continued to Request Information on Sanitation Service Fees</h2>			
	Information Requests	No.	Prior Month (Jan) Rank		Department Referrals	No.	Prior Month (Jan) Rank
1	Sanitation Service Fees	878	1	1	Parks & Parkways	217	2
2	Traffic Court	307	3	1	Safety & Permits	198	1
3	Municipal Police	253	-	3	Public Works	137	3
4	Assessor	138	-	4	Finance-Treasury	80	5
5	Sanitation - General	97	-	5	Finance--Revenue	75	4

Sanitation service fee information requests are handled with 311’s auto attendant system. Referrals to the Taxicab Bureau, which had been very high in late 2013, have dropped substantially following additional staff training.

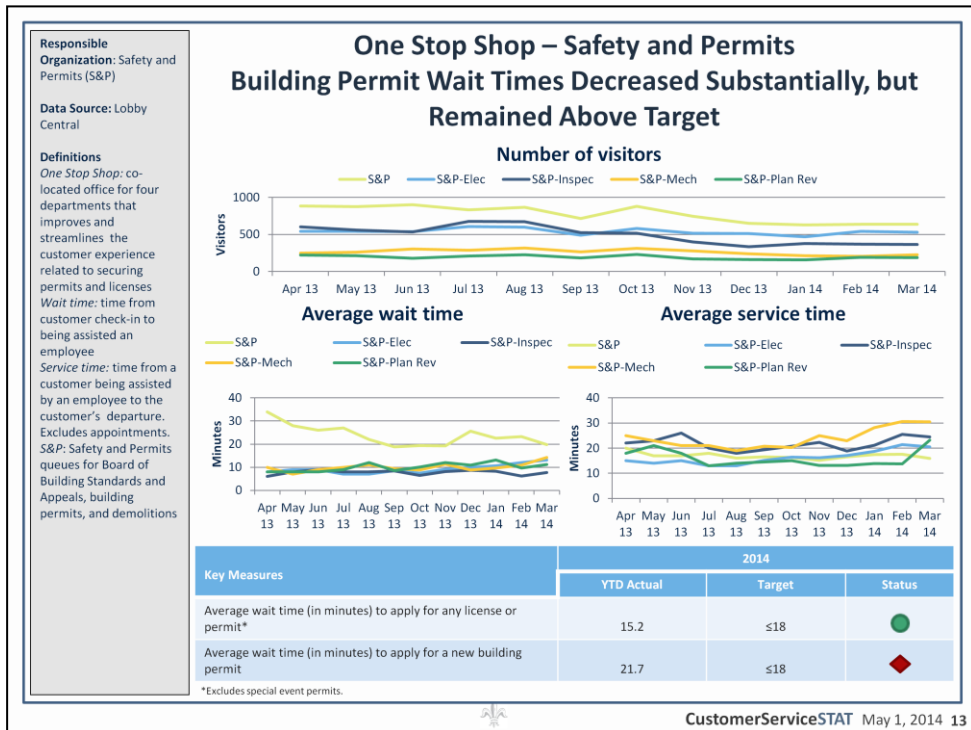
# Economic Development

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

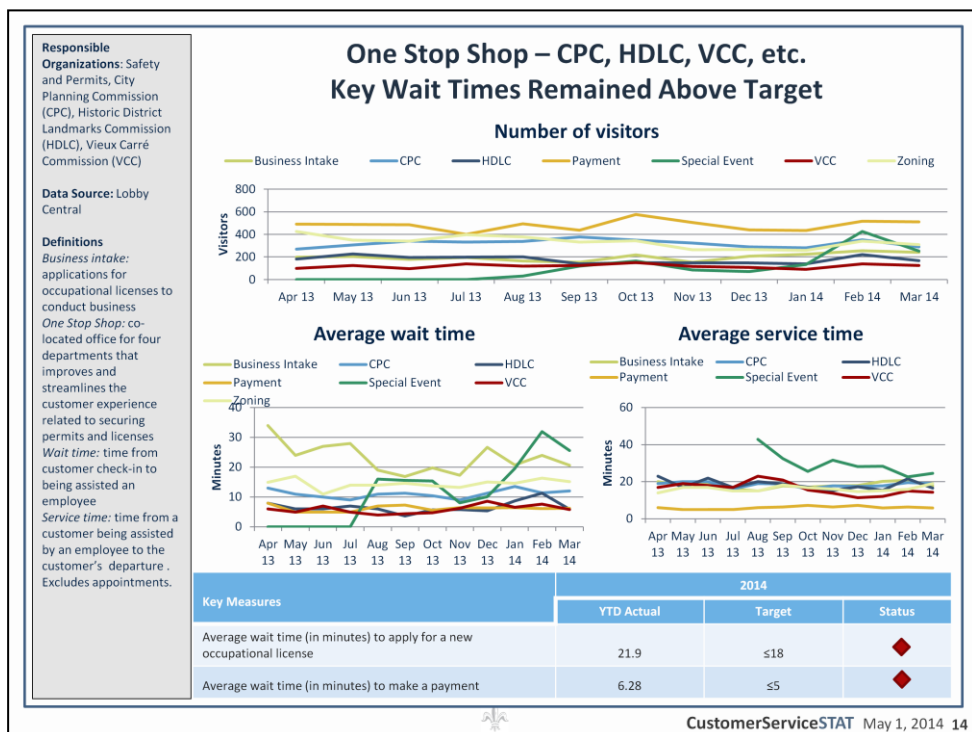
Objectives and Strategies	Outcome Measures
<b>Promote business growth and job creation</b> <ol style="list-style-type: none"> <li>1. Foster a business-friendly regulatory environment, including streamlining the permitting process</li> <li>2. Promote an environment of equal opportunity for a diverse supplier 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>• Population growth</li> <li>• Job growth</li> <li>• Proportion of total jobs that are high wage jobs</li> <li>• Percent of jobs in the cultural industry</li> <li>• Number of tourists</li> <li>• Amount of sales taxes generated</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>• Gross Metro Product (GMP) per job</li> <li>• Percent of population holding a bachelor's degree or higher</li> <li>• Percent of households in national income quintiles</li> <li>• Amount of median household income by race and ethnicity</li> </ul>



