



CITY OF NEW ORLEANS
CustomerServiceSTAT

March 6, 2014
(Reporting Period: January 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.

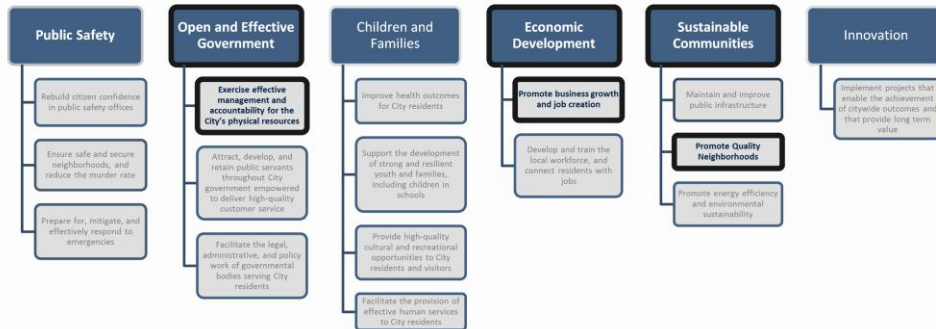
Values

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

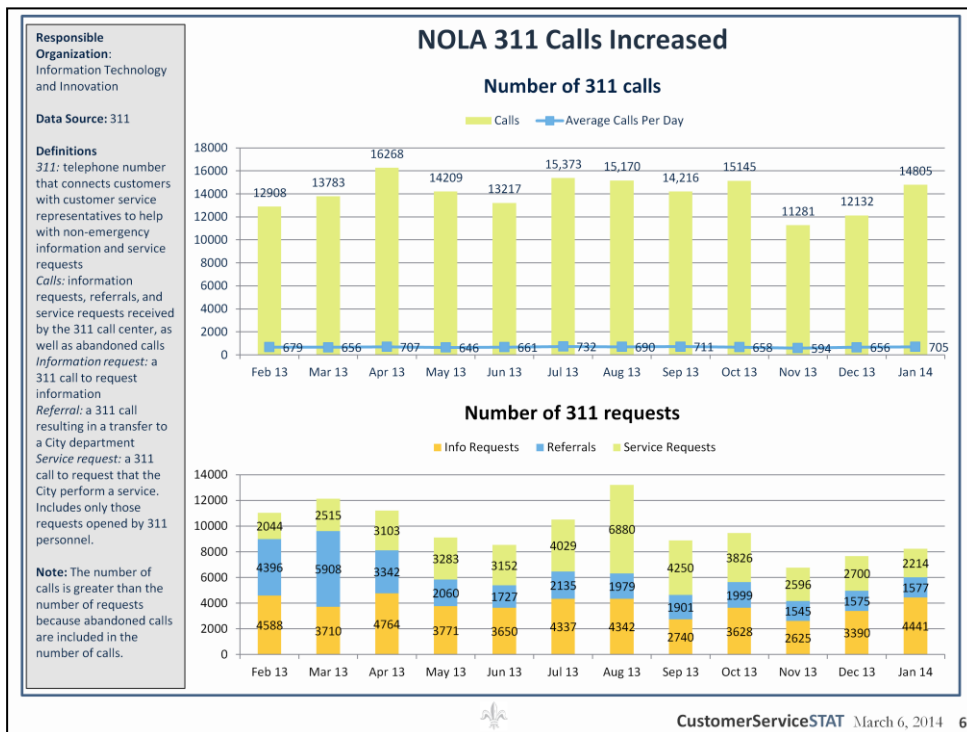


Open and Effective Government

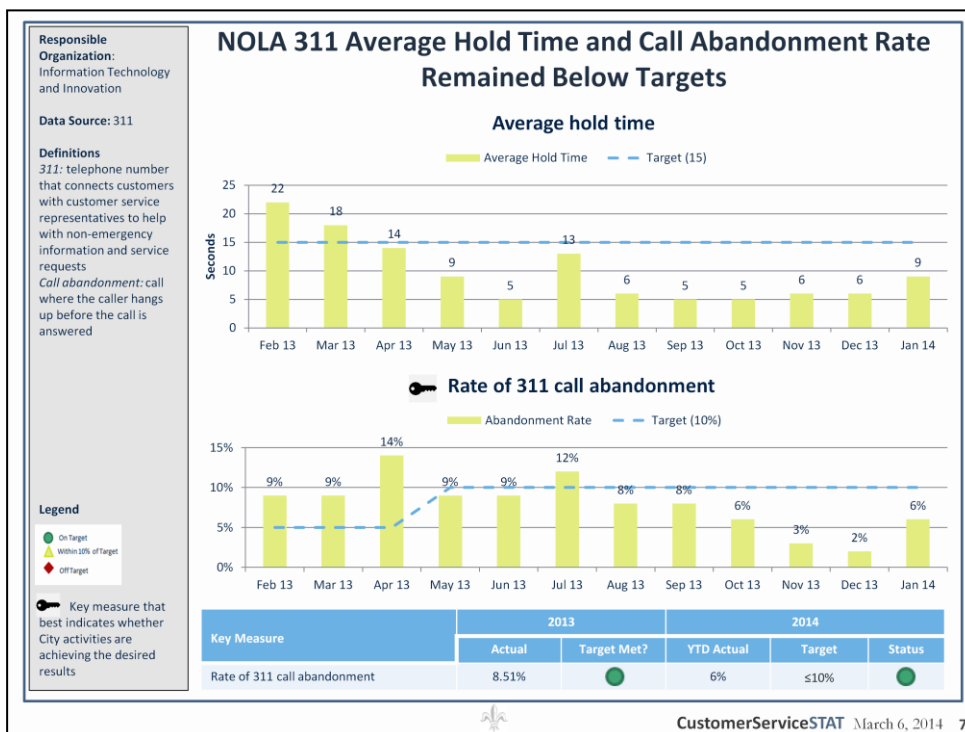
Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

Objectives and Strategies	Outcome Measures
Exercise effective management and accountability for the City's physical resources <ol style="list-style-type: none"> Effectively steward the City's financial resources Manage the City's information and analyze the City's performance data Manage vendor relationships and provide oversight of City contracts Responsibly support the City's capital assets 	<ul style="list-style-type: none"> Bond ratings
Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service <ol style="list-style-type: none"> Cultivate a high-quality City workforce Provide fair and reasonable benefits to City employees and retirees 	<ul style="list-style-type: none"> Rate of employee turnover Percent of employees engaged and satisfied
Facilitate the legal, administrative, and policy work of governmental bodies serving City residents <ol style="list-style-type: none"> Govern the City with integrity and accountability Defend the City's legal interests Promote civic engagement Facilitate, link, and leverage resources with external organizations 	<ul style="list-style-type: none"> Percent of citizens satisfied with overall government services

