CITY OF NEW ORLEANS

CustomerServiceSTAT

Septmeber 3, 2015
(Reporting Period: July 2015)

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.

Action Items

Assigned	Responsible Parties	Action Item	Due	Status
9/4/2014	L. Hesdorffer, J. Munster	Align enforcement processes to capture same data as Safety and Permits and Taxi Cab Bureau enforcements	Ongoing	
7/1/2014	J. Cecil, J. Munster, M. Riccardo	Develop alternative measure of days to building inspection requests	Proposed	311 onboarding Safety & Permits building inspection service request to capture accurate request date to import into LAMA.
8/6/2015	R. Samuels, E. Stallworth, L. Gardere, J. Cecil	Find a way to increase integration of information between LAMA and Bureau of Revenue's RCS system.	Proposed	
9/3/2015	K. Davis	Explore the possibility of adding a member of the Revenue staff to 311 to handle high volume of calls.	Proposed	
9/3/2015	O. Wise, D. Bidwell	Begin mapping the frequency of calls for large item/ garbage and missed recycling pickups by area.	Proposed	
9/3/2015	R. Samuels, E. Stallworth	Create a written set of procedures for members of OSS about their ability to distribute issue business licenses.	Proposed	

311

Responsible Organization: Information Technology and Innovation (ITI)
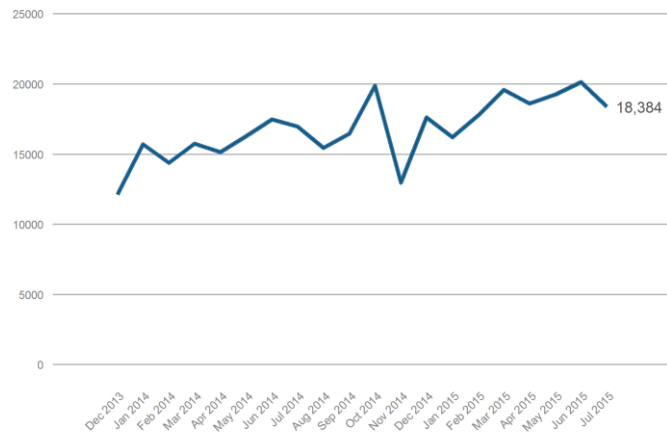
Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
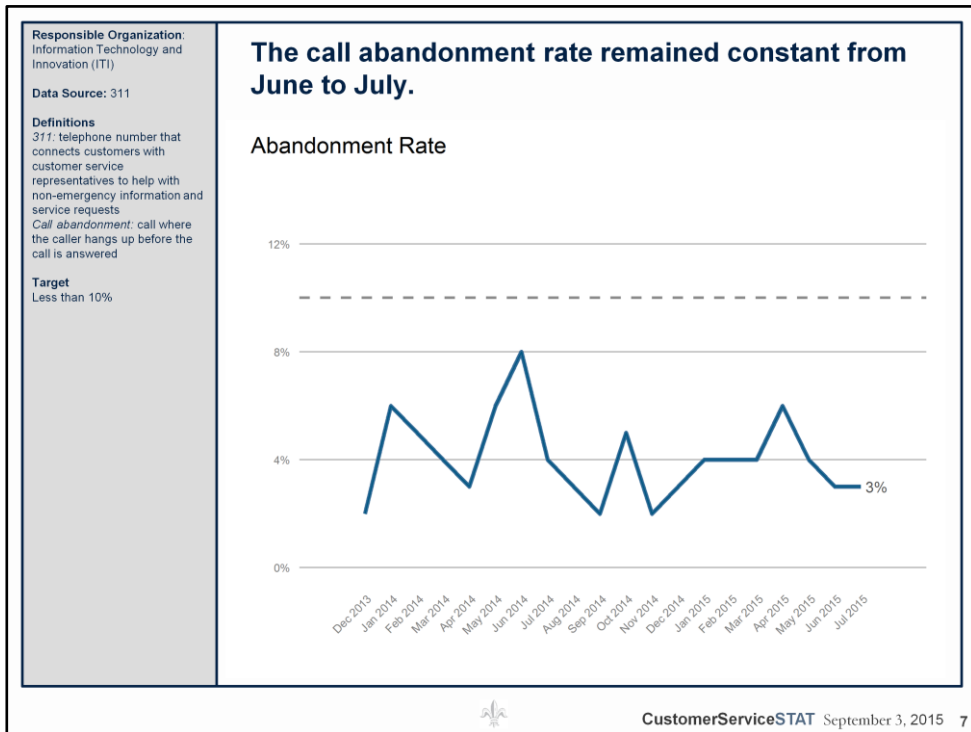*Calls:* information requests, referrals, and service requests received by the 311 call center, as well as abandoned calls, wrong number calls, and auto attendant calls

Note: The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.
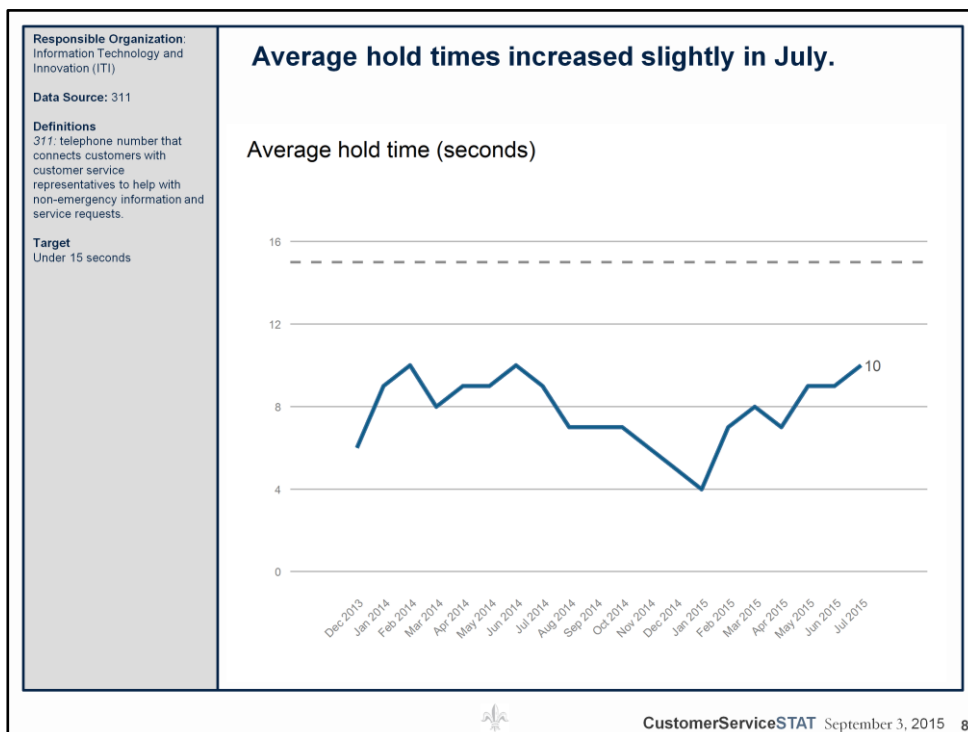
311 call volume declines in July.
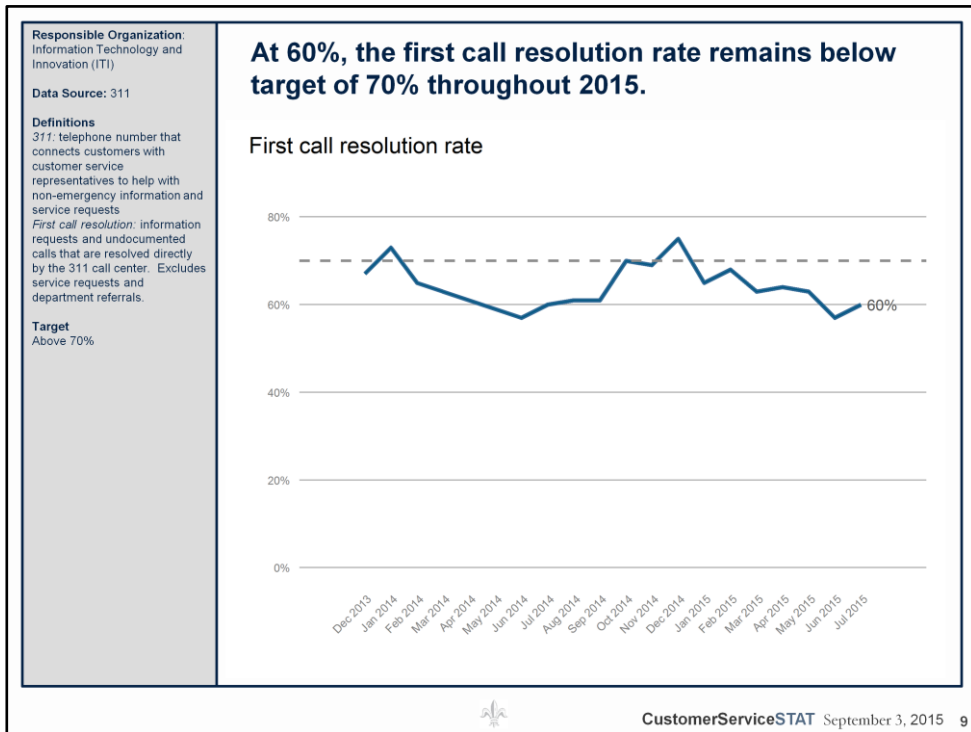
Call Volume

18,384

311 plans to decrease their target to 8% in 2016.