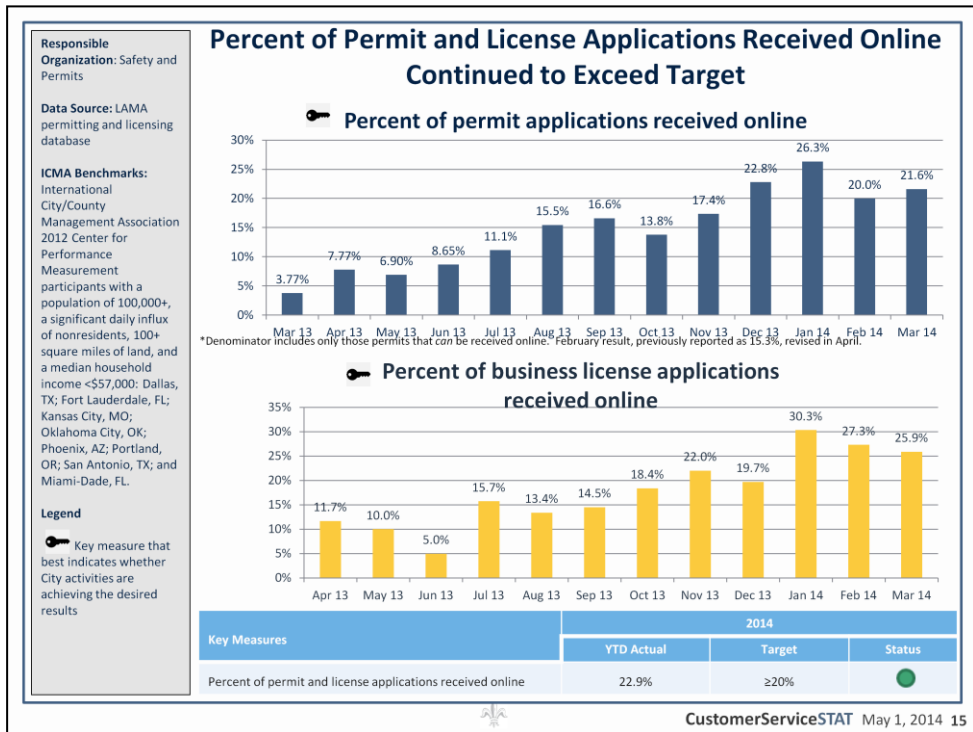
CustomerServiceSTAT May 1, 2014 12



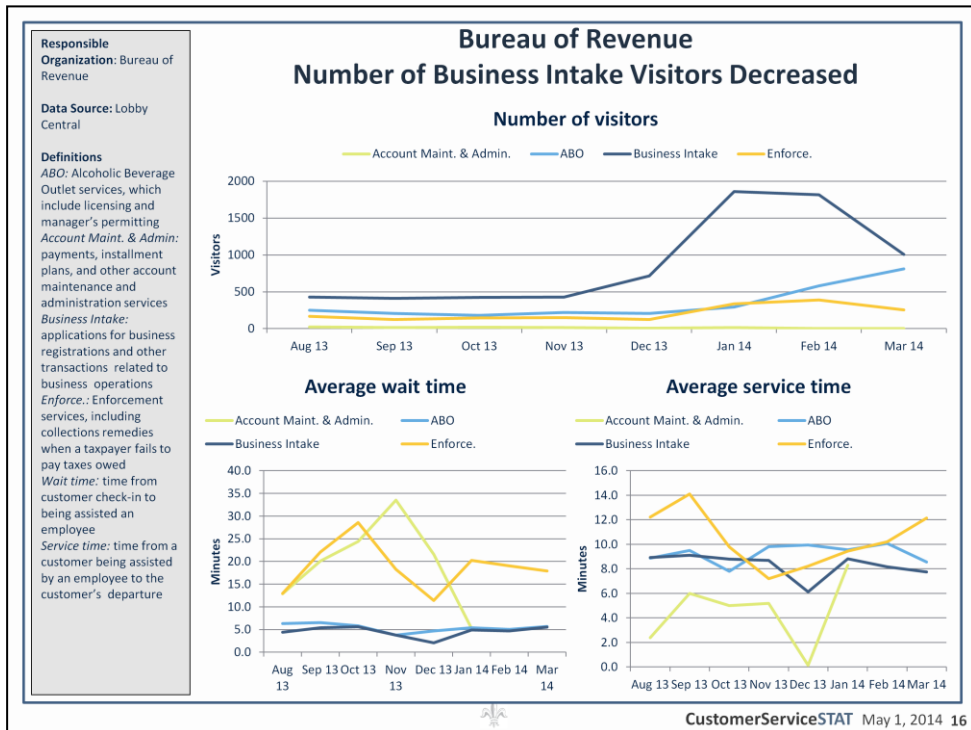
Safety and Permits is working to simplify the building permit application to decrease wait times and service times.



Payment wait times remained above target as One Stop Shop staff assisted with Taxicab Bureau Certificate of Public Necessity and Convenience renewals. To reduce times to apply for new occupational licenses, the One Stop Shop is considering staffing adjustments.