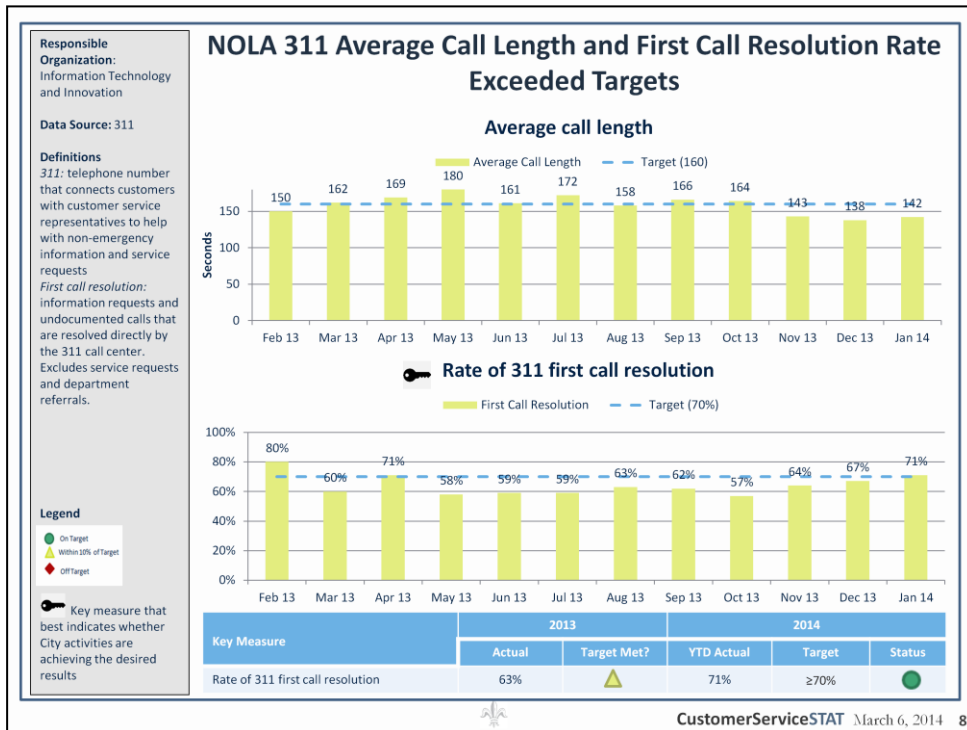




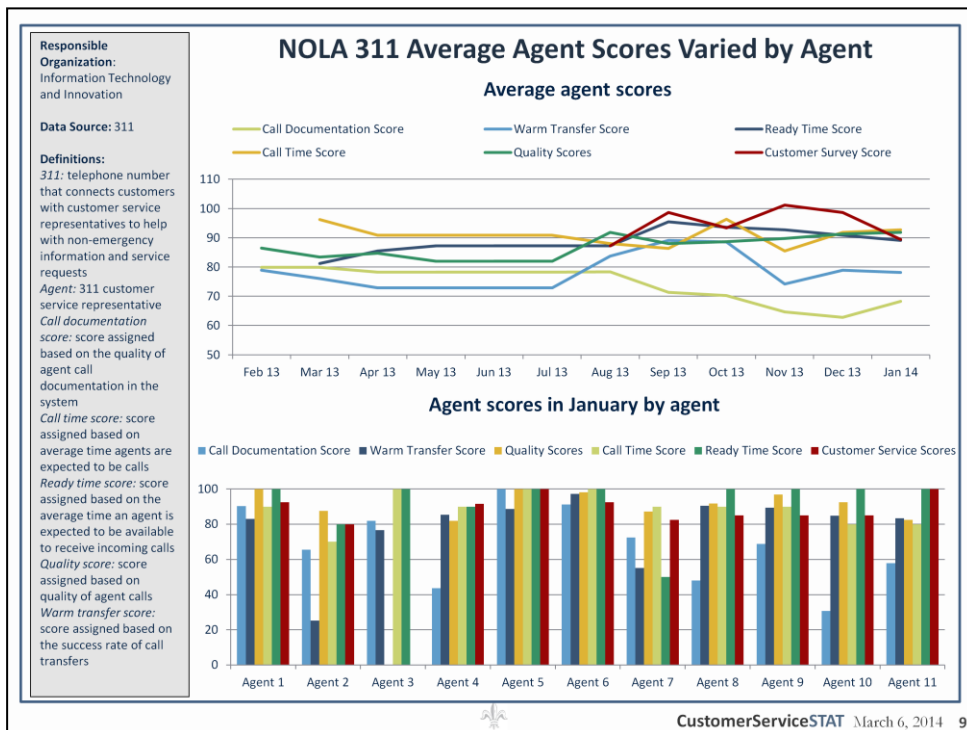
ITI saw a decrease in service requests but a substantial increase in info requests. The increase was largely due to requests about property tax payments and other events that occur at the beginning of the year.



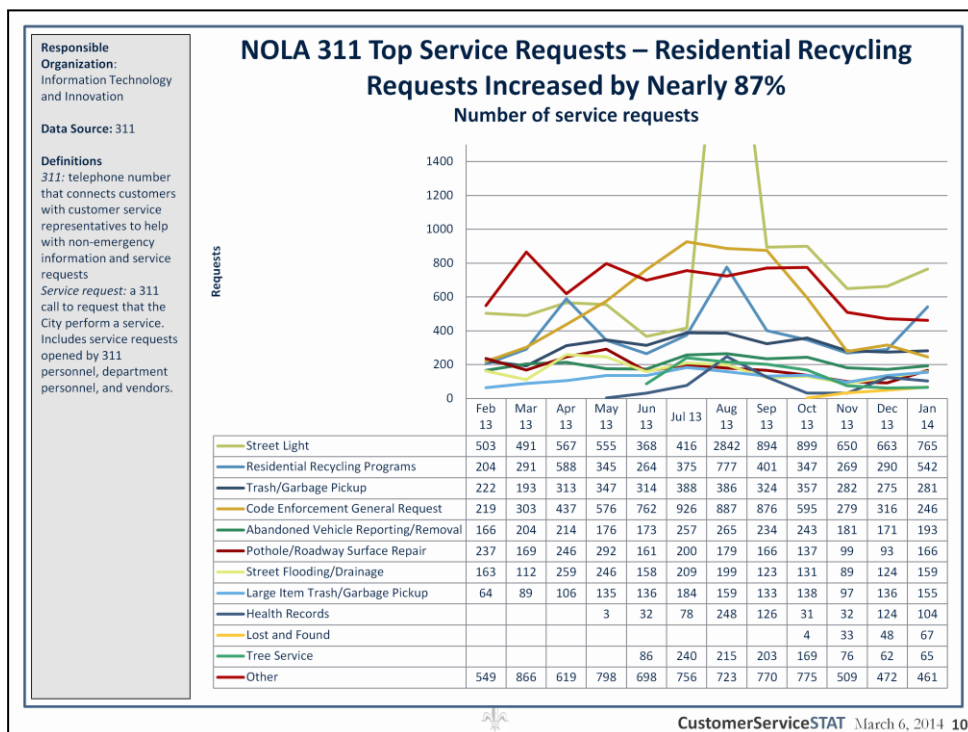
Average hold times and call abandonment were higher than in previous months due to the increase in the number of calls. In the future, 311 will be able to better predict and address such increases.