While 311 consistently remains below the target of 15 seconds, it will remain the same in 2016 because they will be covering more departments next year.

Most incoming calls that are not resolved with one call have been in regard to Revenue/Finance, as well as Safety and Permits.

Operators 4 and 6 had the highest overall reviews.

Operator scores

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
Agent: 311 customer service representative
Call documentation score: score assigned based on the quality of agent call documentation in the system
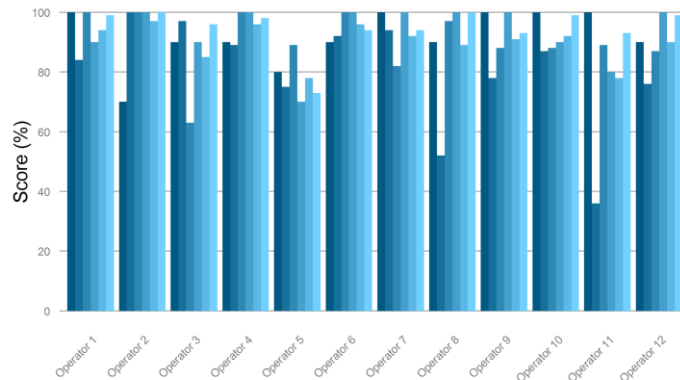*Call time score:* score assigned based on average time agents are expected to be calls
Ready time score: score assigned based on the average time an agent is expected to be available to receive incoming calls
Quality score: score assigned based on quality of agent calls
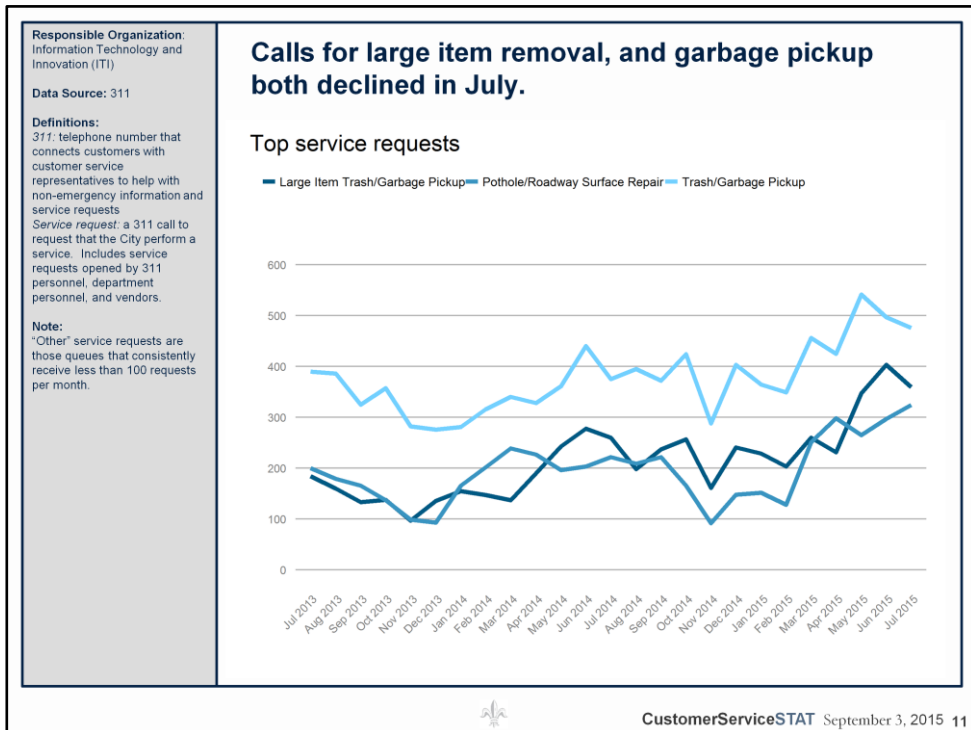*Warm transfer score:* score assigned based on the success rate of call transfers

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Operators will receive necessary training in the future.

Most of the calls for trash pickups are in regard to uncollected recycling.

Key Performance Indicators

	2014			2015		
KPI	Actual	Target Met?		Actual	Target	Status
Rate of 311 call abandonment	4.6%	🟢		4%	< 10%	🟢
Rate of 311 call resolution	62%	🔺		63%	> 70%	🔺

Call resolution percentages are expected to continue to decrease if 311 has to continue transferring calls from other departments.

ONE STOP SHOP – SAFETY & PERMITS

Number of customers to Safety and Permits at One Stop Shop remained fairly consistent in July.

Safety and Permits customers
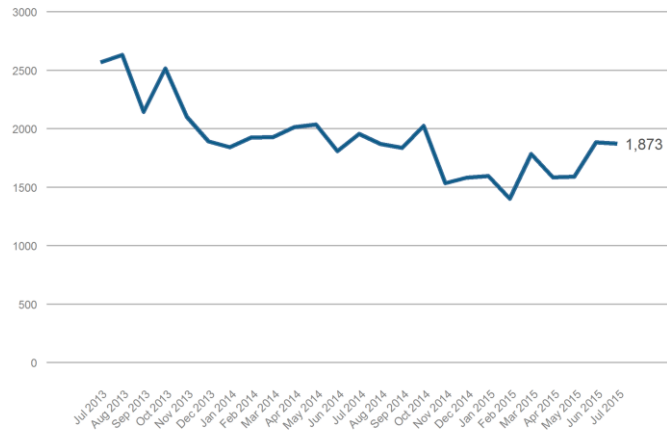
Responsible Organization: Safety and Permits (S&P)

Data Source: LAMA permitting database

Note
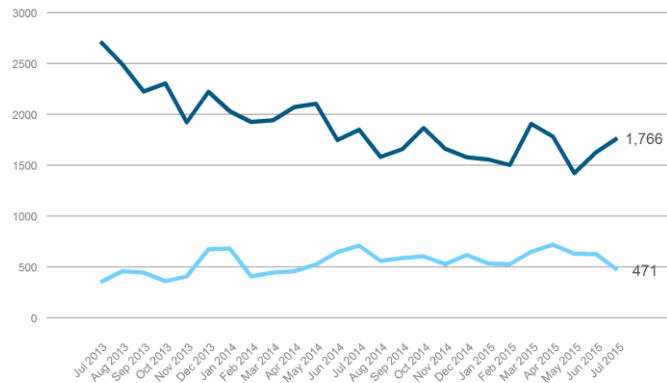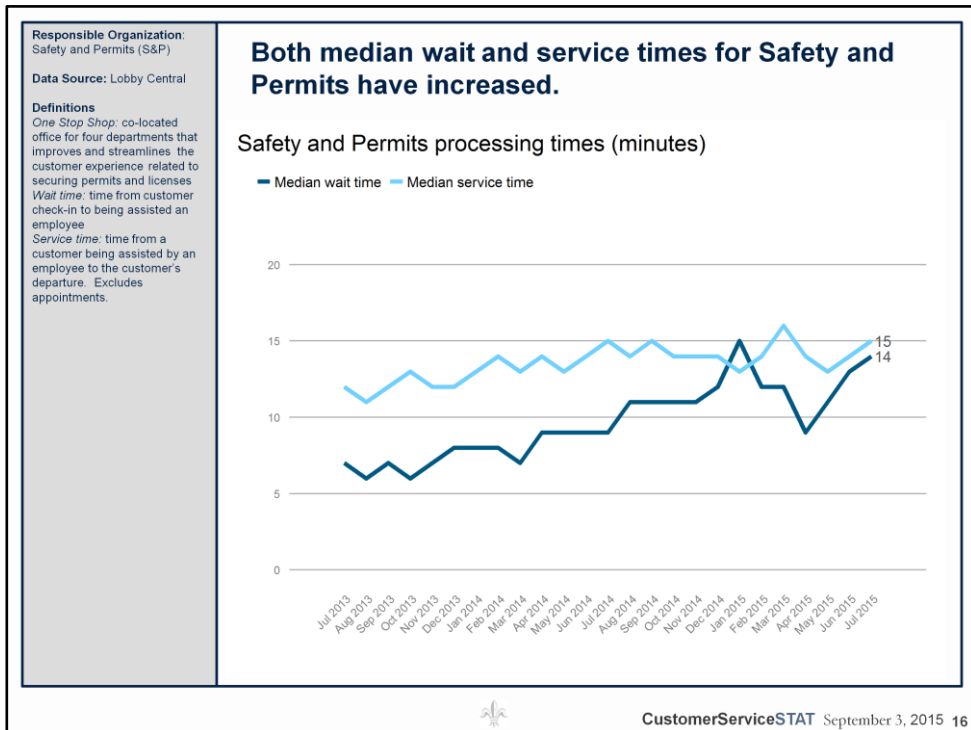This counts the number of permits applied for, not the unique number of applicants. Some applicants, such as commercial ventures, may apply for a large number of permits for a single project with many units.

In person permits continued to increase.

Permits issued by Safety and Permits by application method

— In person — Online

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Both median wait and service times for Safety and Permits have increased.

