CITY OF NEW ORLEANS

CustomerServiceSTAT

May 7, 2015
(Reporting Period: March 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.
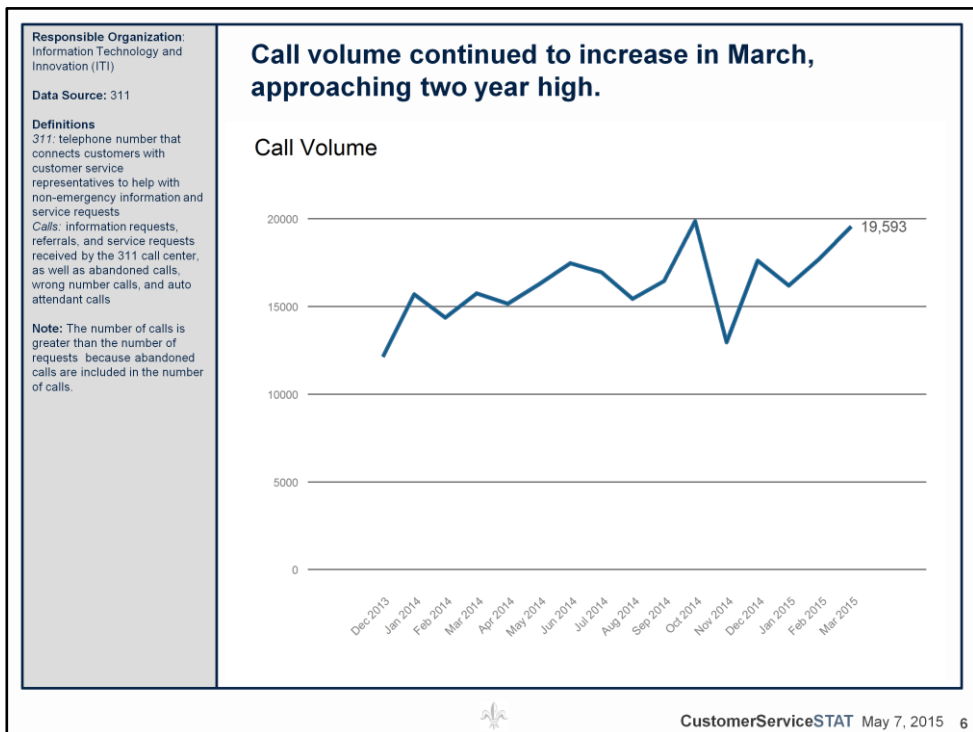
Action Items

Assigned	Responsible Parties	Action Item	Due	Status
11/6/2014	J. Munster	Research offering Taxi Cab Bureau trainings online	TBD	
9/4/2014	L. Hesdorffer, J. Munster	Align enforcement processes to capture same data as Safety and Permits and Taxi Cab Bureau enforcements	Ongoing	

311

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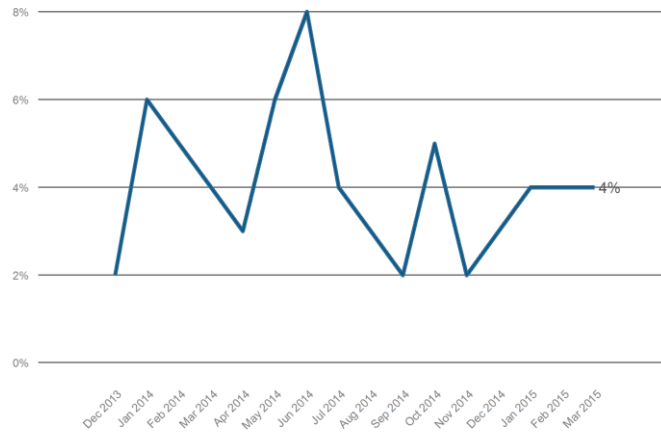
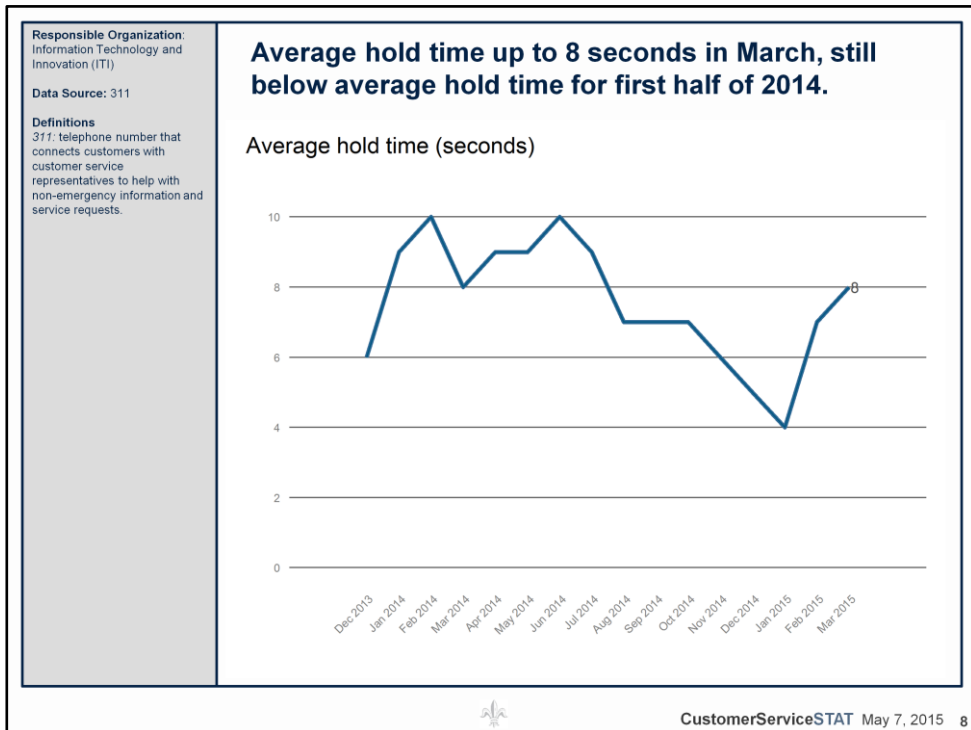**Data Source:** 311

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.