ITI's use of the auto attendant and its more robust 311 knowledge base have resulted in an increase in the first call resolution rate.



In addition to surveying callers, 311 is working with organizational customers to ensure that agents are properly handling calls.



The increase in residential recycling requests was related to newly available recycling services in the French Quarter and Downtown Development District.

Responsible Organization: Information Technology and Innovation				NOLA 311 – Many Customers Requested Information on Sanitation Service Fees			
Data Source: 311							
Definitions 311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests <i>Information request:</i> a 311 call to request information <i>Referral:</i> a 311 call resulting in a transfer to a City department							
	Information Requests	No.	Prior Month (Dec) Rank		Department Referrals	No.	Prior Month (Dec) Rank
1	Sanitation Service Fees	1133	1	1	Safety and Permits	157	2
2	Road Closures	326	-	2	Taxicab Bureau	150	1
3	Taxicab Bureau	208	3	3	Finance-Treasury	142	4
4	General Disaster Info	136	-	4	Public Works	134	3
5	Safety and Permits	100	-	5	Parks & Parkways	125	4

The increase in information requests regarding road closures was related to icy weather in January. The Taxicab Bureau regularly receives a high number of department referrals due to return calls to specific investigators. The Taxicab Bureau and ITI will discuss whether it would be more efficient to change the investigator caller identification number from the one that routes callers to 311.

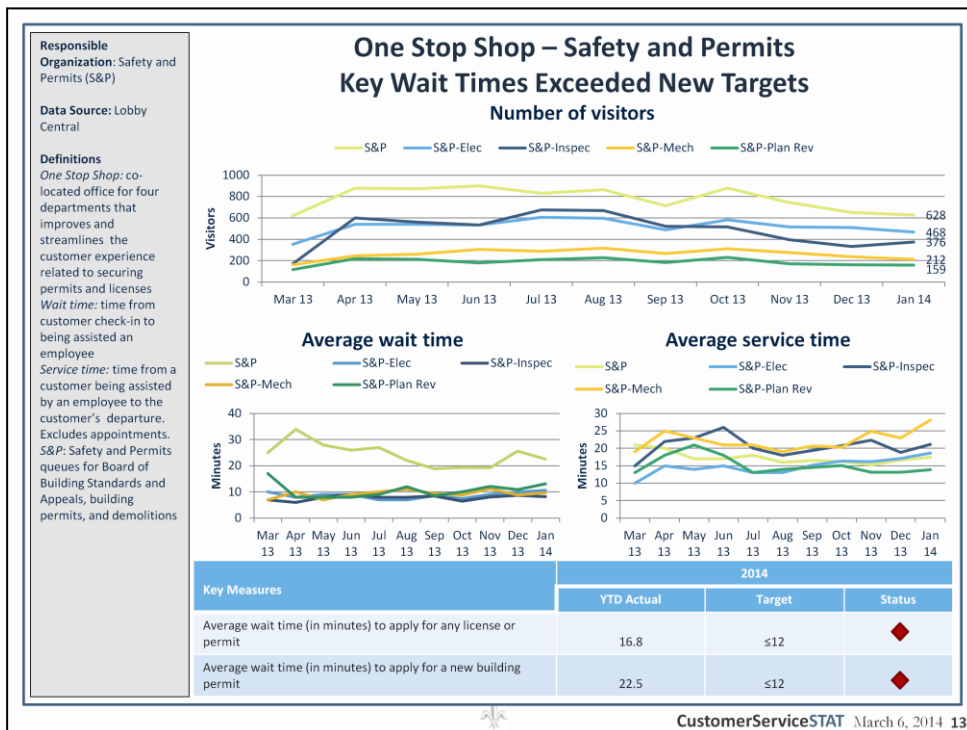
Economic Development

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

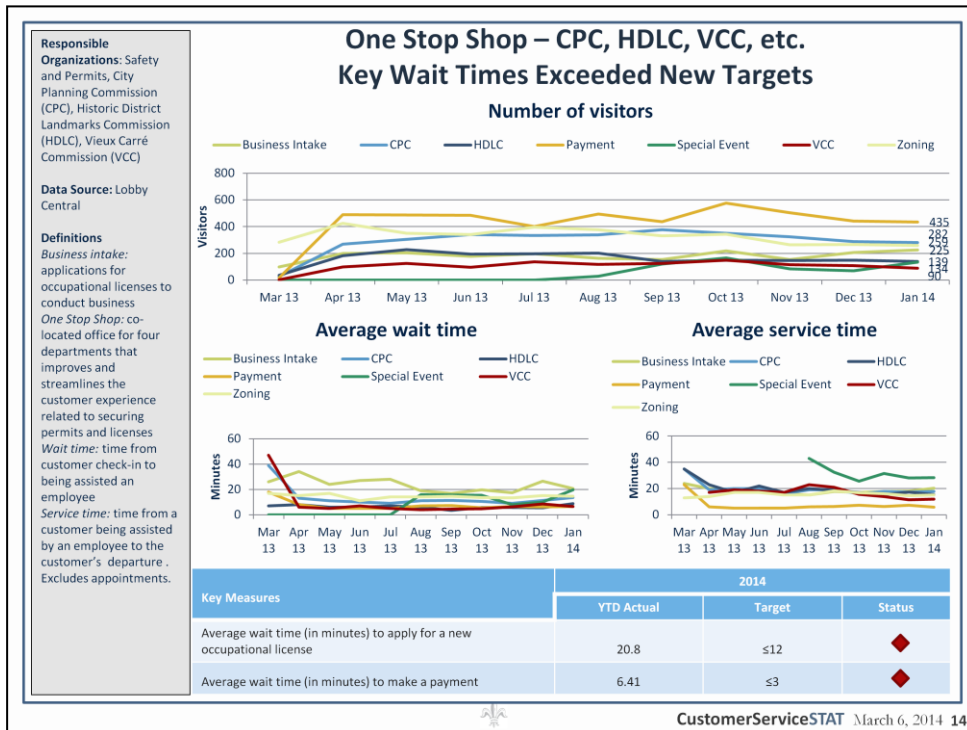
Objectives and Strategies	Outcome Measures
Promote business growth and job creation <ol style="list-style-type: none"> 1. Foster a business-friendly regulatory environment, including streamlining the permitting process 2. Promote an environment of equal opportunity for a diverse supplier pool 3. Aggressively seek to attract new business and retain existing businesses 4. Provide support for world-class special events 	<ul style="list-style-type: none"> • Population • Number of jobs (metro) • Number of high wage jobs • Number of cultural industry jobs • Number of tourists • Amount of sales taxes generated
Develop and train the local workforce, and connect residents with jobs <ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> • Unemployment rate • Gross Metro Product (GMP) per job • Percent of population with some college, and bachelor's degree or higher • Percent of households in the middle class • Median household income by race and ethnicity