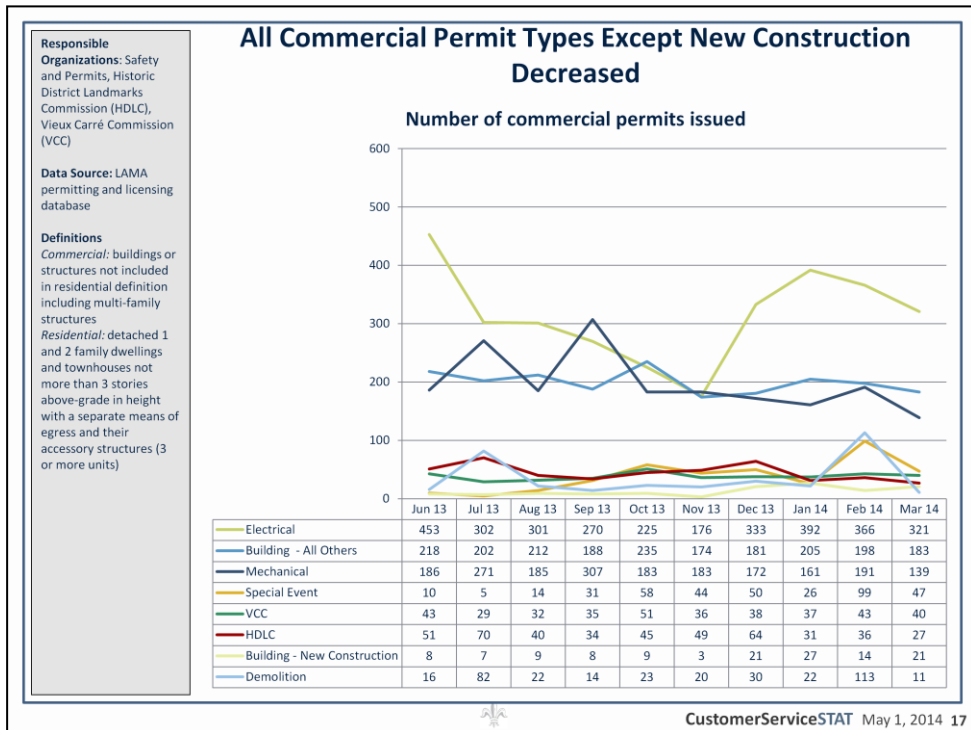


The One Stop Shop continues to hold monthly trainings on the online application process.



The number of visitors to the Bureau of Revenue decreased as the business license renewal season ended. The Bureau of Revenue anticipates that the number of visitors will increase slightly in May in conjunction with ABO renewals.





The City will consider potential uses for mapping trends in new construction and other activities.

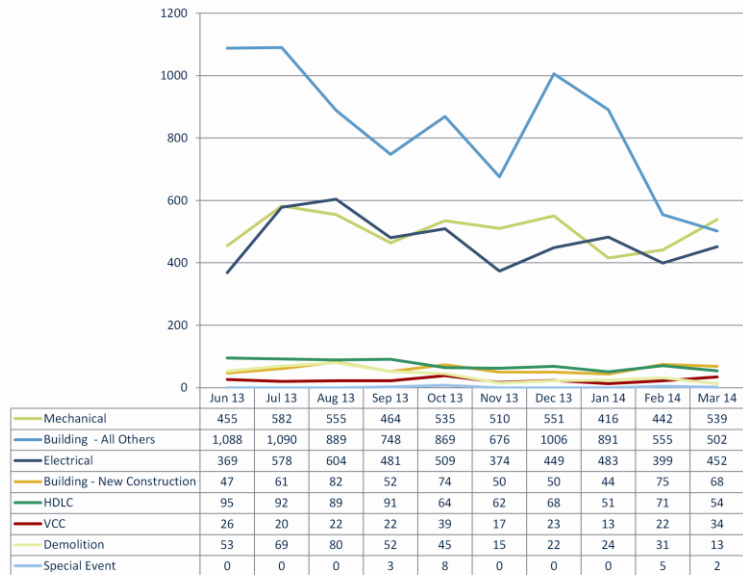
**Responsible Organizations:** Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

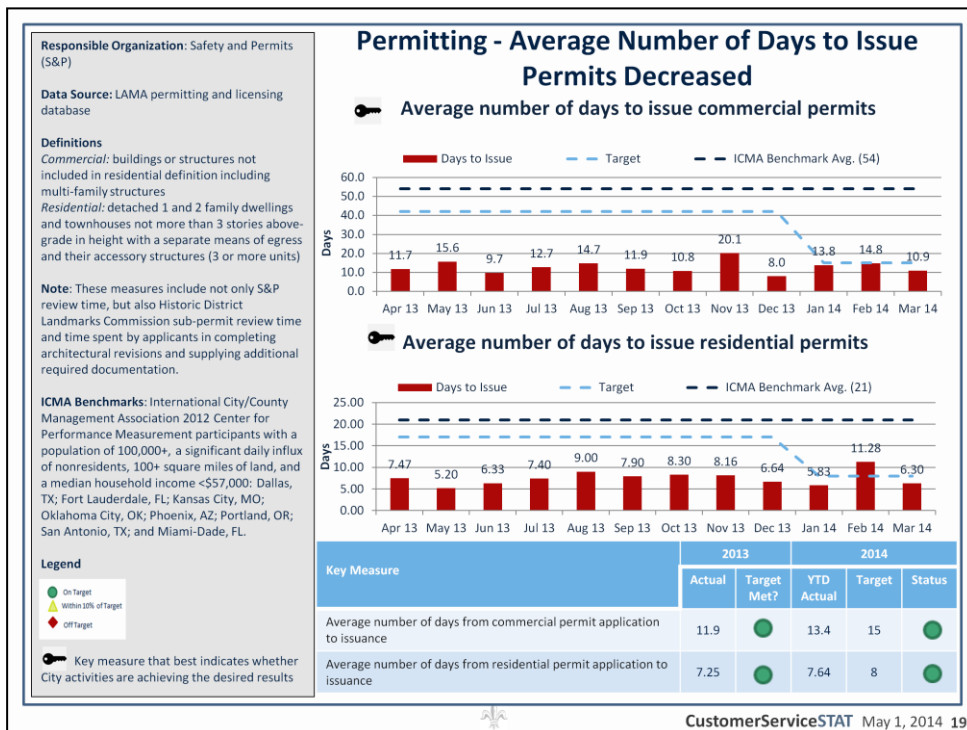
**Data Source:** LAMA permitting and licensing database

**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 Slightly

Number of residential permits issued





Safety and Permits has worked with staff to identify actions that commonly delay the permitting process, leading to a decrease in the number of days to issue permits.