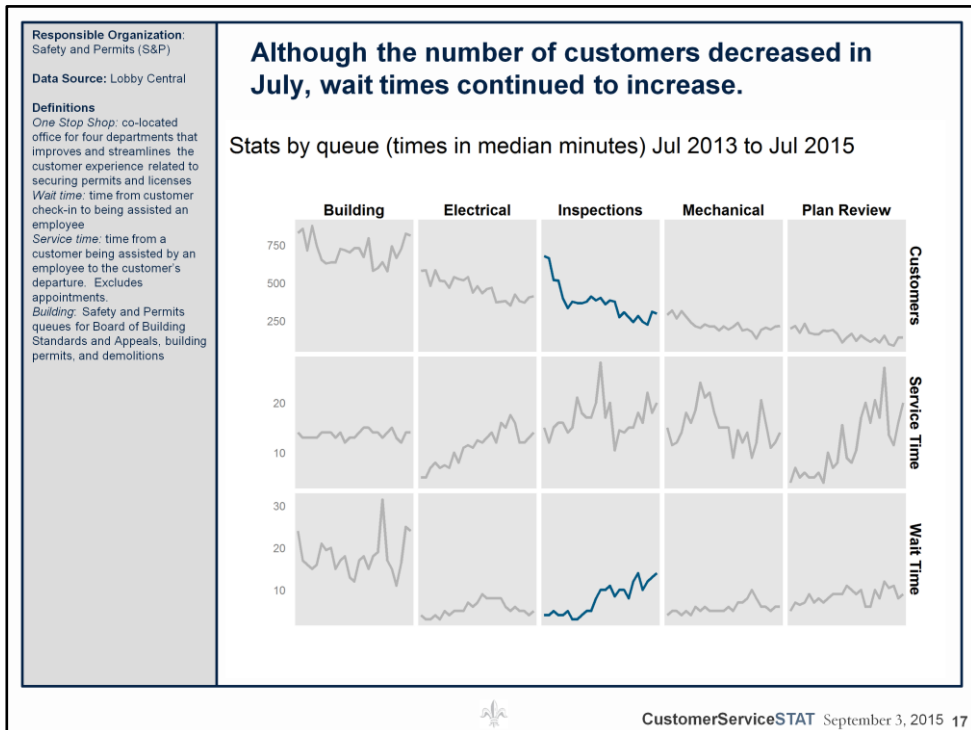The increase in wait and service times is attributed to members of the OSS staff being out of the office for vacations.

Although the number of customers decreased in July, wait times continued to increase.

Stats by queue (times in median minutes) Jul 2013 to Jul 2015
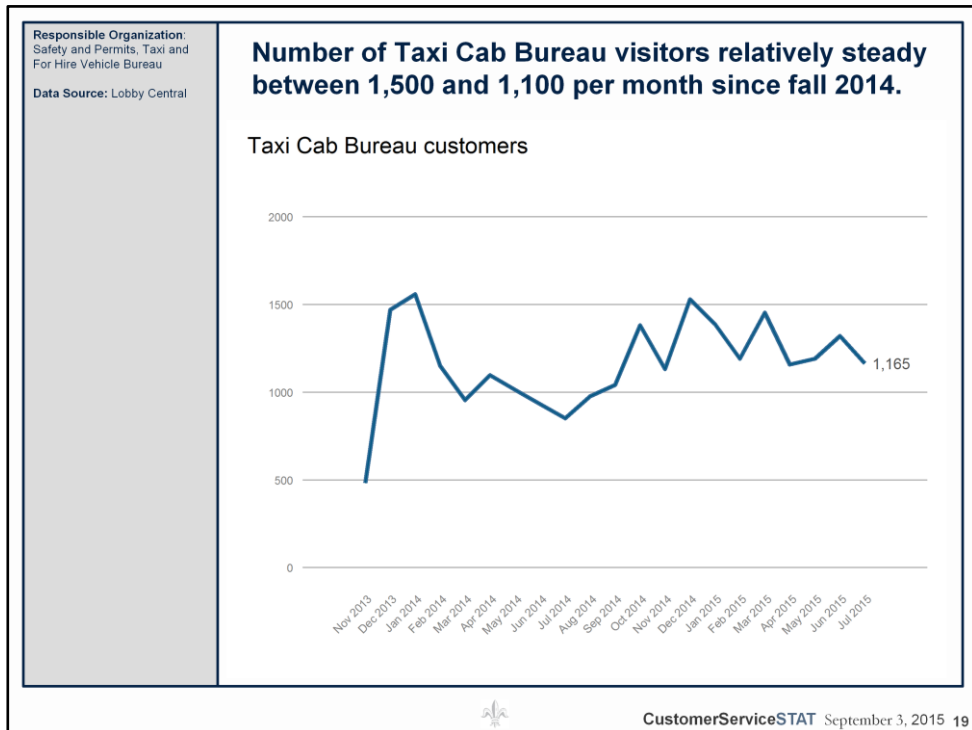
In July, two new inspectors were being trained, which led to increased wait and service times.

ONE STOP SHOP – TAXI CAB BUREAU

Responsible Organization: Safety and Permits, Taxi and For Hire Vehicle Bureau

Data Source: Lobby Central

Number of Taxi Cab Bureau visitors relatively steady between 1,500 and 1,100 per month since fall 2014.
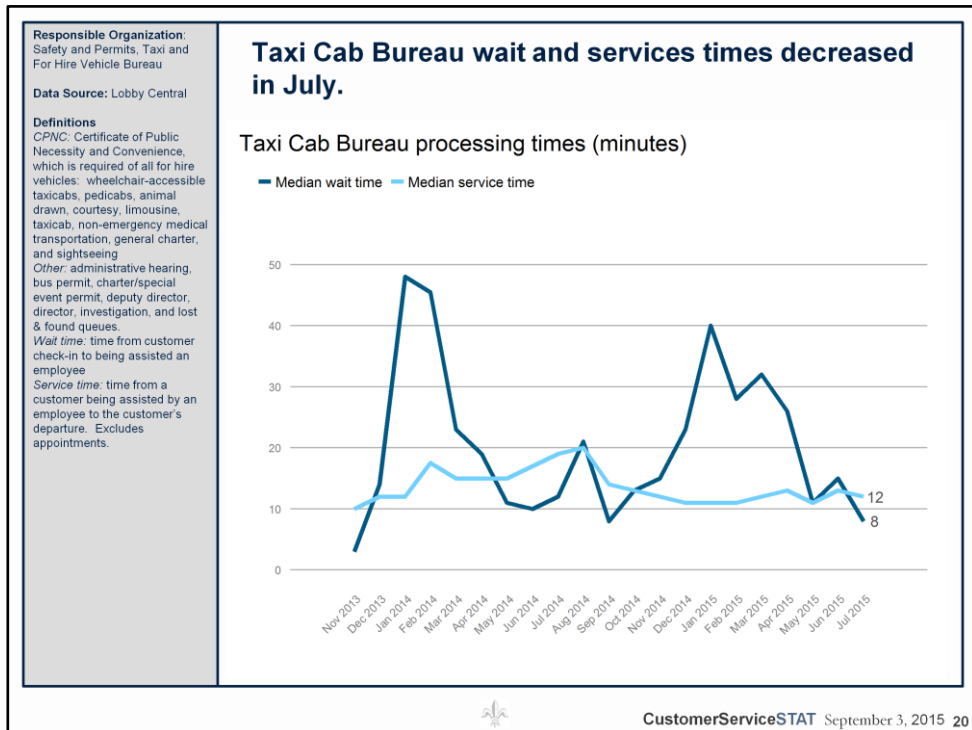
Taxi Cab Bureau customers

1,165

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In 2016 the Taxi Cab Bureau will be begin renewing CPNC licenses earlier, and staggering the others throughout the rest of the year.

Responsible Organization: Safety and Permits, Taxi and For Hire Vehicle Bureau

Data Source: Lobby Central

Definitions
CPNC: Certificate of Public Necessity and Convenience, which is required of all for hire vehicles: wheelchair-accessible taxicabs, pedicabs, animal drawn, courtesy, limousine, taxicab, non-emergency medical transportation, general charter, and sightseeing
Other: administrative hearing, bus permit, charter/special event permit, deputy director, director, investigation, and lost & found queues.
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.

Taxi Cab Bureau wait and services times decreased in July.

Taxi Cab Bureau processing times (minutes)

— Median wait time — Median service time

Appointments were scheduled in advance, which led to faster processing times.

Responsible Organization: Safety and Permits, Taxi and For Hire Vehicle Bureau

Data Source: Lobby Central

Definitions
CPNC: Certificate of Public Necessity and Convenience, which is required of all for hire vehicles: wheelchair-accessible taxicabs, pedicabs, animal drawn, courtesy, limousine, taxicab, non-emergency medical transportation, general charter, and sightseeing
*Other*: administrative hearing, bus permit, charter/special event permit, deputy director, director, investigation, and lost & found queues.
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.

Number of citation customers remains consistent, while the average wait and service times increased.

Stats by queue (times in median minutes) Jul 2013 to Jul 2015

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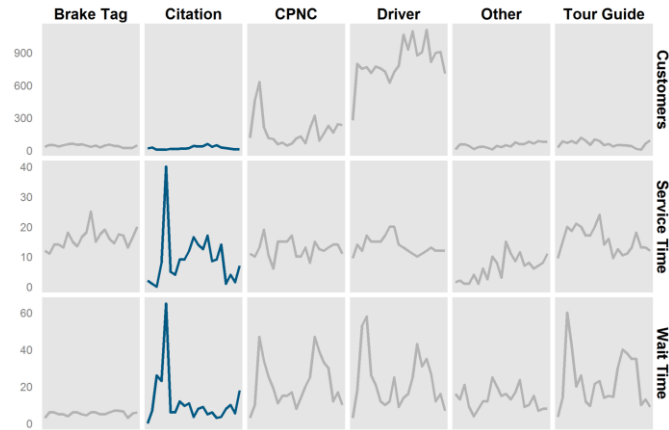
ONE STOP SHOP – VCC, CPC, HDLC.

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

Data Source: Lobby Central

One Stop Shop customers for other queues decreased slightly from June to July.