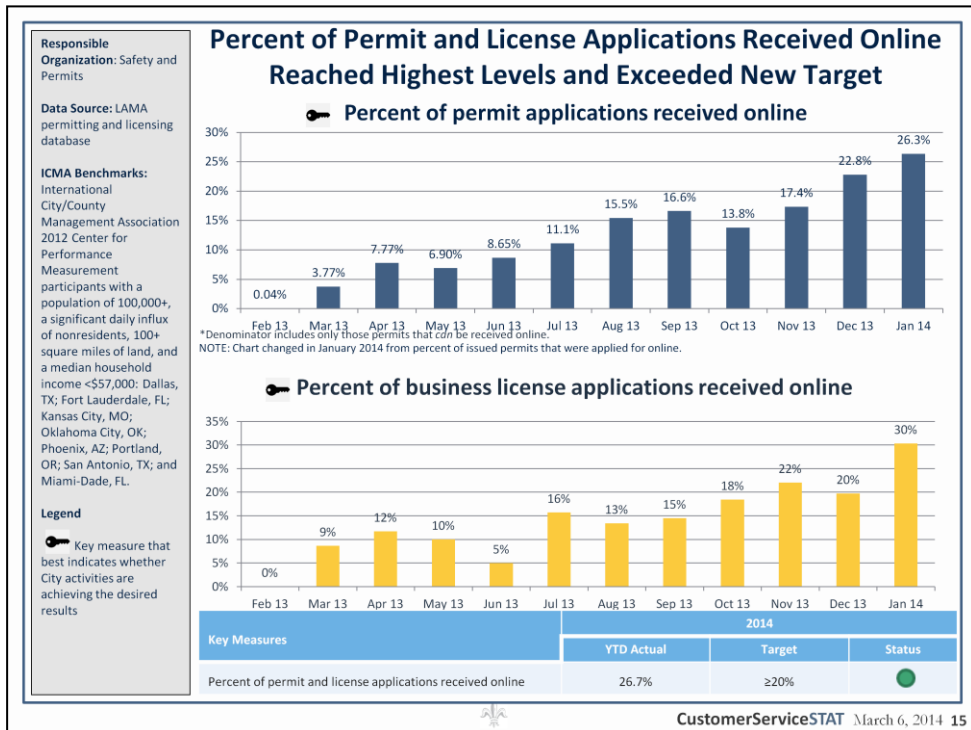
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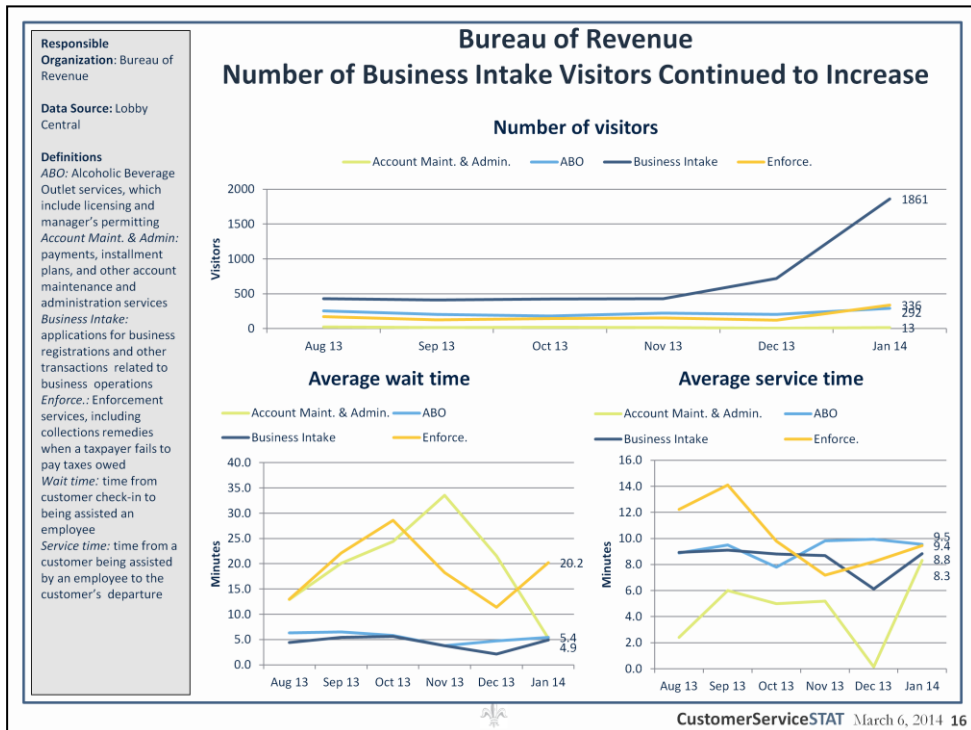
While above the targets, wait times have trended down. Safety and Permits plans to meet the new, ambitious targets by the end of 2014, but will set more achievable interim targets.



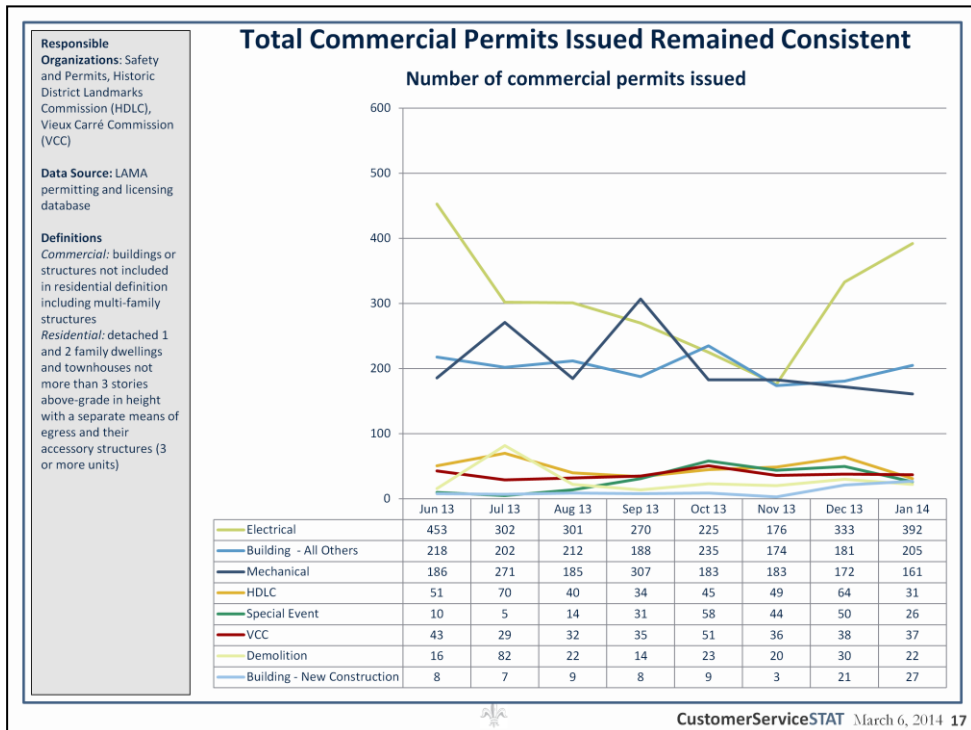
Safety and Permits expects February wait times for special event permits to be higher due to the large special events in February and early March.