**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.

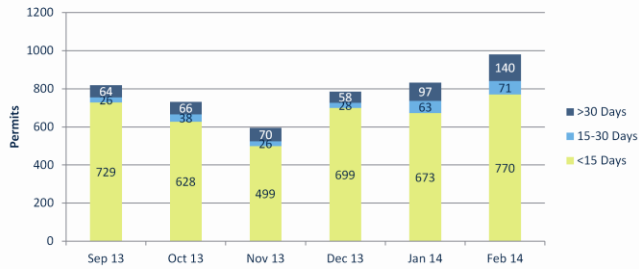
**ICMA Benchmarks:** International City/County Management Association 2012 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas City, MO; Oklahoma City, OK; Phoenix, AZ; Portland, OR; San Antonio, TX; and Miami-Dade, FL.

**Legend**

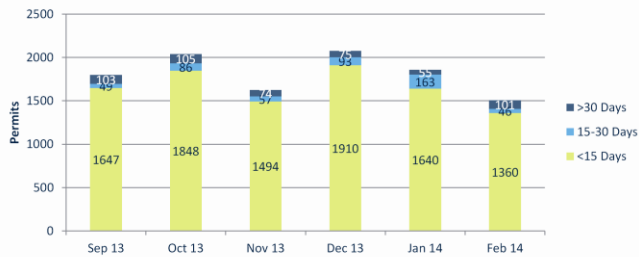
- On Target
- ▲ Within 10% of Target
- ◆ Off Target

## Permitting – 87% of Commercial and 92% of Residential Permits Issued in less than 15 Days

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

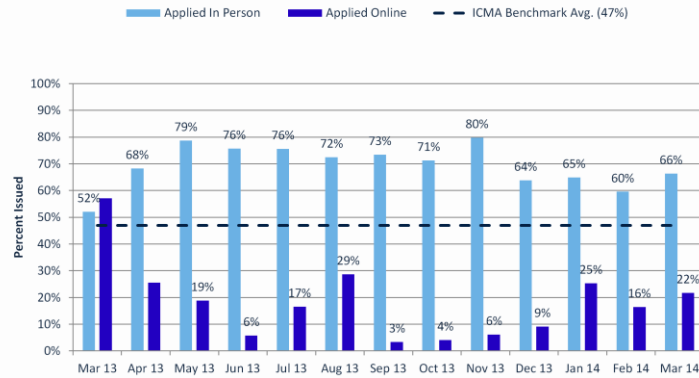
**ICMA Benchmarks:**  
International City/County Management Association 2012 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas City, MO; Oklahoma City, OK; Phoenix, AZ; Portland, OR; San Antonio, TX; and Miami-Dade, FL.

**Legend**

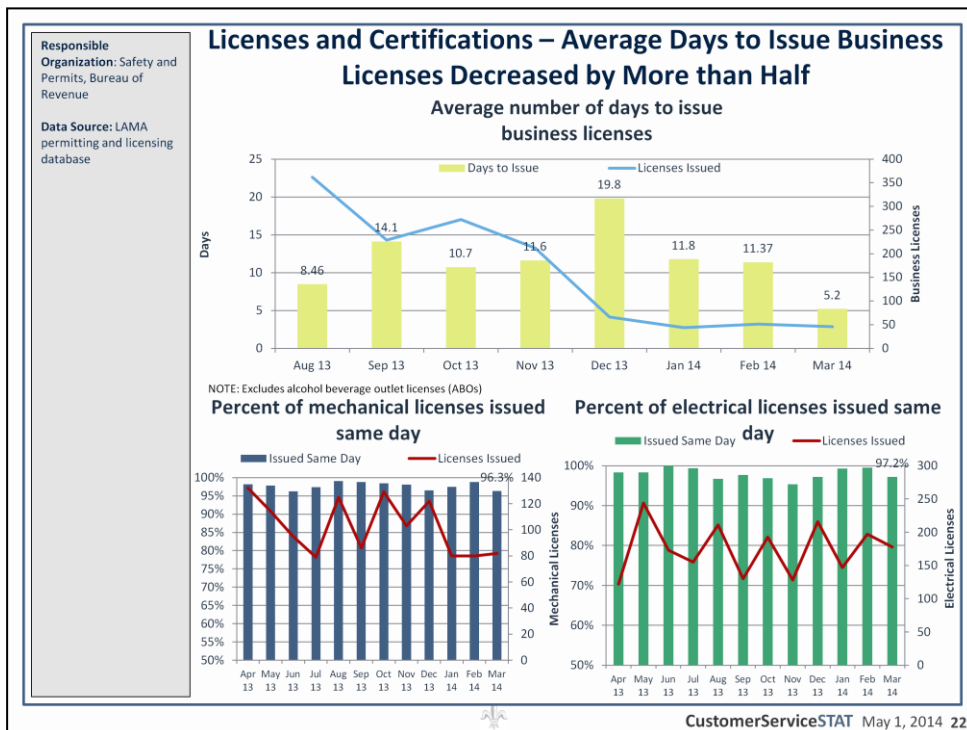
Key measure that best indicates whether City activities are achieving the desired results