CPC, VCC, HDLC customers
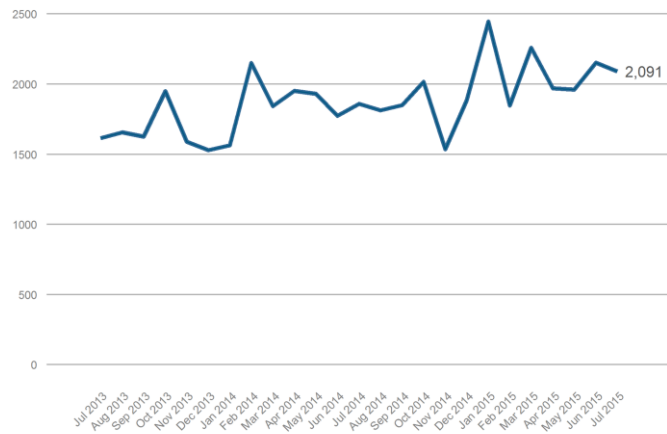
2,091

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

Data Source: Lobby Central

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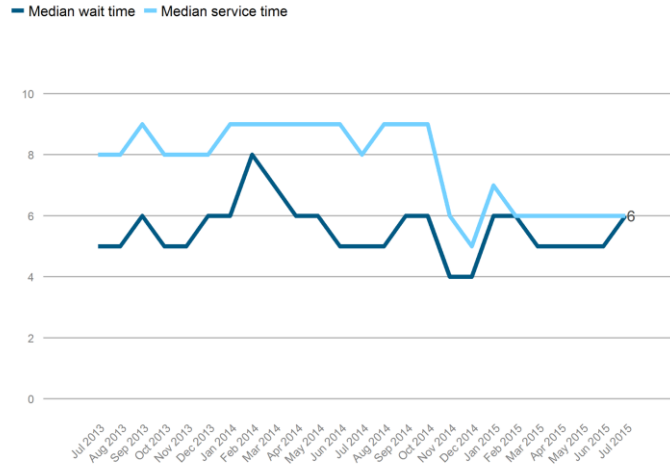*Business intake:* applications for occupational licenses to conduct business
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses
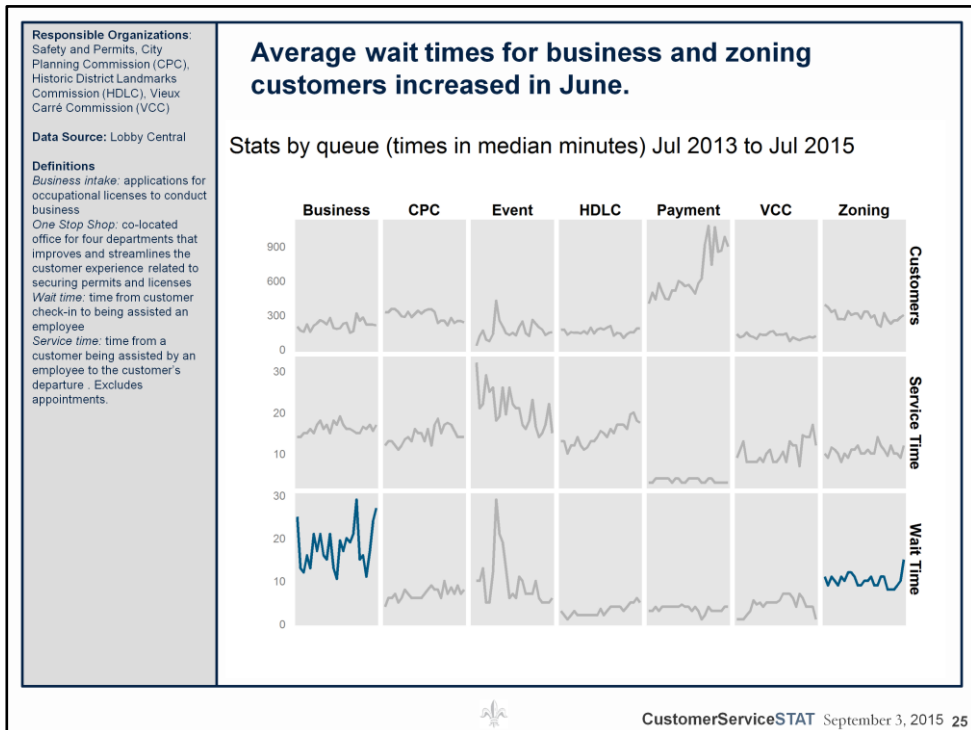*Wait time:* time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure . Excludes appointments.

While median wait times increased, service times stayed constant.

CPC, VCC, HDLC processing time (minutes)

— Median wait time   — Median service time

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.

Average wait times for business and zoning customers increased in June.

Stats by queue (times in median minutes) Jul 2013 to Jul 2015

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Business and Zoning wait times are responsible for the increase in overall wait times for OSS (see previous slide).
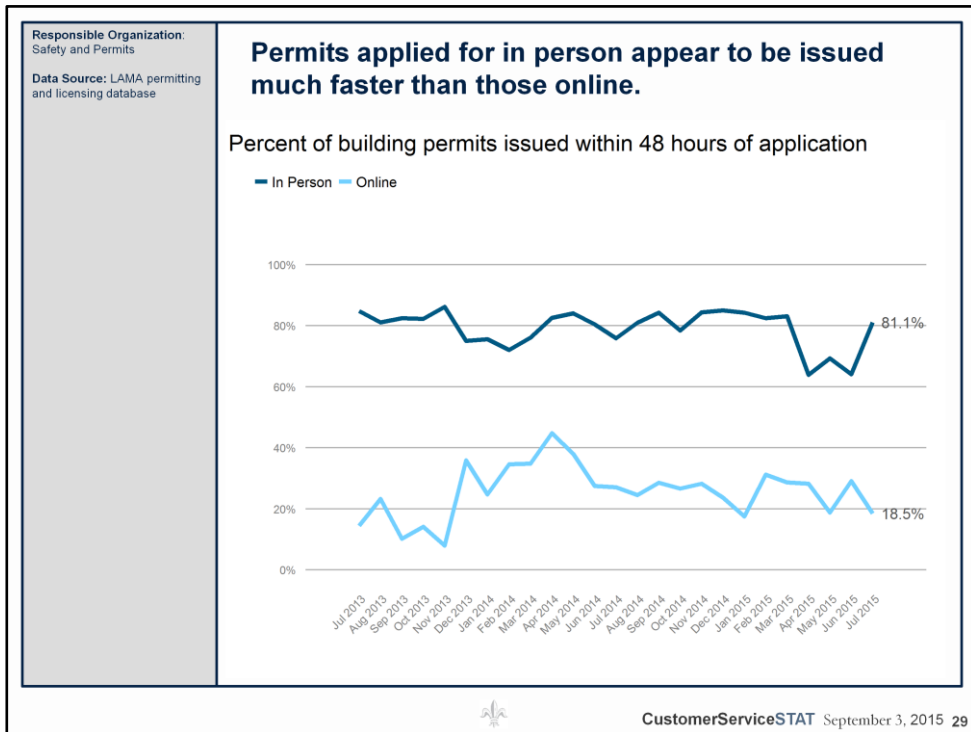
PERMITTING

The number of residential permits issued decreased in July.
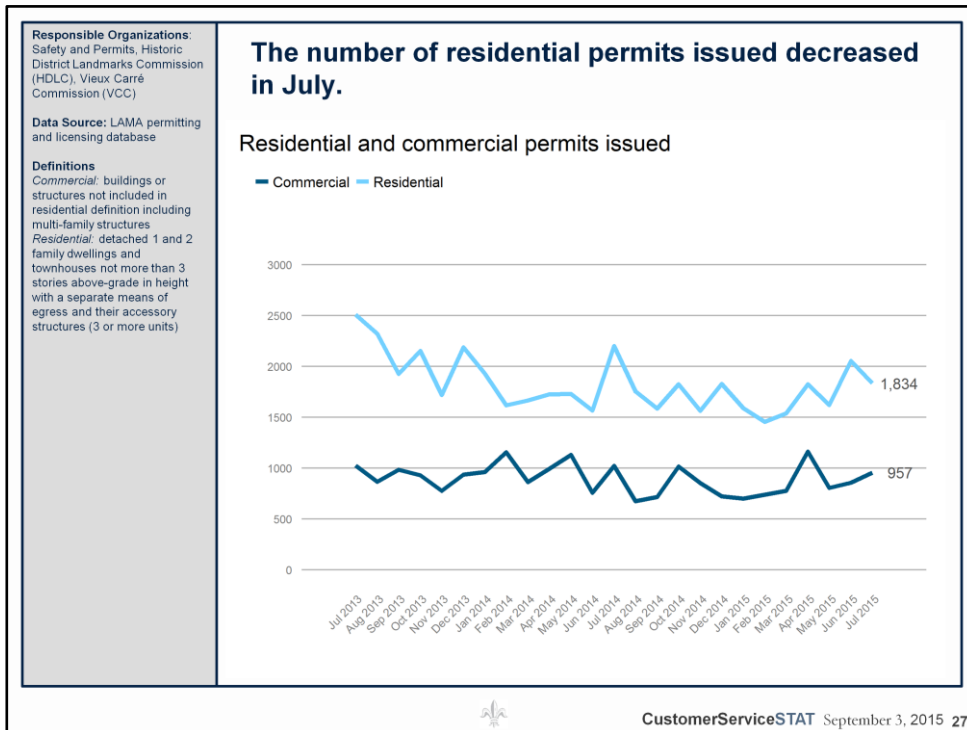
This measure is seasonal.