Call volume continued to increase in March, approaching two year high.

Call Volume

19,593

Onboarding of Revenue department and other City departments increasing number of 311 calls in the long term.

Call abandonment rate steady at 4% in first quarter of 2015.

Abandonment Rate

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.

Average hold time up to 8 seconds in March, still below average hold time for first half of 2014.

Average hold time (seconds)

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The target for this metric is 15 seconds, which 311 is well below.

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

First call resolution rate remained in the mid 60% territory in first quarter of 2015.

First call resolution rate

63%

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The target for this measure is 70%. Ken Davis and DM Kopplin discussed that onboarding new departments, especially ones which field very case-specific questions such as Revenue, can depress first call resolutions.

Strong performance from Operator 5 again in March.

Operator scores

Top three service requests remained large item pickup, pothole, and street light in March.

Top service requests

— Large Item Trash/Garbage Pickup — Pothole/Roadway Surface Repair — Street Light

* Spike in street light requests in August 2013 due to
contractor entering data in 311. Not reflective of citizen
demand.
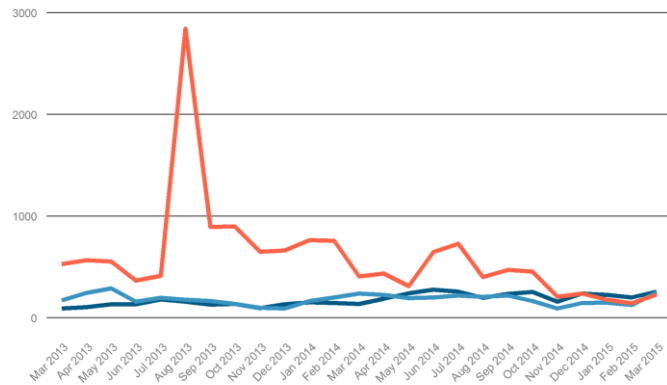
Key Performance Indicators

KPI	2014			2015		
	Actual	Target Met?		Actual	Target	Status
Rate of 311 call abandonment	4.6%	🟢		4%	< 10%	🟢
Rate of 311 call resolution	62%	🔺		65%	> 70%	🔺

ONE STOP SHOP – SAFETY & PERMITS

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Responsible Organization:
Safety and Permits (S&P)

Data Source: Lobby Central

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

Number of customers to Safety and Permits jumped up in March.