## Building Permits Issued within One Day Increased

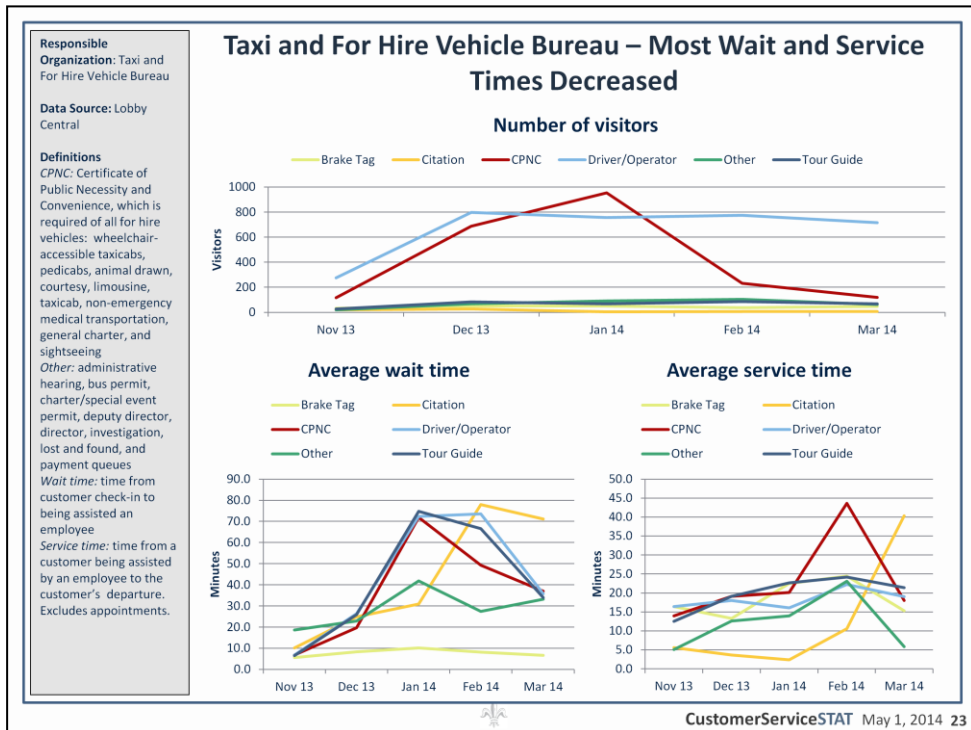
Percent of building permits issued within one day of receipt of application



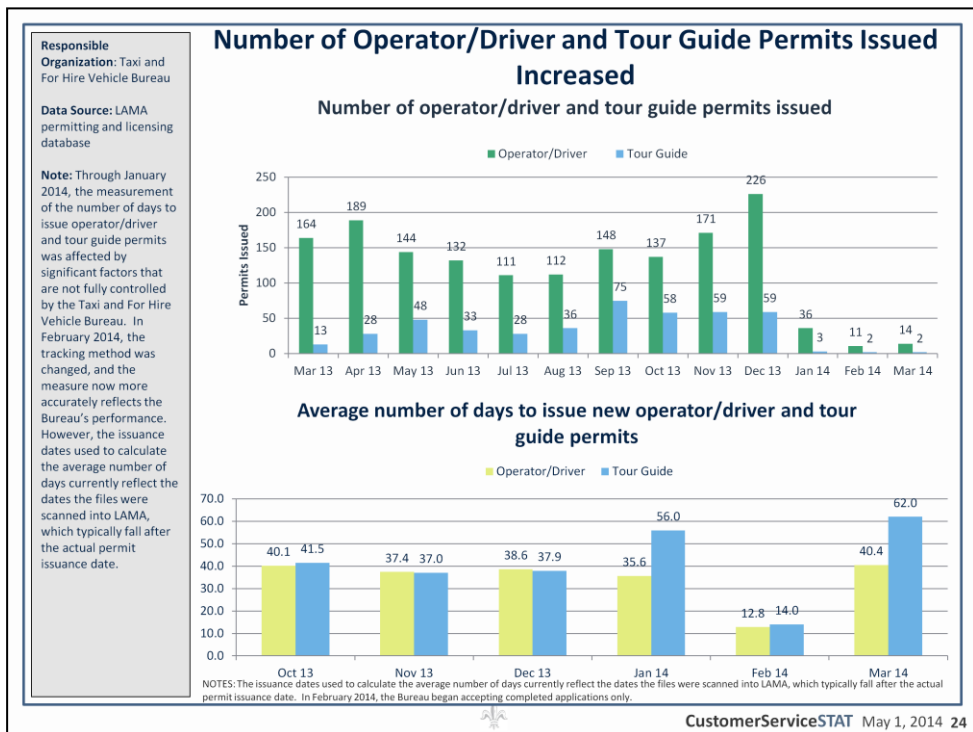
Action Item				
Date	Responsible Parties	Item	Due	Status
8/21/13	J. Munster	Work with Davenport to repair the Time to Plan Review report	October	LAMA database updated in December; workflow process to be changed



While the number of days to issue business licenses decreased in March, the number of days to complete business license inspection requests increased (as shown on page 27). Safety and Permits will investigate this disconnect.