The average number of days to issue commercial and residential permits decreased in July.
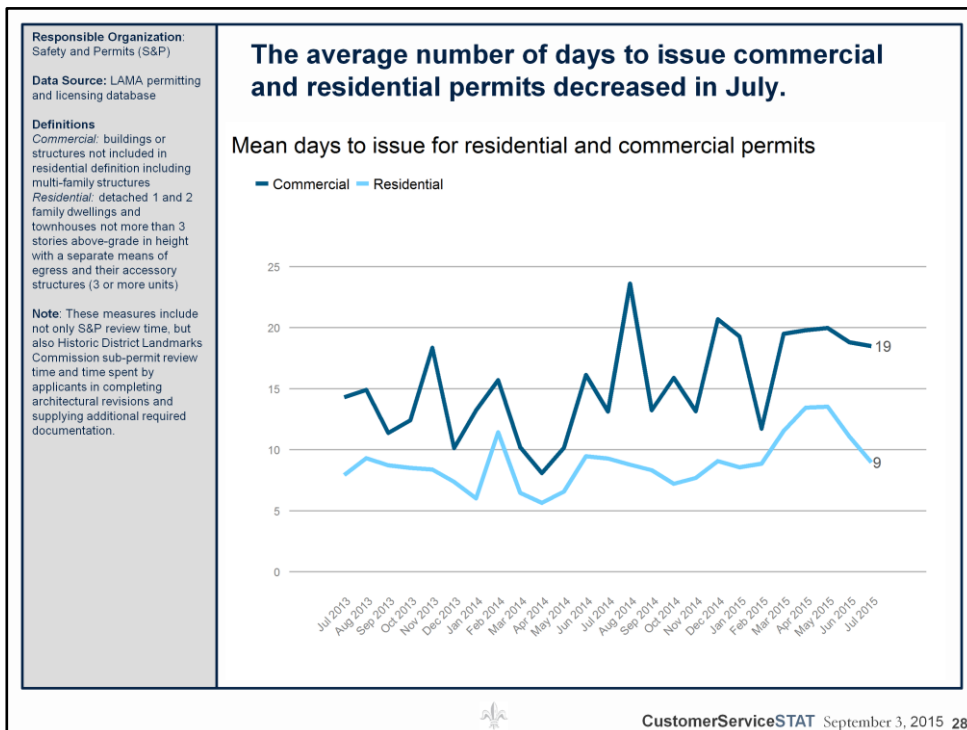
Safety and Permits would like to get the commercial and residential averages down to 15 and 7 days, respectively.

Permits applied for in person appear to be issued much faster than those online.

Percent of building permits issued within 48 hours of application

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

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The low percentage of online permits issued within 48 hours has been attributed to small number of staff that is able to handle them.

Responsible Organization: Historic District Landmarks Commission (HDLC),

Data Source: LAMA permitting and licensing database

Almost all HDLC permits issued were done within target of three days since February 2015.

Number and days to issue HDLC permits

■ Issued in more than three days ■ Issued in three days
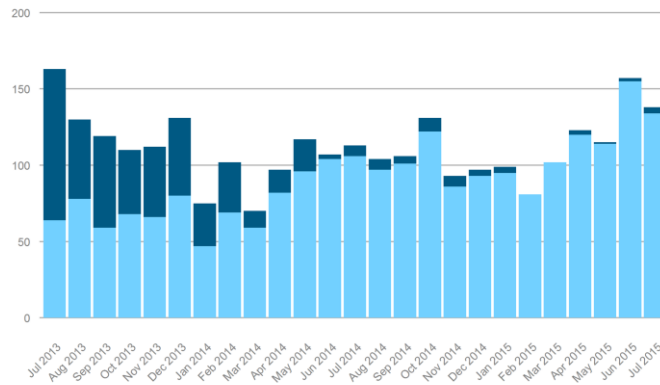
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Key Performance Indicators

| KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average/median wait time to apply for new building permit (minutes)	33.2	◆	20	< 18	△
Average/median wait time to apply for any license or permit (minutes)	22.5	◆	10	< 18	●
Average/median wait time to apply for new occupational license (minutes)	31	◆	19	< 18	△
Average/median wait time to make a payment (minutes)	16.9	◆	3	< 6	●
Percent of permit and license applications received online	37.5%	●	29	> 20%	●
Average number of days to issue commercial permits	13.8	●	18	< 15	◆
Average number of days to issue residential permits	7.4	●	11	< 8	◆

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After hiring a fifth permit analyst, Safety and Permits is expected to reach all goals by the end of the year.
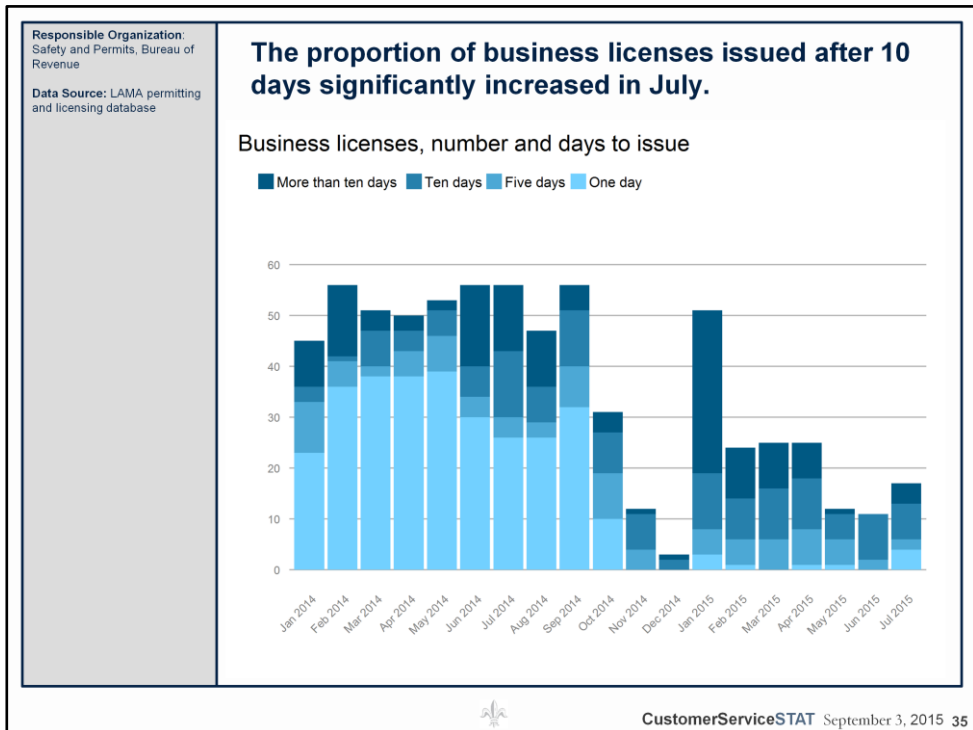
REVENUE
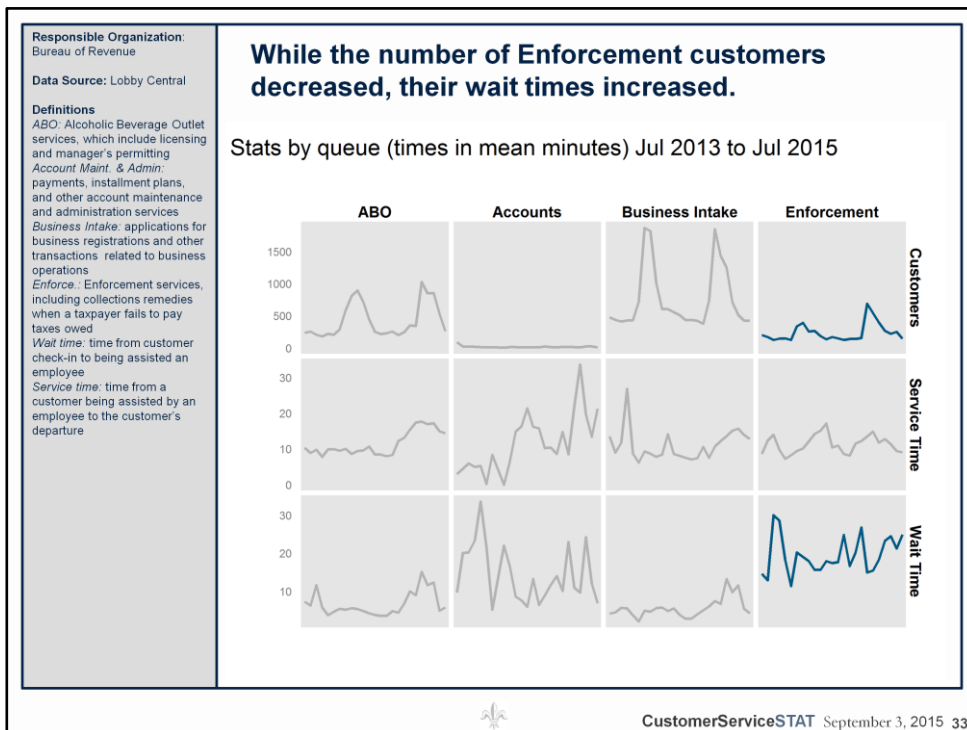
It has been noted that Revenue only has one agent in the office taking care of customers that have received subpoenas from enforcement.

LICENSES

Responsible Organization: Safety and Permits, Bureau of Revenue

Data Source: LAMA permitting and licensing database

The proportion of business licenses issued after 10 days significantly increased in July.