Safety and Permits customers

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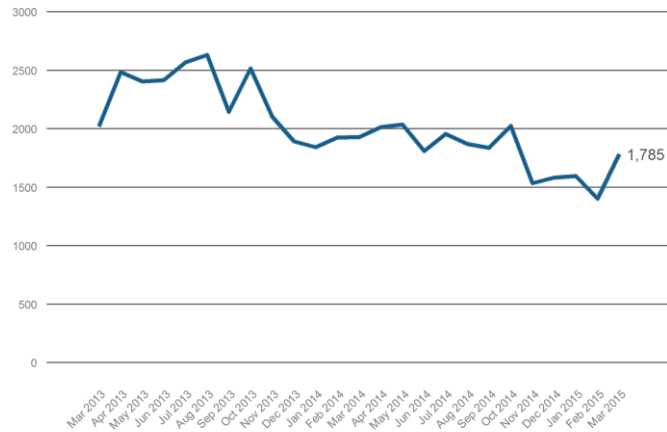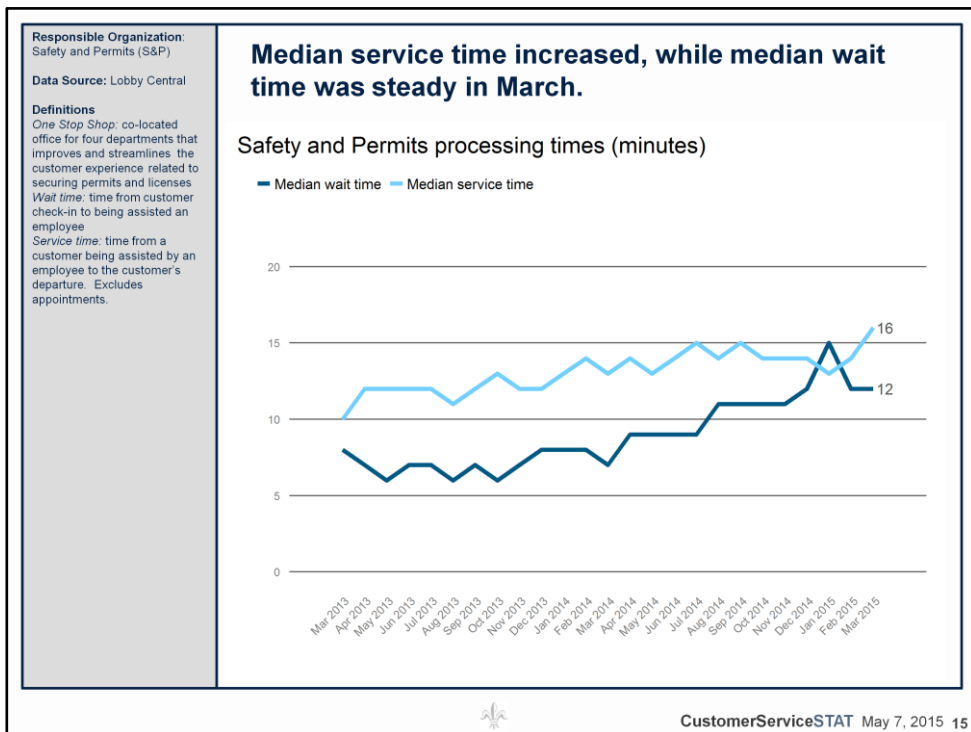
Two new building inspectors were brought on board in March, as was a new plan reviewer. Additionally, the department's primary plan reviewer was out sick for several weeks. These staffing circumstances likely account for the increase in median service time.
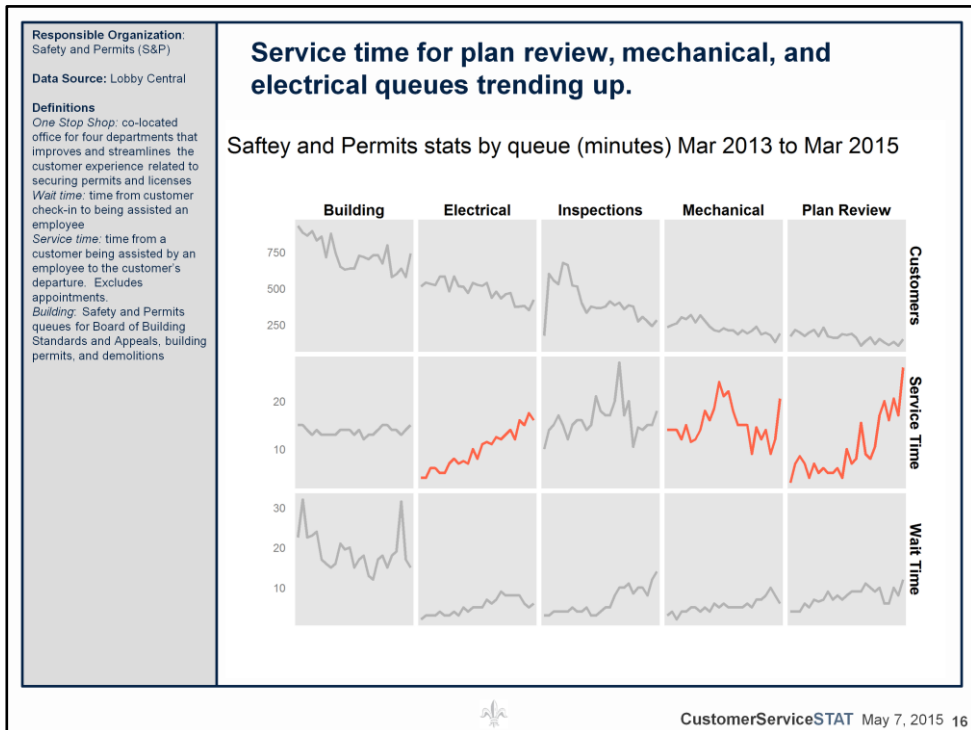
Jared Munster is going to look into the long term trend in electrical license service time. He suspects that it is due in part to a new, more comprehensive review process.
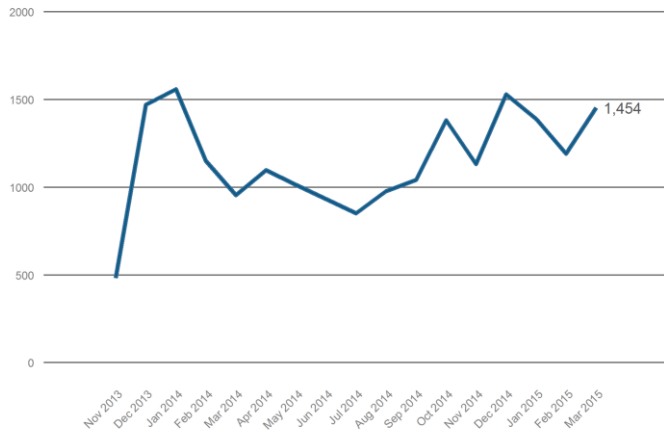
ONE STOP SHOP – TAXI CAB BUREAU

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

Data Source: Lobby Central

Volume of Taxi Cab Bureau customers increased in March.