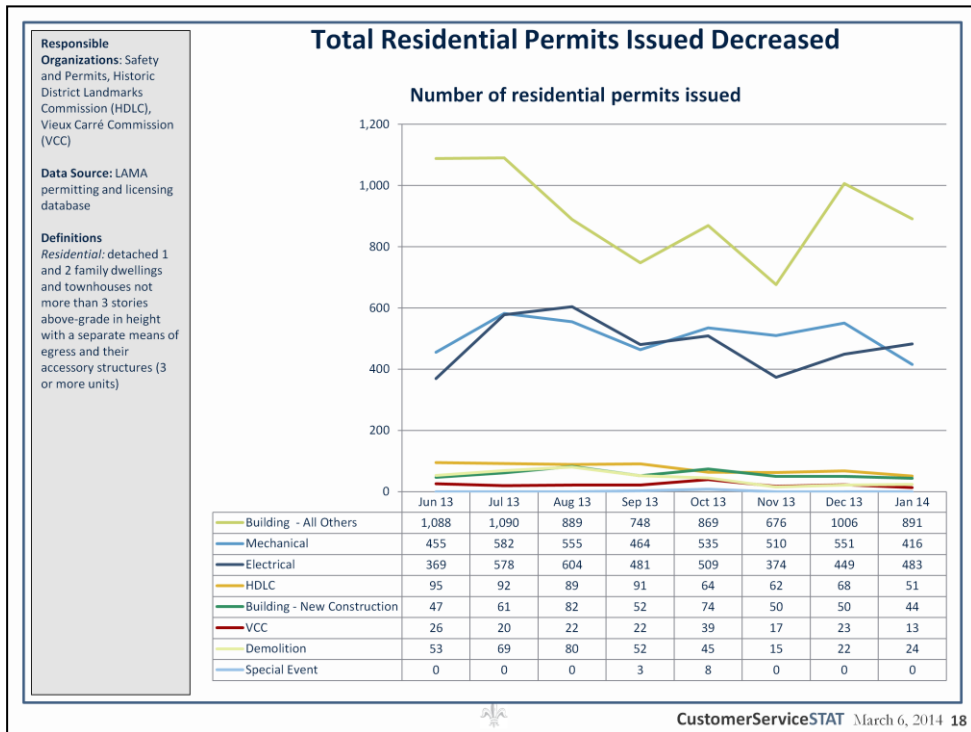
The One Stop Shop has continued to hold trainings with contractors on how to apply for permits online. The Office of Information Technology and Innovation offered assistance in producing a training video.



The increase in business intake visitors was due to occupational license renewals, which will continue through June. Despite this increase, wait times and service times have remained relatively low.



A large portion of the increased commercial electrical permits was related to work on the Riverwalk Marketplace.



The decrease in residential permits is due to regular seasonal variation.

Responsible Organization: Safety and Permits (S&P)

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: These 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.

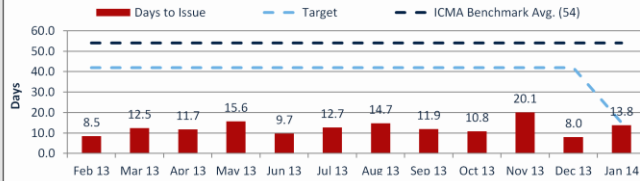
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Key measure that best indicates whether City activities are achieving the desired results

Permitting - Average Number of Days to Issue Permits Exceeded More Ambitious Targets

Average number of days to issue commercial permits



Average number of days to issue residential permits



Key Measure	2013		2014		Status
	Actual	Target Met?	YTD Actual	Target	
Average number of days from commercial permit application to issuance	11.9	On Target	13.8	15	On Target
Average number of days from residential permit application to issuance	7.25	On Target	5.83	8	On Target



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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)

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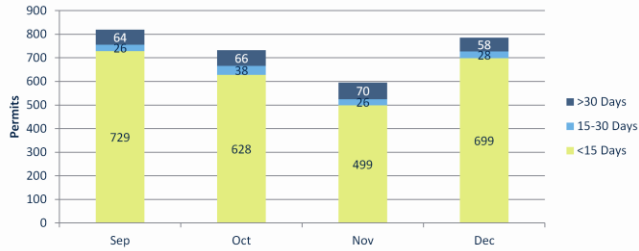
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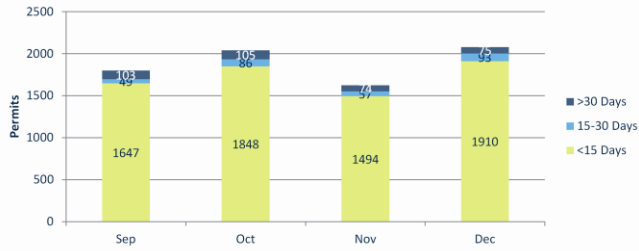
- On Target
- ▲ Within 10% of Target
- ◆ Off Target

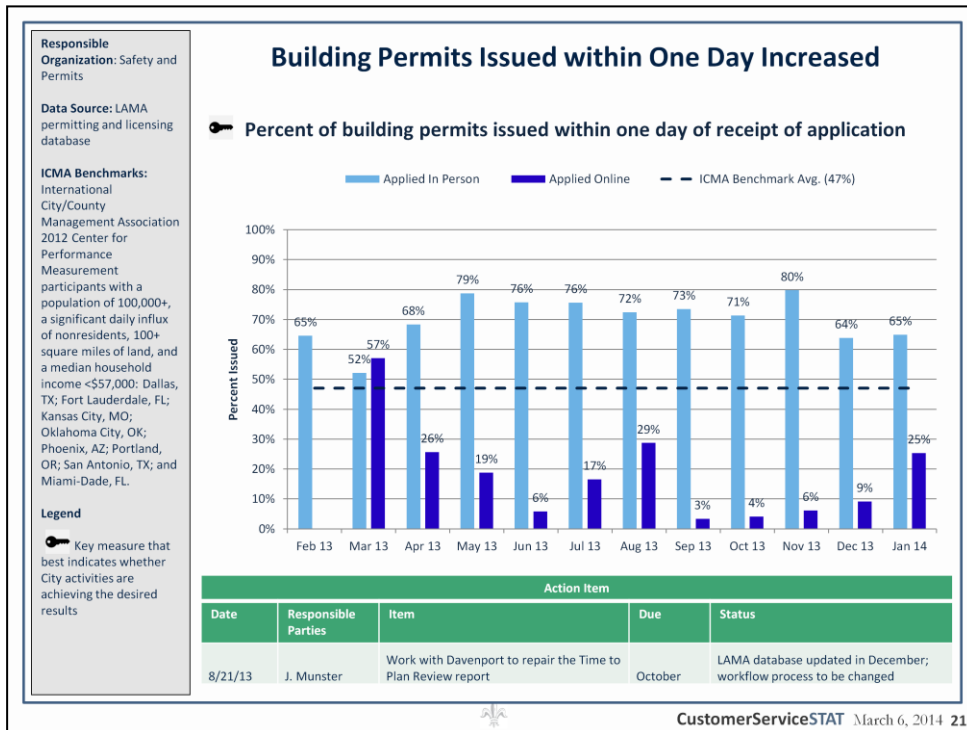
Permitting – Vast Majority of Permits Issued in less than 15 Days