Business licenses, number and days to issue

Legend: More than ten days ■ Ten days ■ Five days ■ One day

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Members of OSS say that the data represented here measure from when applications are filed, until businesses receive an official account number. Findings in this slide influenced the addition of Action Item 6.

Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: LAMA permitting and licensing database

Note: Through January 2014, the measurement of the number of days to issue operator/driver and tour guide permits was affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. In February 2014, the tracking method was changed, and the measure now more accurately reflects the Bureau's performance. However, the issuance dates used to calculate the average number of days currently reflect the dates the files were scanned into LAMA, which typically fall after the actual permit issuance date.

The number of CPNC permits issued declined sharply from June to July.

Number of operator permits issued
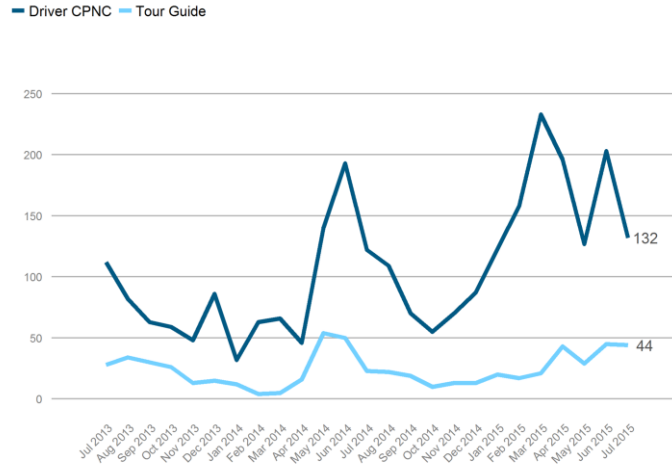
— Driver CPNC — Tour Guide

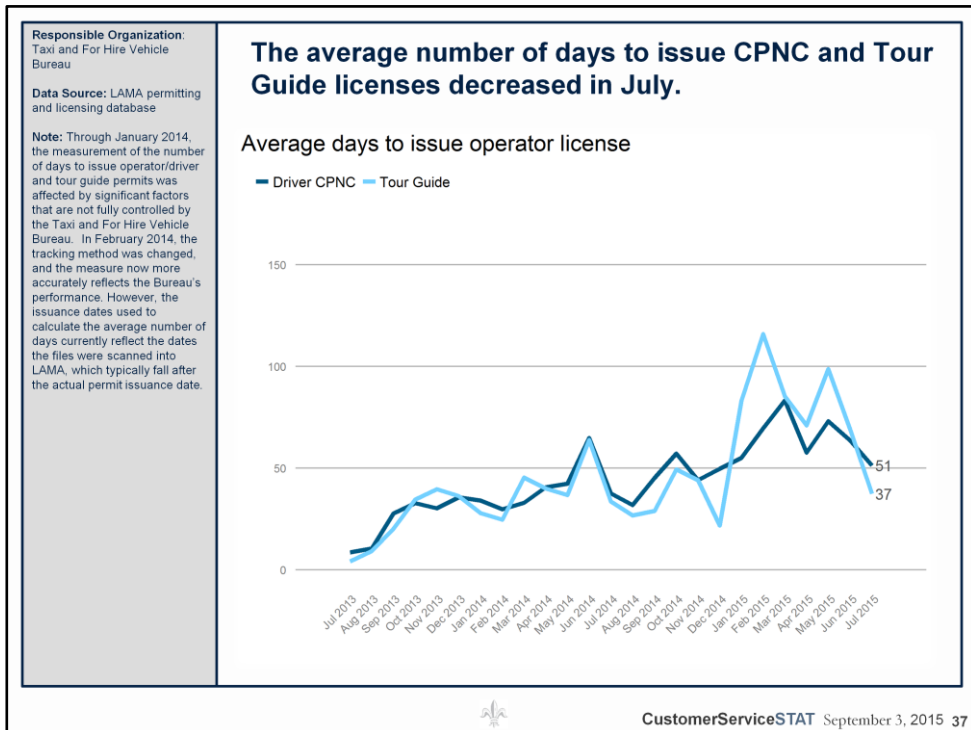**Responsible Organization:** Taxi and For Hire Vehicle Bureau

Data Source: LAMA permitting and licensing database

Note: Through January 2014, the measurement of the number of days to issue operator/driver and tour guide permits was affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. In February 2014, the tracking method was changed, and the measure now more accurately reflects the Bureau's performance. However, the issuance dates used to calculate the average number of days currently reflect the dates the files were scanned into LAMA, which typically fall after the actual permit issuance date.

The average number of days to issue CPNC and Tour Guide licenses decreased in July.

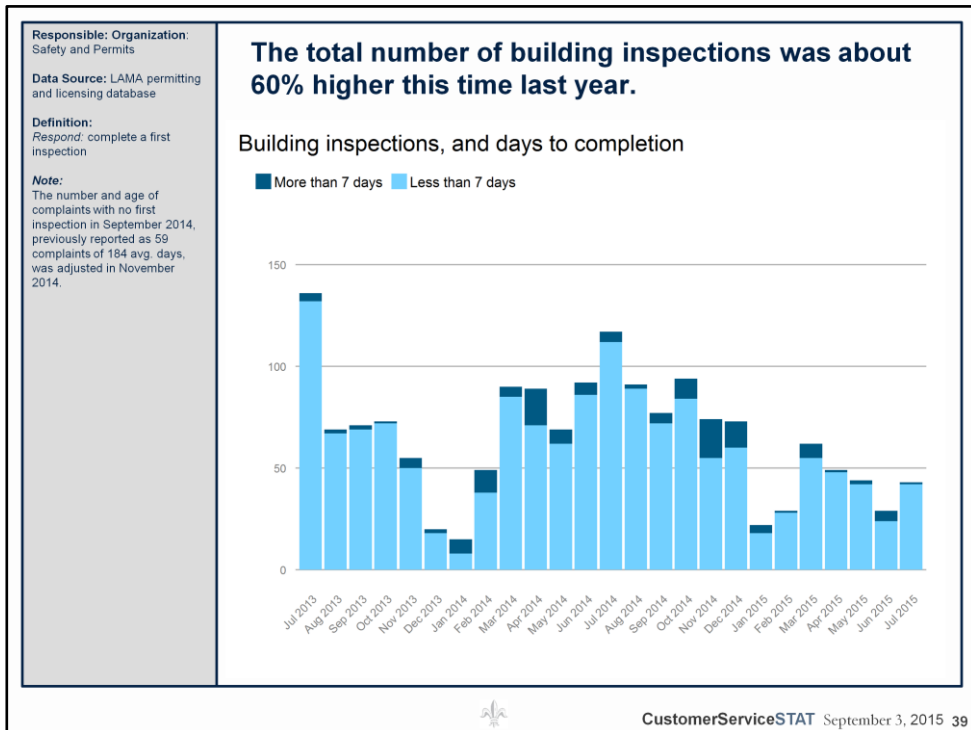Average days to issue operator license

— Driver CPNC — Tour Guide

This statistic relies heavily on sources outside of the departments control; such as the applicants schedule and the amount of time to receive background check information.
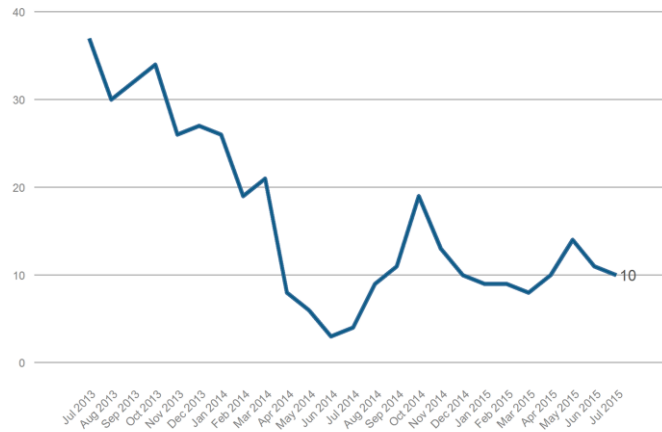
COMPLAINTS

Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Definition:
Respond: complete a first inspection

Note:
The number and age of complaints with no first inspection in September 2014, previously reported as 59 complaints of 184 avg. days, was adjusted in November 2014.

The total number of building inspections was about 60% higher this time last year.

Building inspections, and days to completion

■ More than 7 days ■ Less than 7 days

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Fewer complaints have been filed regarding building inspections.