Taxi Cab Bureau customers

1,454

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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.
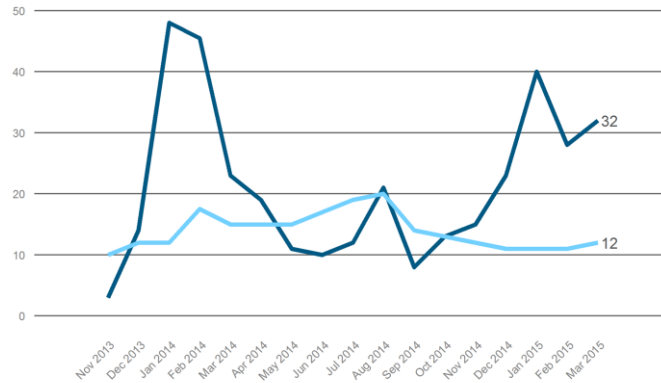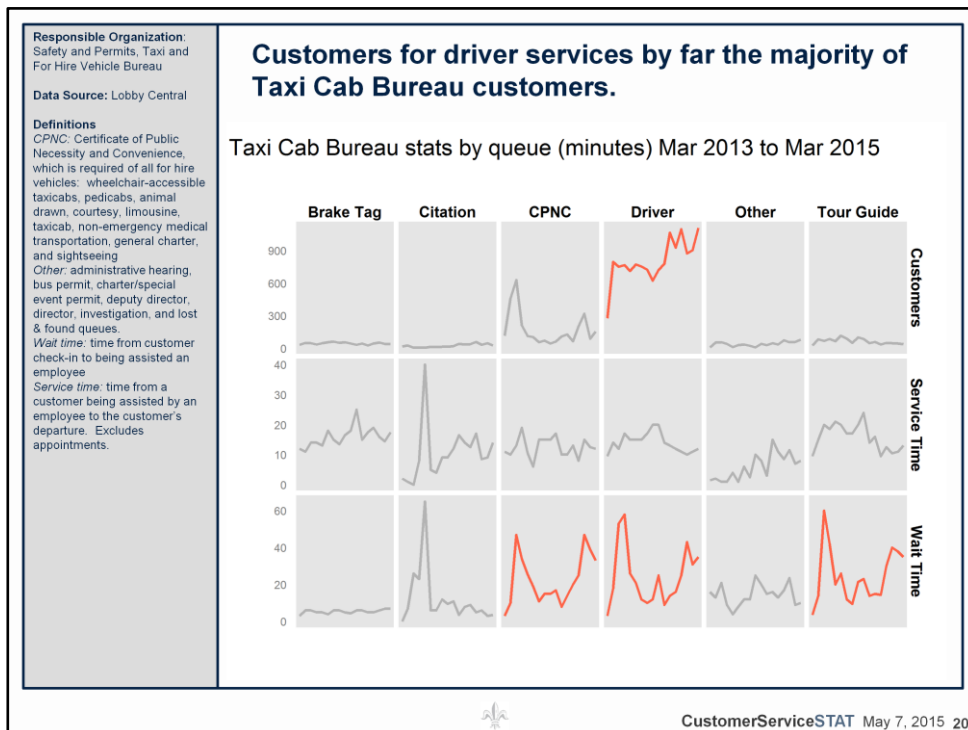*Wait time:* time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure. Excludes appointments.

Median wait time increased slightly, while service time remained steady in March.

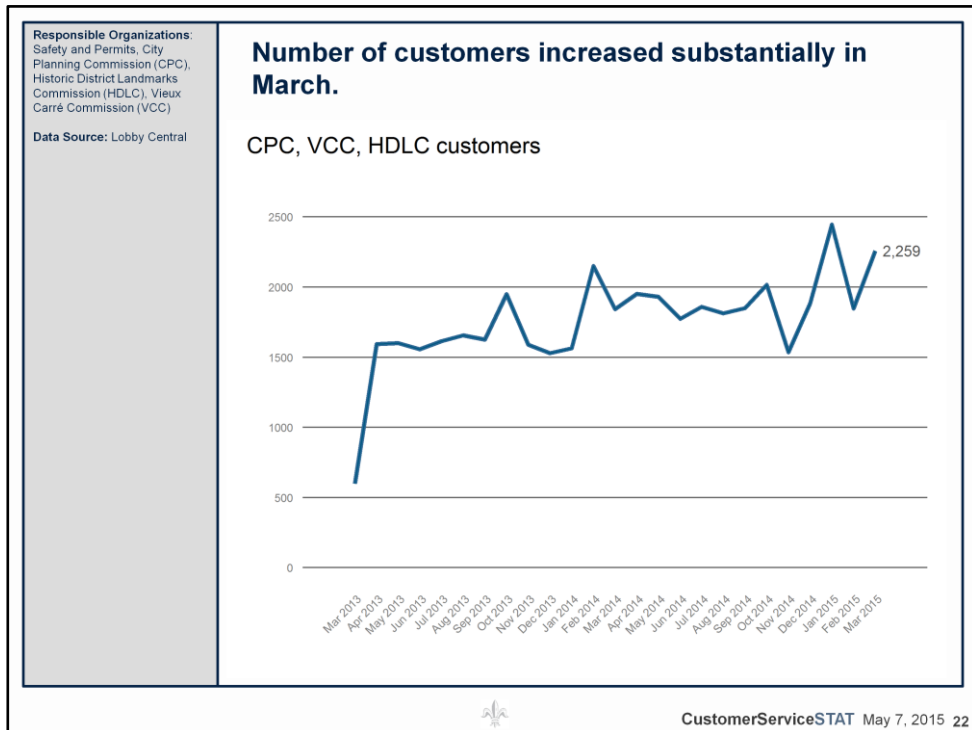Taxi Cab Bureau processing times (minutes)

— Median wait time — Median service time

The increase in the number of customers in the driver queue pushed up wait times across multiple queues.

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

Number of customers increased substantially in March.

CPC, VCC, HDLC customers

2,259

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The long term increase in customers is likely due to a change in CPC and HDLC policy. Neighborhood Participation Plans often require customers to make multiple visits to the approving agency.