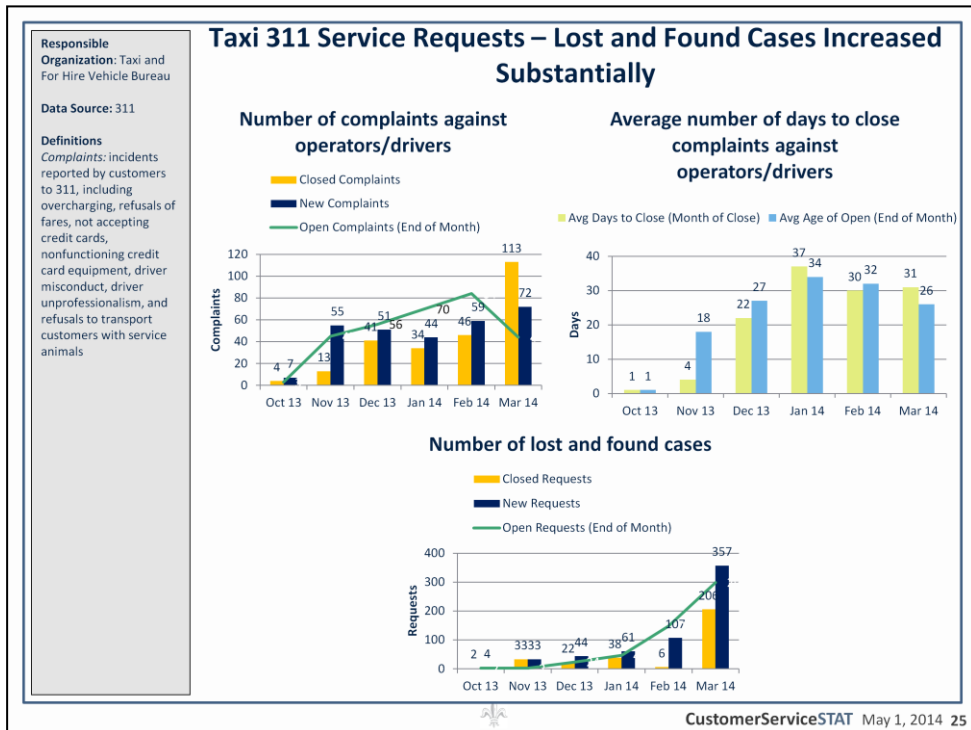


The number of visitors to the Taxicab Bureau decreased due to Mardi Gras and other special events that kept drivers busy. The increase in the average wait time for citations is likely due to a data entry error.



The average number of days to issue permits increased as staff were entering the dates files were scanned into the database as the permit issuance dates.





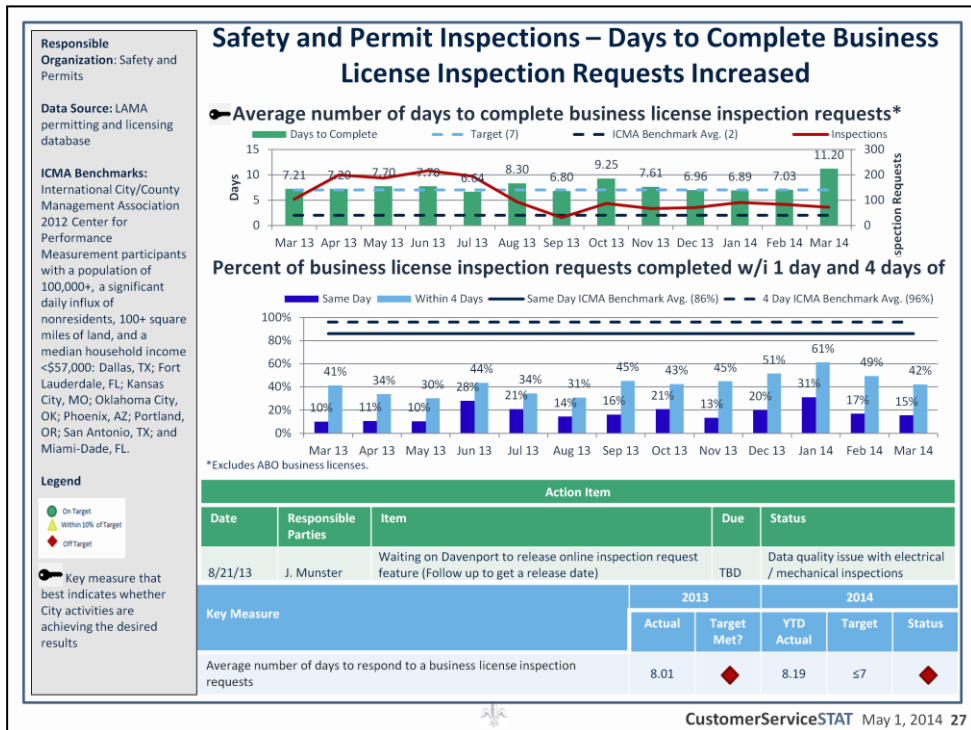
The Taxicab Bureau will work with 311 to refine their process for notifying customers of resolutions to Lost and Found cases.

# Sustainable Communities

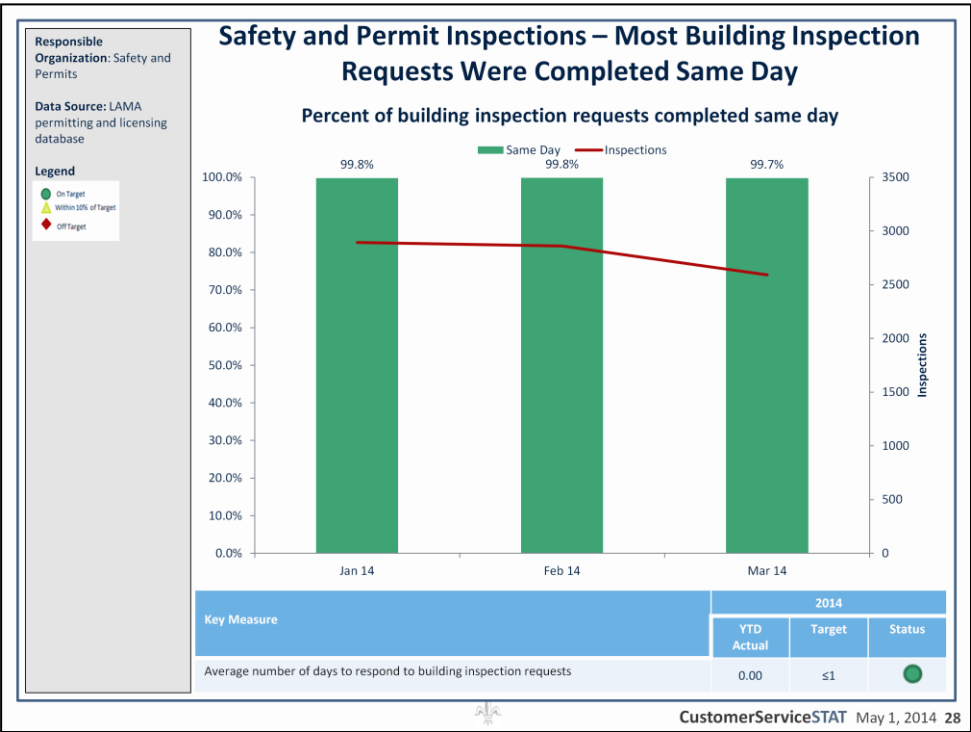
**Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.**