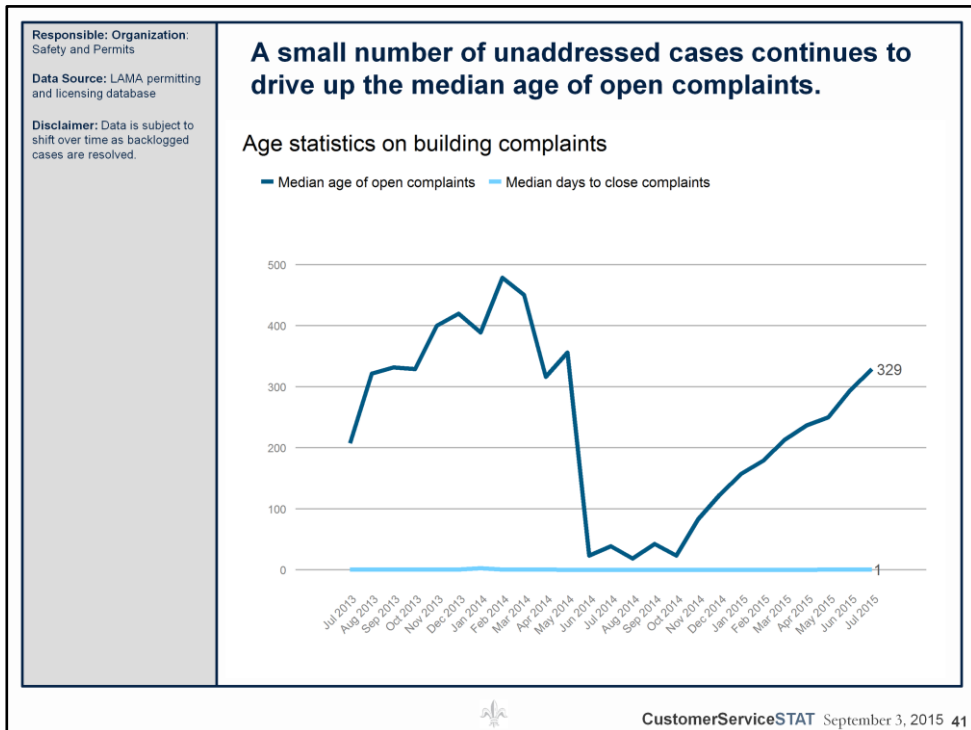**Responsible: Organization:** Safety and Permits

Data Source: LAMA permitting and licensing database

For the second month in a row, the number of open building complaints has decreased.

Number of open building complaints at end of each month

The cases that are driving up the median age of open building complaints are remaining open for legal purposes.
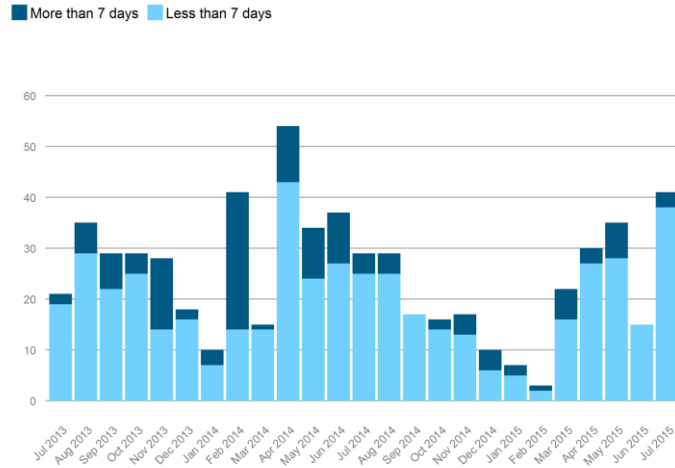
Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting and licensing database

Definition:
Respond: complete a first inspection

Note:
The number and age of complaints with no first inspection in September 2014, previously reported as 59 complaints of 184 avg. days, was adjusted in November 2014.

The majority of zoning inspections were completed within target of seven days in July.
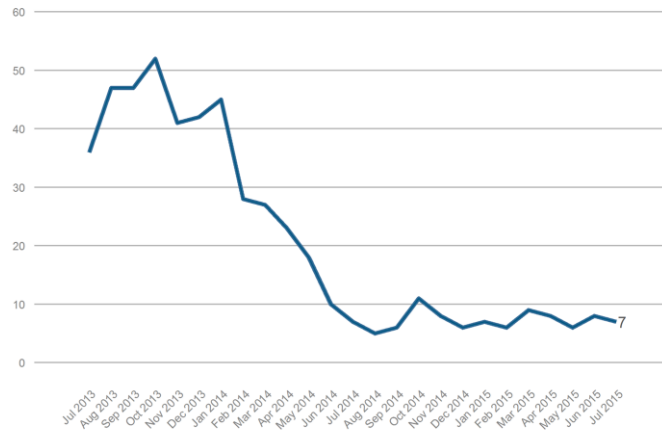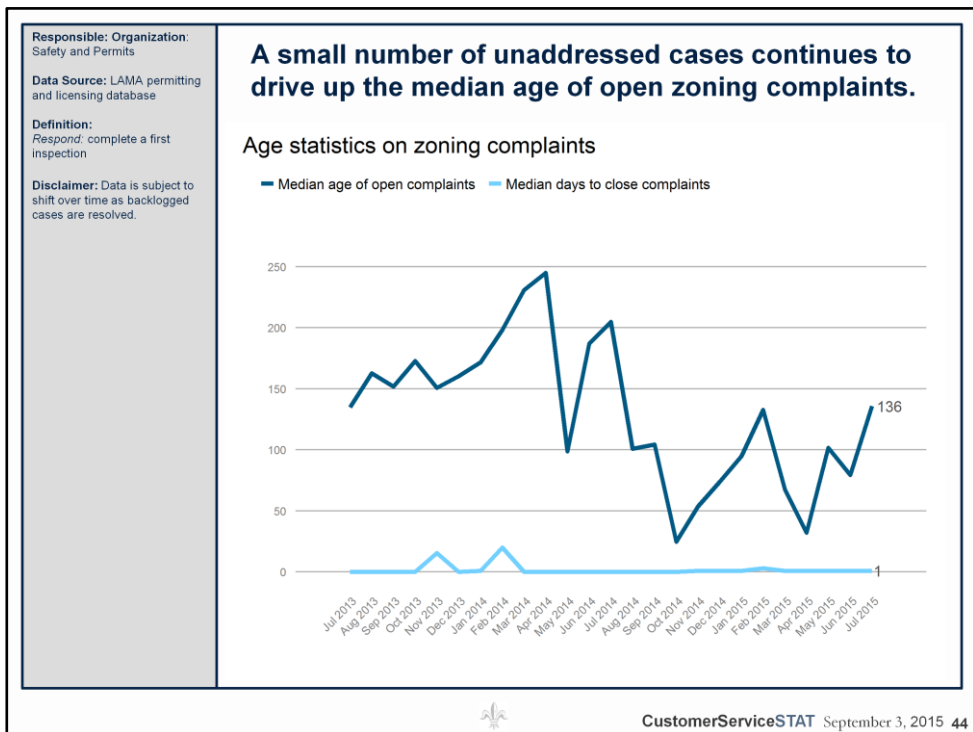
Zoning inspections, and days to completion

■ More than 7 days ■ Less than 7 days

Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Number of open zoning complaints remains low in July.

Number of open zoning complaints at end of each month

Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Definition:
Respond: complete a first inspection

Disclaimer: Data is subject to shift over time as backlogged cases are resolved.

A small number of unaddressed cases continues to drive up the median age of open zoning complaints.

Age statistics on zoning complaints

— Median age of open complaints — Median days to close complaints

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The cases that are driving up the median age of open zoning complaints are remaining open for legal purposes.

Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting and licensing database

Note:
The number and age of complaints with no first inspection in September 2014, previously reported as 59 complaints of 184 avg. days, was adjusted in November 2014.

The number of complaints open with no first inspection within 30 days continues to decrease.

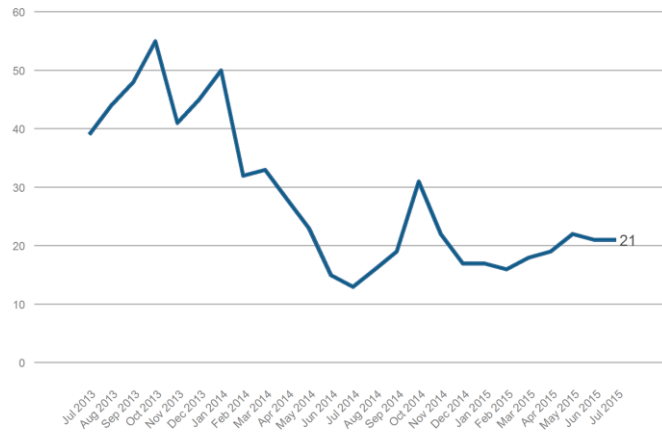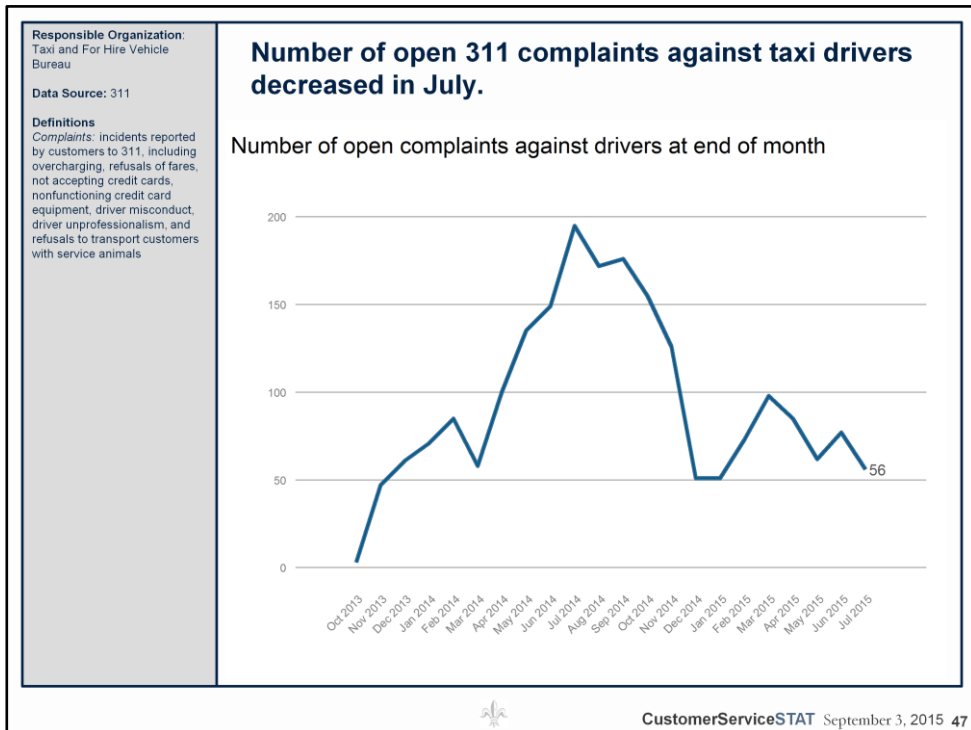Complaints with no first inspection within 30 days
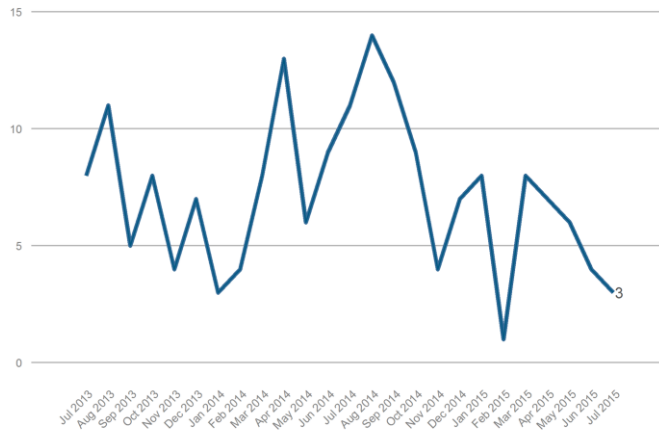
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Responsible: Organization: Safety and Permits