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.

However, median wait and service times remained steady or decreased in March.
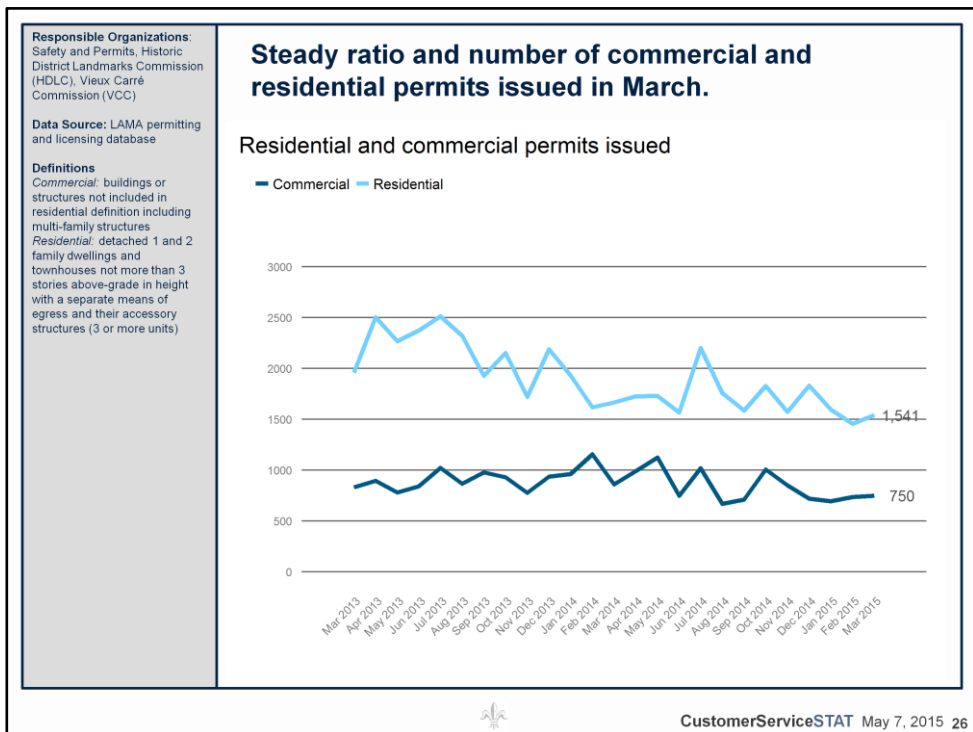
CPC, VCC, HDLC processing time (minutes)

— Median wait time — Median service time
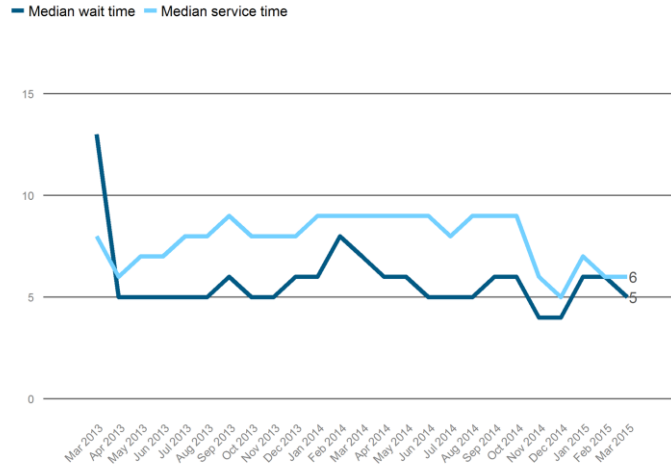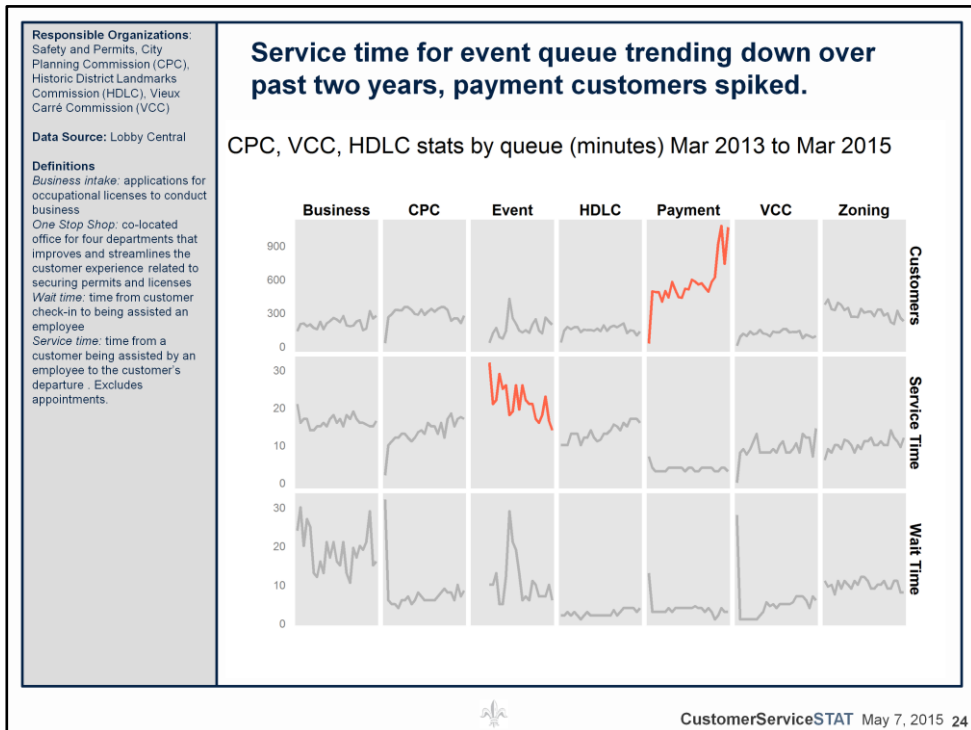
The long term decline in event permit processing times is due to staff training and new reviewers.