Number of days to issue commercial permits

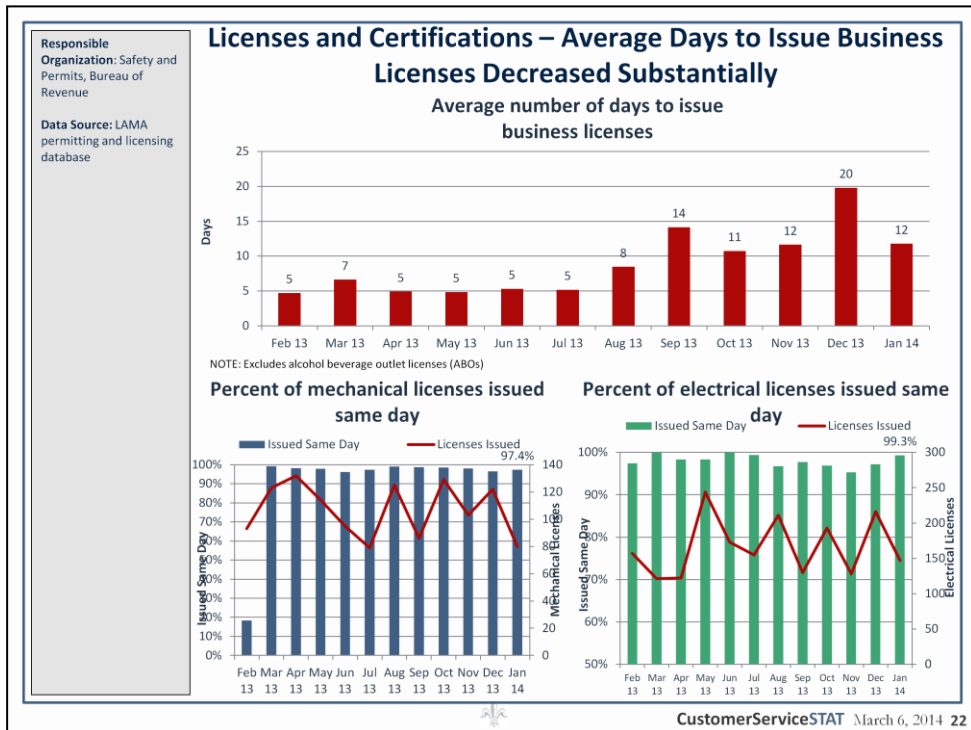


Number of days to issue residential permits

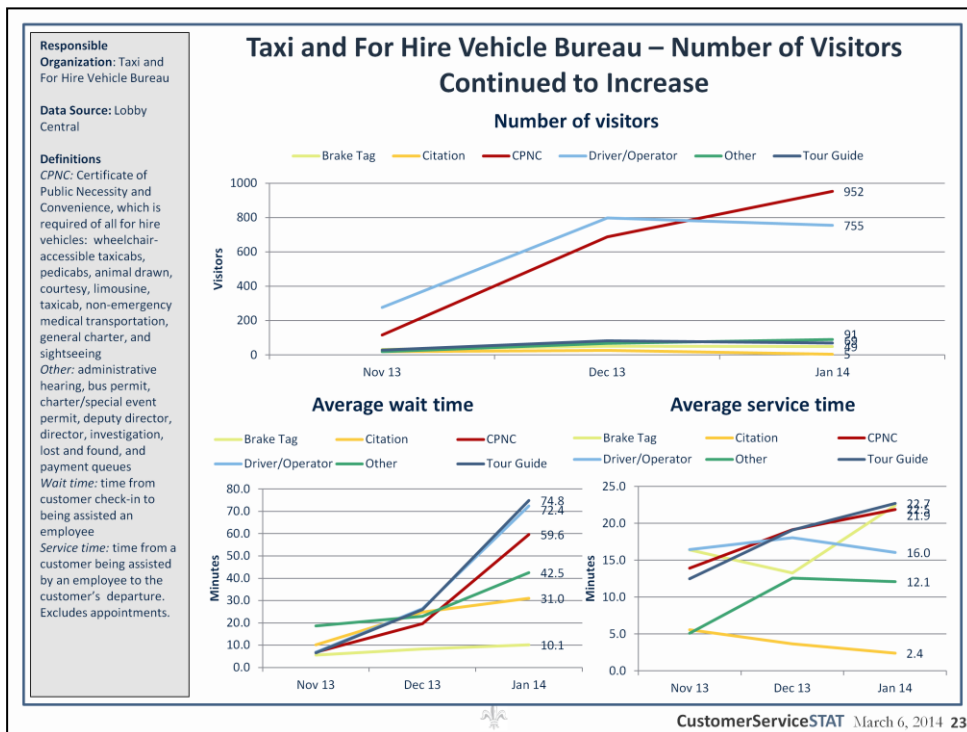




The One Stop Shop removed an unnecessary step in the workflow for online permit applications, resulting in the substantial increase in the percent issued in one day.



The increase in the number of days to issue business licenses, compared to February-July 2013, was due to measurement improvements rather than decreased performance.



Taxicab Bureau visitor levels will remain high through February as CPNC renewals continue. While the Bureau has attended to appointments, walk-in customers have had longer waits.

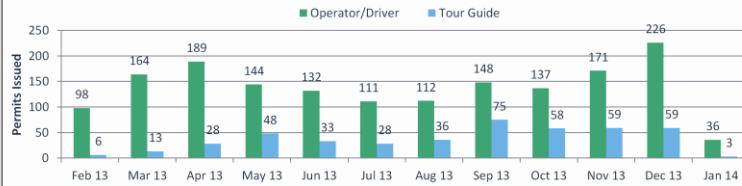
Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: LAMA permitting and licensing database

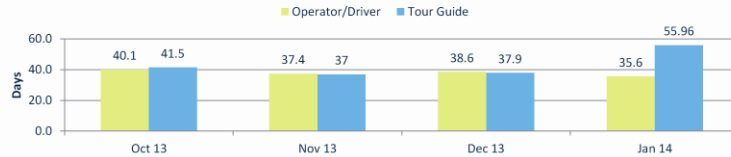
Note: The number of days to issue operator/driver and tour guide permits is affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. For example, new drivers and tour guides must pass tests in order to receive permits, and some applicants must re-test multiple times.