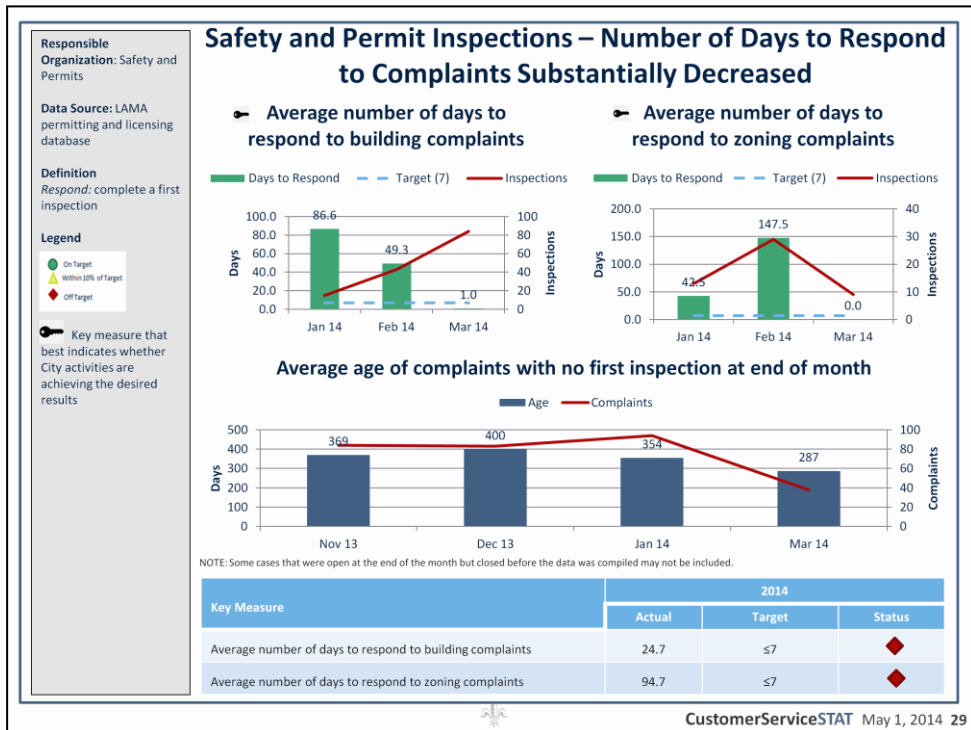
Objectives and Strategies	Outcome Measures
<b>Maintain and improve public infrastructure</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with condition of streets</li> <li>Mean travel time to work</li> </ul>
1. Maintain and improve road surface infrastructure	
2. Consistently implement Complete Streets philosophy in streets investments	<ul style="list-style-type: none"> <li>Percentage of workers commuting to work by means other than driving alone</li> </ul>
3. Effectively administer the City's capital improvements program	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with drainage/flood control</li> </ul>
4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with public transportation</li> <li>Percent of citizens satisfied with traffic congestion</li> </ul>
<b>Promote Quality Neighborhoods</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with control of abandoned houses</li> <li>Percent of citizens satisfied with parks and recreation</li> </ul>
1. Reduce blighted properties by 10,000 by the end of 2014	
2. Provide effective sanitation services to residents and businesses	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with control of trash and litter / trash pickup</li> </ul>
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>Percent of citizens satisfied with life in New Orleans</li> <li>ParkScore (based on acreage, service and investment, and access)</li> <li>Percent of citizens satisfied with zoning</li> </ul>
<b>Promote energy efficiency and environmental sustainability</b>	<ul style="list-style-type: none"> <li>Percent of days with healthy air quality</li> </ul>
1. Restore the City's marshes and coastline	<ul style="list-style-type: none"> <li>Number of health based drinking water violations</li> </ul>
2. Promote green energy and other sustainability measures	<ul style="list-style-type: none"> <li>Number of certified green buildings</li> </ul>
3. Remediate brownfields, lead, and other environmental hazards	<ul style="list-style-type: none"> <li>Number of land acres in Orleans Parish</li> </ul>