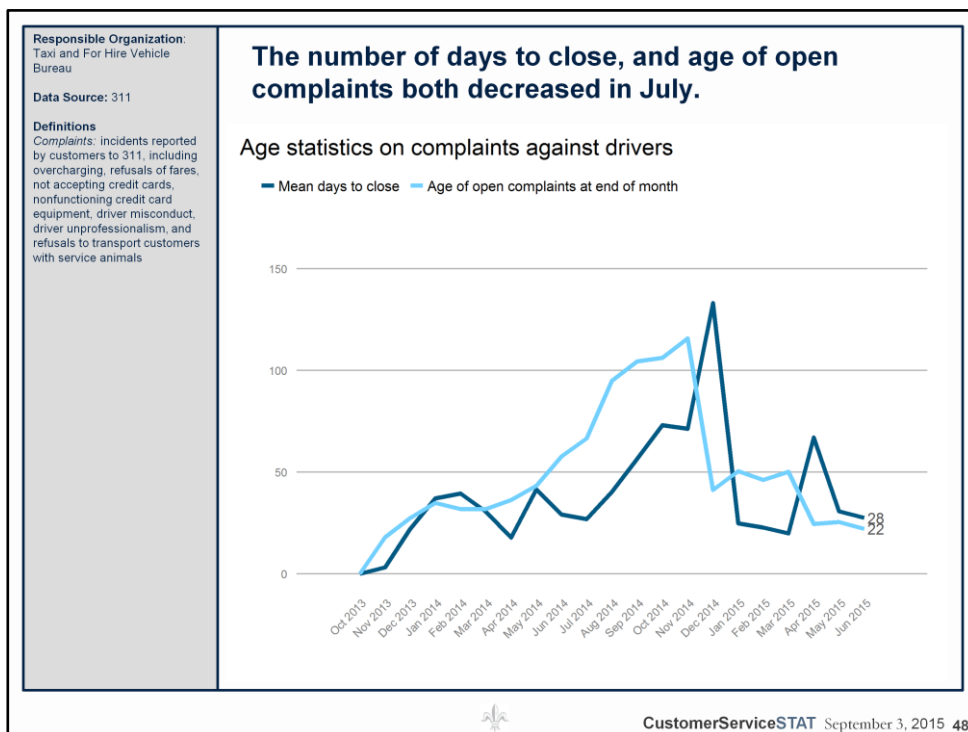**Data Source:** LAMA permitting and licensing database

The number of open complaints was consistent from June to July.

Number of open complaints at end of each month

This number is expected to decrease during the summer months, when requests for taxi services decline.

Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: 311

Definitions
Complaints: incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service animals

The number of days to close, and age of open complaints both decreased in July.

Age statistics on complaints against drivers

■ Mean days to close ■ Age of open complaints at end of month

Individuals are given 30 days to respond to notices.

Key Performance Indicators

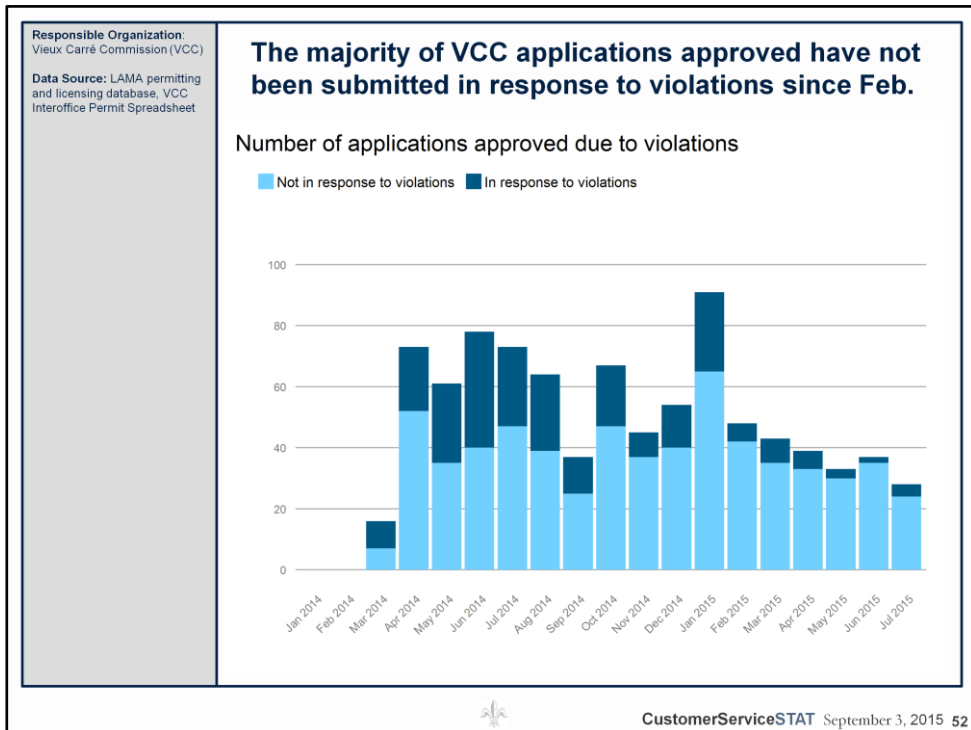|	2014		2015		
KPI	Actual	Target Met?	Actual	Target	Status
Average number of days to respond to building complaints	4	🟢	2	< 7	🟢
Average number of days to respond to zoning complaints	0.4	🟢	9	< 7	🔴
Average number of days to complete business license inspection requests	7.71	🔴	6	< 7	🟢

VCC
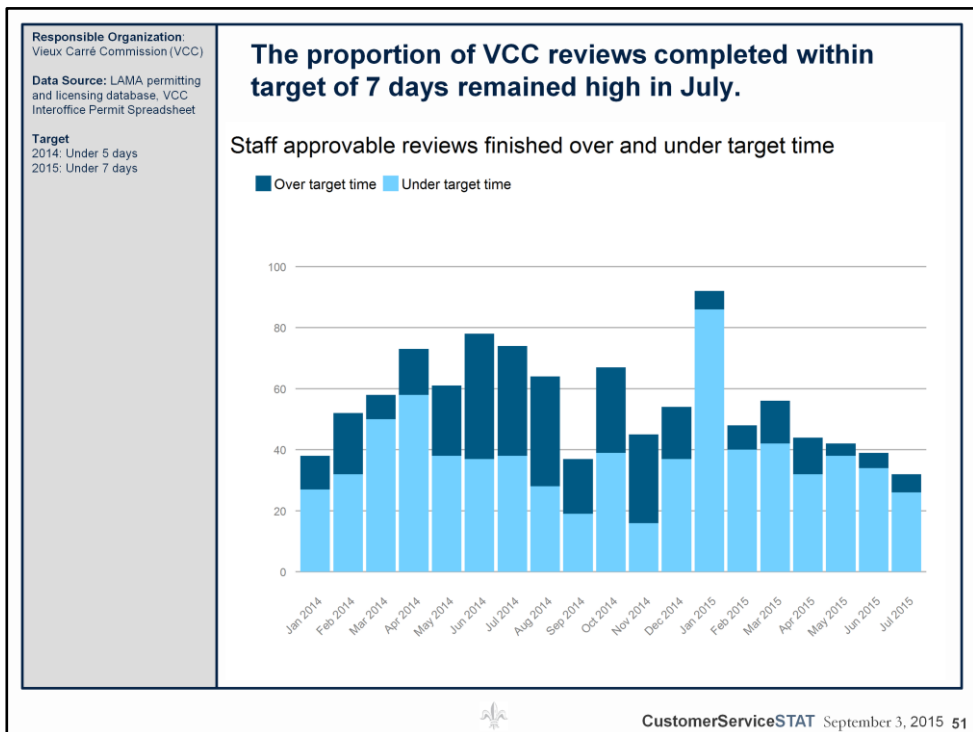
As cases become more complicated, they tend to take longer to resolve.

More people are in compliance after being sent violation notices.

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?