Number of Operator/Driver Permits Issued Increased

Number of operator/driver and tour guide permits issued

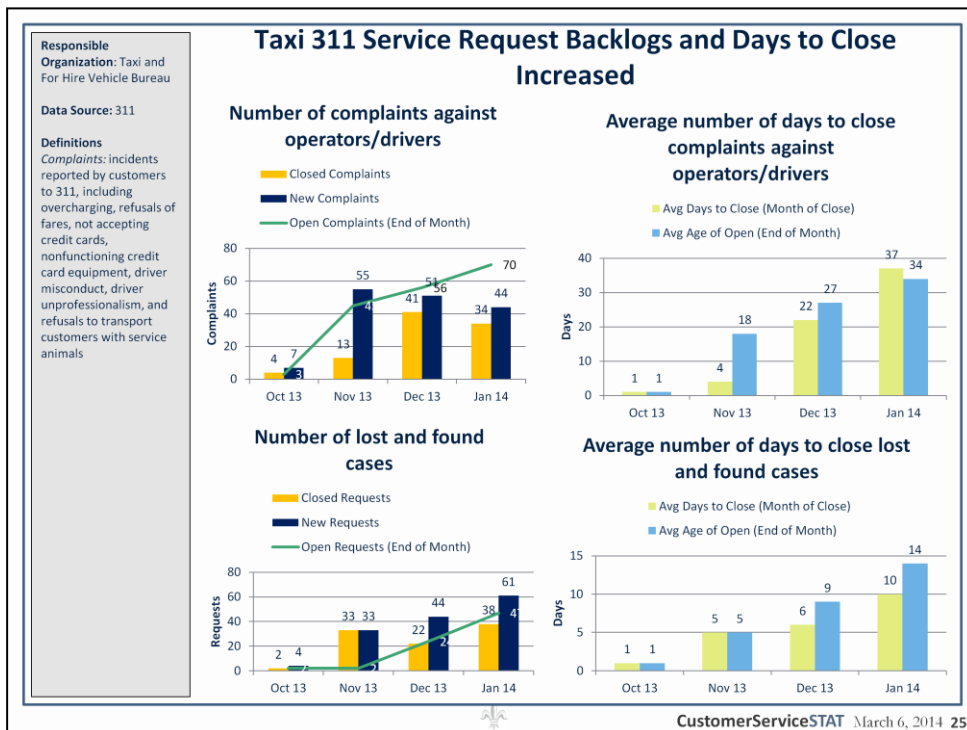


Average number of days to issue new operator/driver and tour guide permits



Action Item				
Date	Responsible Parties	Item	Due	Status
12/5/13	J. Soileau, M. Hull	Determine if there are meaningful measures of segments of permitting process.	TBD	The Bureau has improved tracking through the use of checklist items (e.g. background check and drug test), but if all are checked at once, data will not be meaningful.





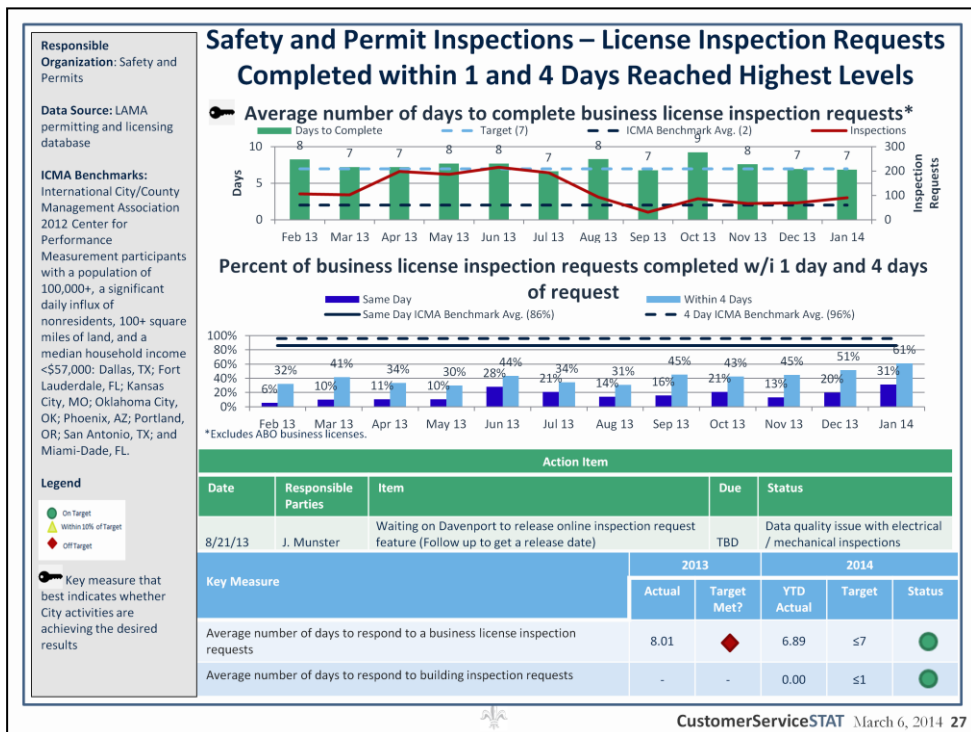
Taxicab Bureau staff has been instructed to begin promptly closing cases and noting the reason (e.g., citation issued).

Sustainable Communities

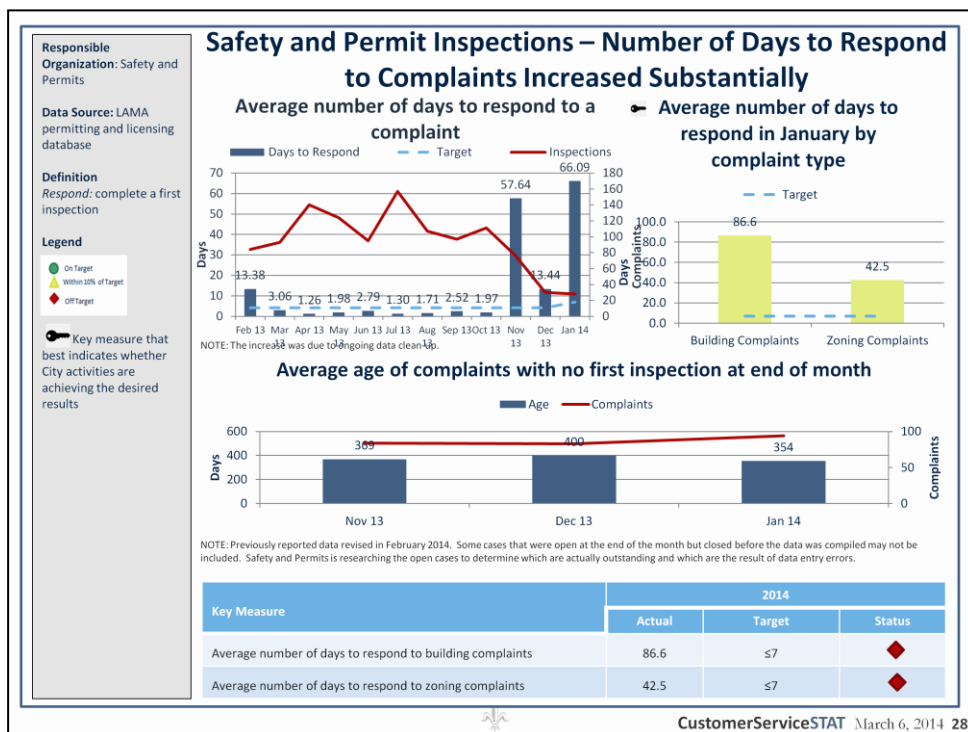
Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.