PERMITTING

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

Data Source: LAMA permitting and licensing database

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

Steady ratio and number of commercial and residential permits issued in March.

Residential and commercial permits issued

— Commercial — Residential

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Jared Munster noted that if the state legislature changed solar tax credits, it will probably impact permit applications.
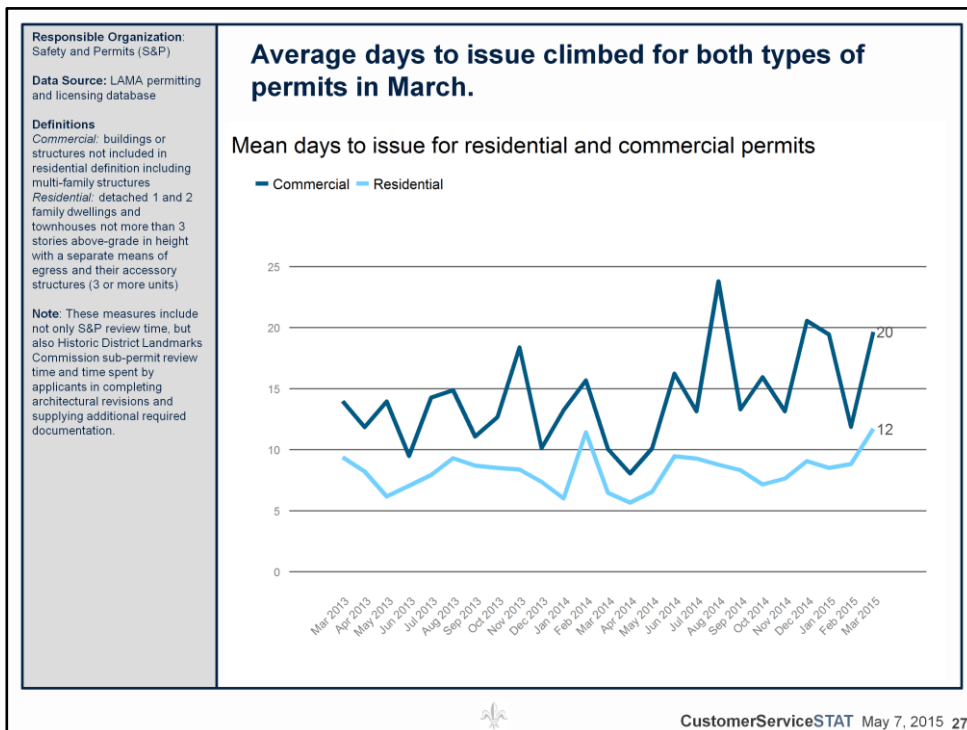
Jared Munster expects these statistics to decline in April with the training of new staff.

Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Percentage of building permits issued within 48 hours relatively steady in March.

Percent of building permits issued within 48 hours of application
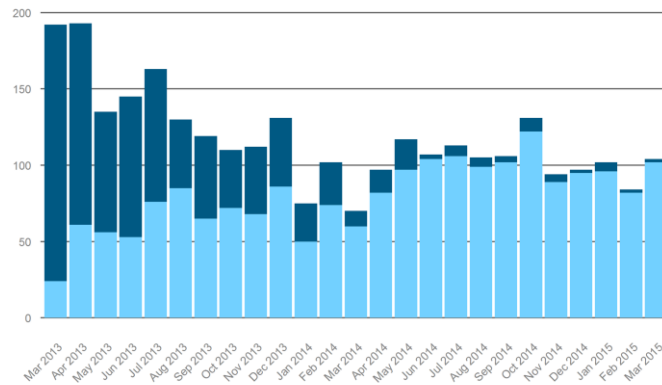
— In Person — Online

83.1%

28.6%
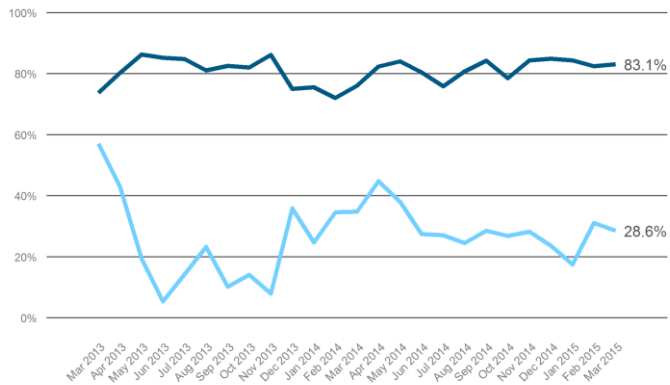
Responsible Organization:
Historic District Landmarks
Commission (HDLC),

Data Source: LAMA permitting
and licensing database

HDLC issued most permits within target time in March.