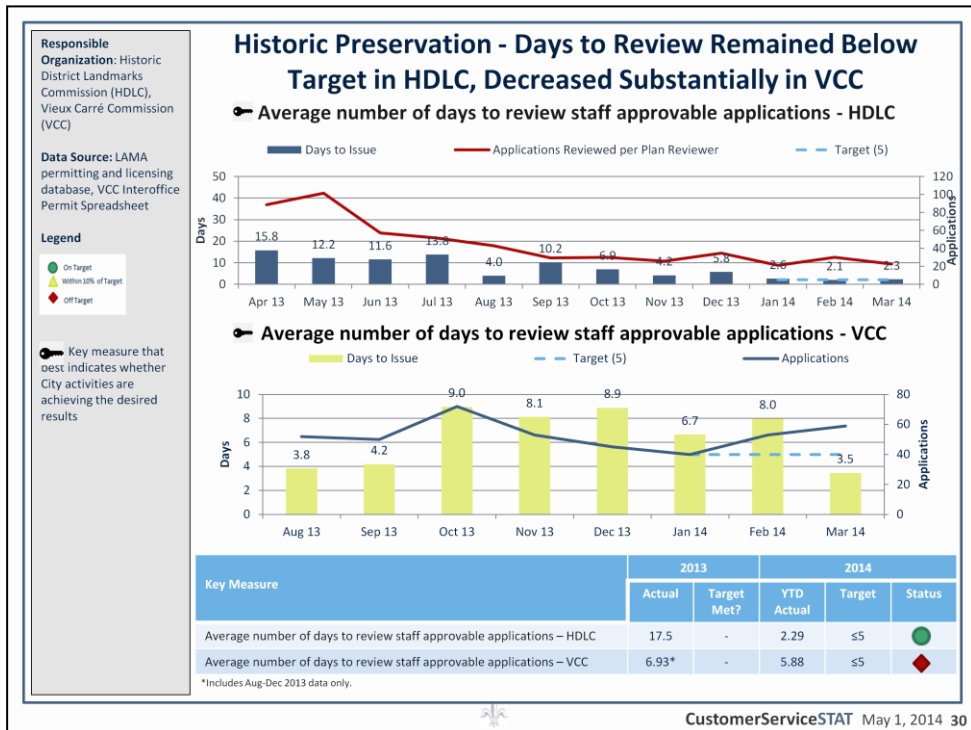
The increase in the average number of days to complete inspection requests is due to a staffing transitions. Safety and Permits has hired a new inspector and is working to fill another vacancy.





CustomerServiceSTAT May 1, 2014 29

Safety and Permits worked to clear its queue of old cases awaiting inspections.



The increase in applications to the Vieux Carré Commission is related to increased citation issuance.

**Responsible Organization:** Historic District Landmarks Commission (HDLC), Safety and Permits (S&P), Vieux Carré Commission (VCC)

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

## Enforcement

Key Measure	2014		
	YTD Actual	Target	Status
Percent of adjudication cases that result in compliance – S&P	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – HDLC	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – VCC	N/A	Establishing Baseline	-

Action Items				
Date	Responsible Parties	Item	Due	Status
8/21/13	L. Hesdorffer	Consistently input permit and enforcement data in LAMA	Ongoing	LAMA data quality issue
3/9/14	J. Cecil, R. Samuel	Determine whether delinquent taxpayers can be legally locked out of the permitting and licensing database until taxes are paid	4/3/14	Law Department to be consulted



**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

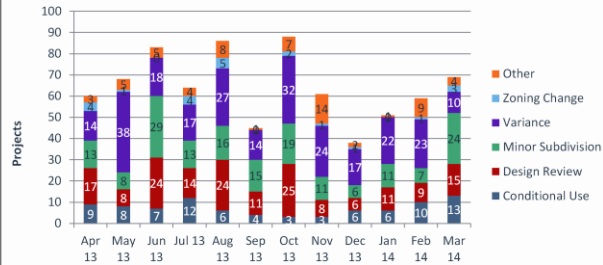
**Variance:** procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

**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.

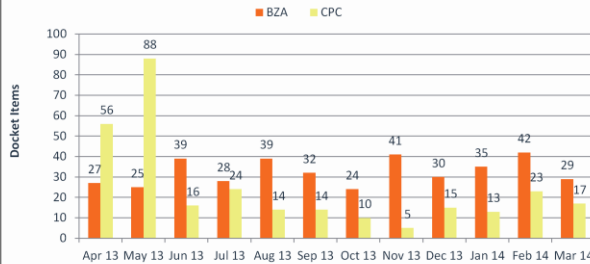
**Other:** appeal of Safety and Permits; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning – nonconforming use determination

## Land Use Project Filings Increased

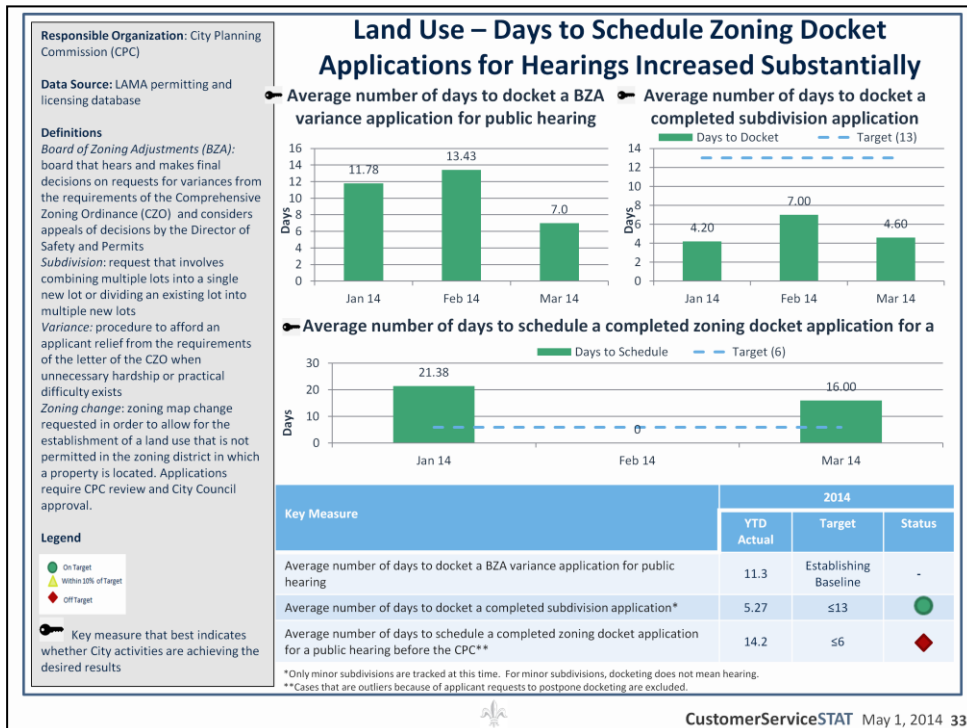
Number of land use projects filed



Number of items on BZA and CPC hearing dockets







The City Planning Commission staff is working to improve data entry.

# 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?