Objectives and Strategies	Outcome Measures
Maintain and improve public infrastructure	<ul style="list-style-type: none"> Percent of citizens satisfied with condition of streets Mean travel time to work
1. Maintain and improve road surface infrastructure	
2. Consistently implement Complete Streets philosophy in streets investments	<ul style="list-style-type: none"> Percentage of workers commuting to work by means other than driving alone
3. Effectively administer the City's capital improvements program	<ul style="list-style-type: none"> Percent of citizens satisfied with drainage/flood control
4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	<ul style="list-style-type: none"> Percent of citizens satisfied with public transportation Percent of citizens satisfied with traffic congestion
Promote Quality Neighborhoods	<ul style="list-style-type: none"> Percent of citizens satisfied with control of abandoned houses Percent of citizens satisfied with parks and recreation
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"> Percent of citizens satisfied with control of trash and litter / trash pickup
3. Protect and preserve parks and other green spaces	
4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Percent of days with healthy air quality
1. Restore the City's marshes and coastline	<ul style="list-style-type: none"> Number of health based drinking water violations
2. Promote green energy and other sustainability measures	<ul style="list-style-type: none"> Number of certified green buildings
3. Remediate brownfields, lead, and other environmental hazards	<ul style="list-style-type: none"> Number of land acres in Orleans Parish

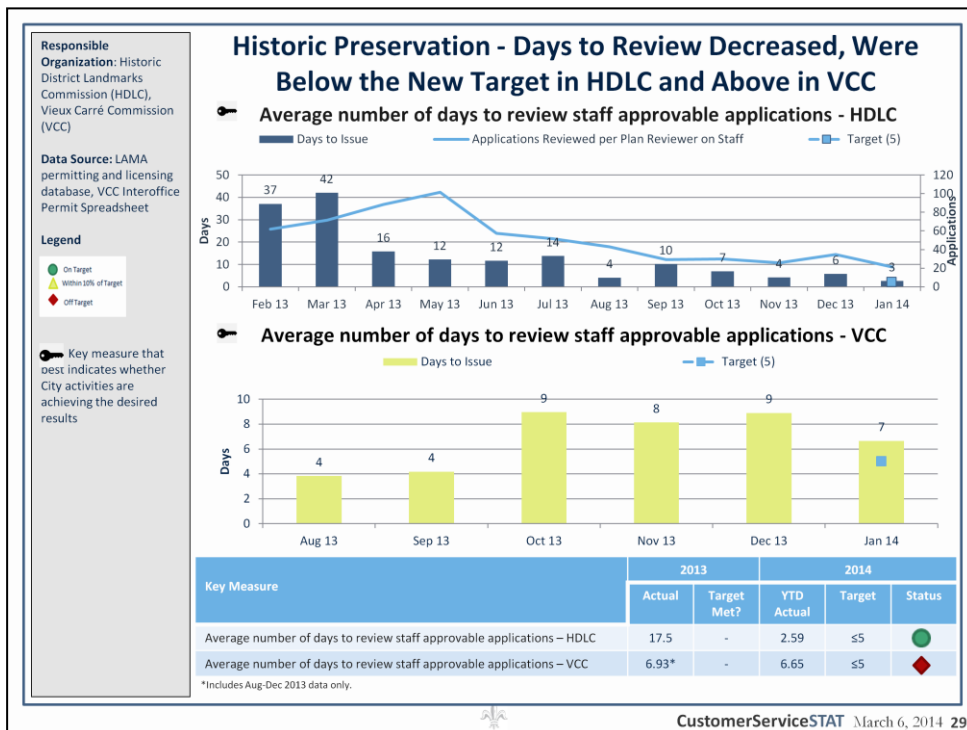




The Department of Safety and Permits will have staff turnover in the inspection unit, which may affect performance in the upcoming months.



The average number of days to respond to a complaint was affected by a number of outliers that may have been the result of ongoing data-clean-up. In some cases, an inspection was completed, but the case was not closed. Safety and Permits continues to review the open cases to ensure inspections are completed.



The Vieux Carré Commission noted that, since enforcement activities have resumed, a number of permit applications have resulted from violations.

Responsible Organization: Historic District Landmarks Commission (HDLC), Safety and Permits (S&P), Vieux Carré Commission (VCC) Data Source: LAMA permitting and licensing database		<h2>Enforcement</h2>		
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

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The Vieux Carré Commission, Historic District Landmarks Commission, and Safety and Permits are pursuing enforcement actions, but the organizations have not developed measurement and reporting processes.

In some cases, locking noncompliant customers out of the permitting and licensing database has resulted in compliance, and staff will determine whether the same process can be used for delinquent taxpayers.

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

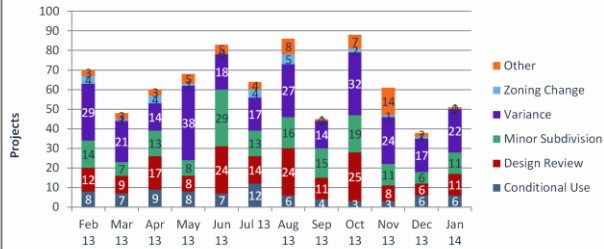
Variance: procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

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.

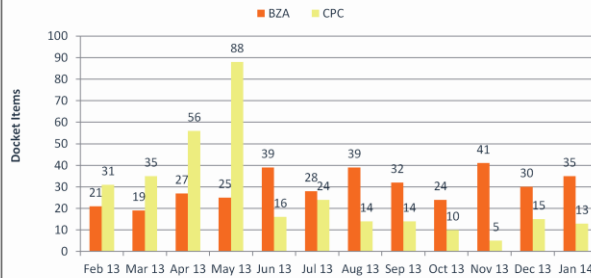
Other: appeal of Safety and Permits; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; and zoning change, conditional use projects

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



Land Use – Performance Varied Significantly from Targets in the First Month of Timeliness Measurement

Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to docket a BZA variance application for public hearing	11.8	Establishing Baseline	-
Average number of days to docket a completed subdivision application*	4.20	≤13	On Target
Average number of days to schedule a completed zoning docket application for a public hearing before the CPC**	21.4	≤6	Off Target

*Only minor subdivisions are tracked at this time. For minor subdivisions, docketing does not mean hearing.

**Applicants that are outliers because of applicant requests to postpone docketing are excluded.



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?