Number and days to issue HDLC permits

■ Issued in more than five days ■ Issued in five days

Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average wait time to apply for new building permit (minutes)	33.2	◆	25	< 18	◆
Average wait time to apply for any license or permit (minutes)	22.5	◆	23	< 18	◆
Average wait time to apply for new occupational license (minutes)	31	◆	25	< 18	◆
Average wait time to make a payment (minutes)	16.9	◆	14	< 5	◆
Percent of permit and license applications received online	37.5%	●	25%	> 20%	●
Average number of days to issue commercial permits	13.8	●	17	< 15	⚠
Average number of days to issue residential permits	7.4	●	10	< 8	⚠

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Jen Cecil noted that the KPIs for Safety and Permits for March and April alone are below or at target. The overall 2015 KPIs are currently being kept off target by a poor January and February, which saw major spikes in customers due to CPNC permit renewals, the return of FBI background checks, and some staff turnover.

REVENUE
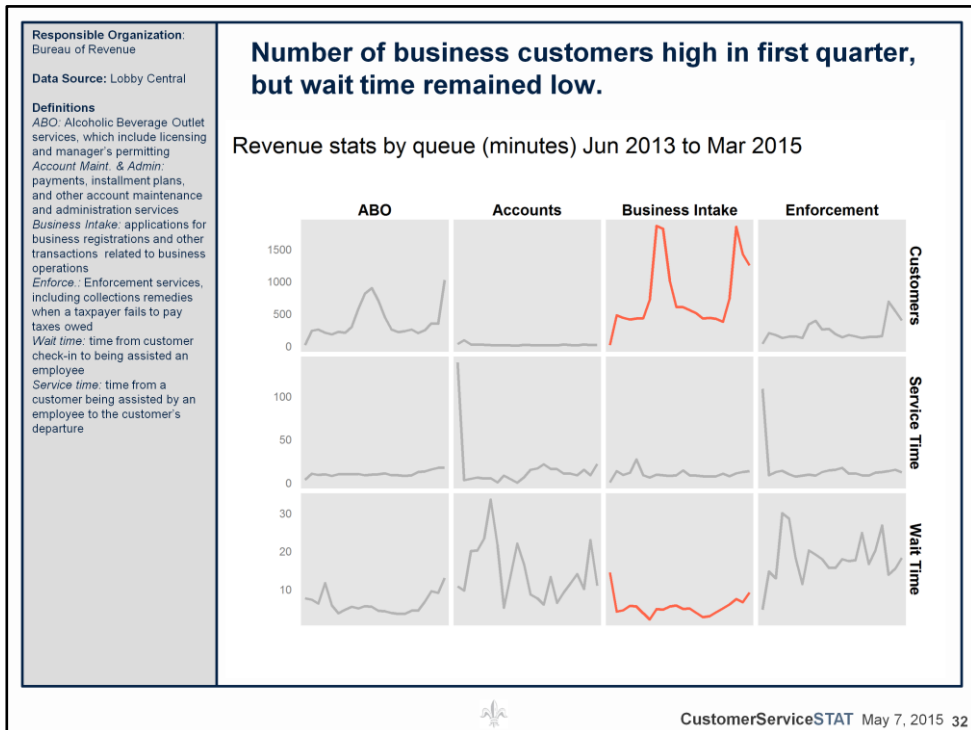
The increase in customers in the business intake queue did not significantly affect wait times for that queue.

LICENSES

Number of mechanical licenses issued in one day same between March and February.

Mechanical licenses, number and days to issue

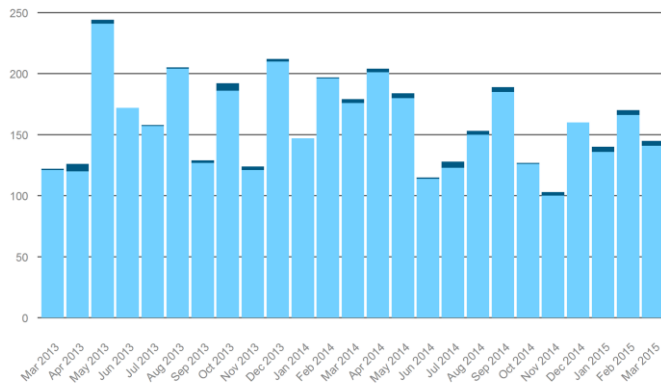Business license issuance time lagging behind 2014 performance in first quarter 2015.
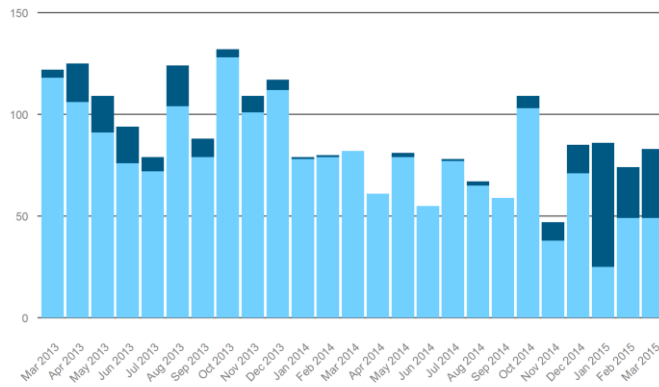
Responsible Organization: Safety and Permits, Bureau of Revenue

Data Source: LAMA permitting and licensing database

Business licenses, number and days to issue

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

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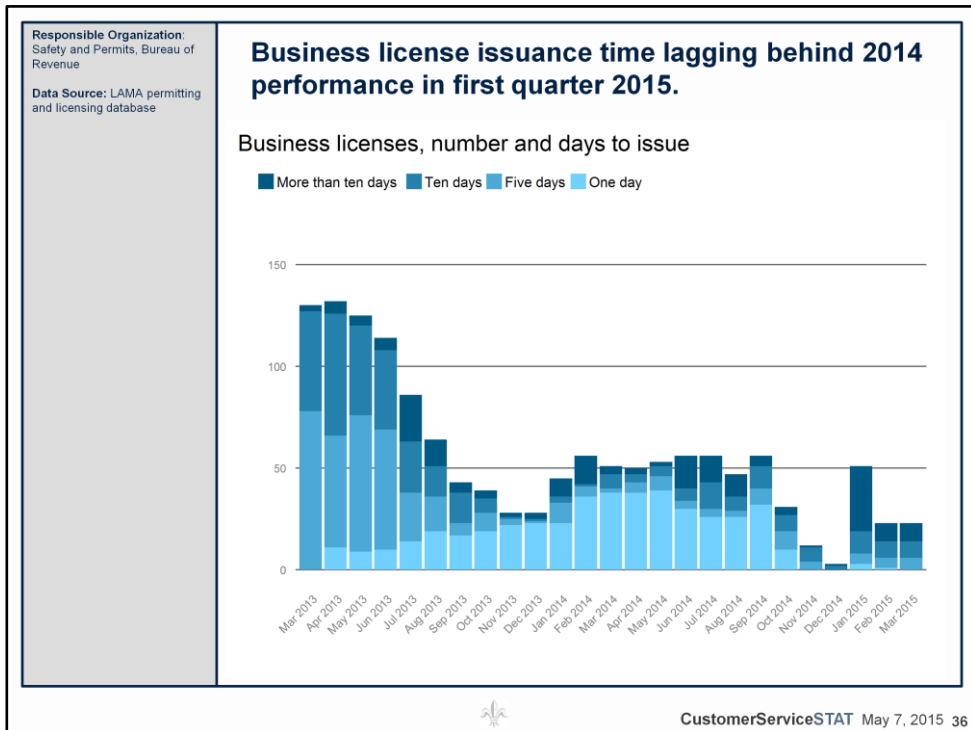
The Riverwalk opening in March, April, and June of 2014 caused an unusually high number of business licenses to be issued on the same day as they were applied for. Jared Munster said that the beginning of 2015 is far more representative of the normal workload and pace of the department.

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.

Number of operator permits issued increased due to renewals.

Number of operator permits issued

— Driver CPNC — Tour Guide
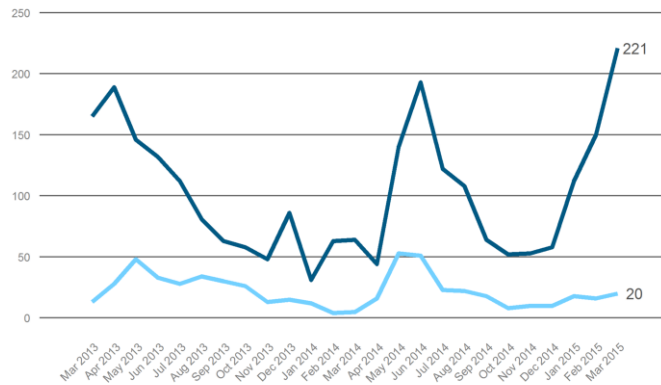
221

20

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.

Average days to issue operator permits converged at 88 days.

Average days to issue operator license
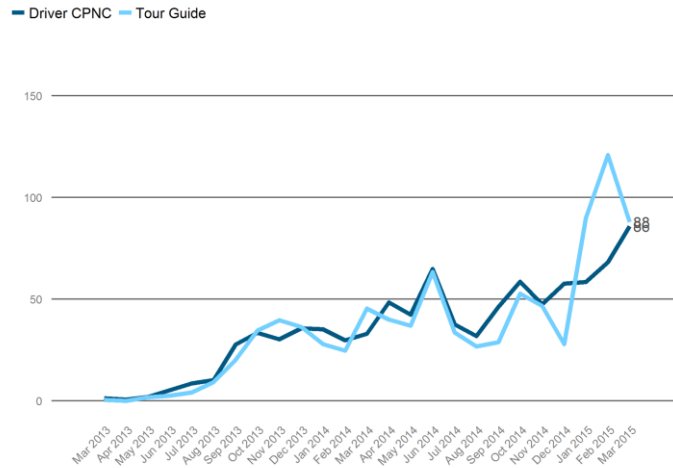
— Driver CPNC — Tour Guide

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.

Most building inspections in March completed on the same day.
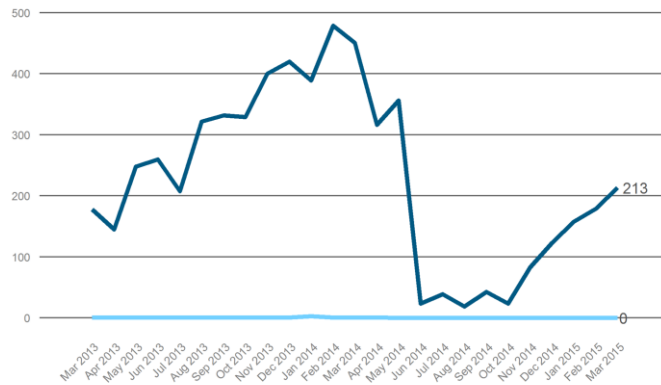
Building inspections, and days to completion
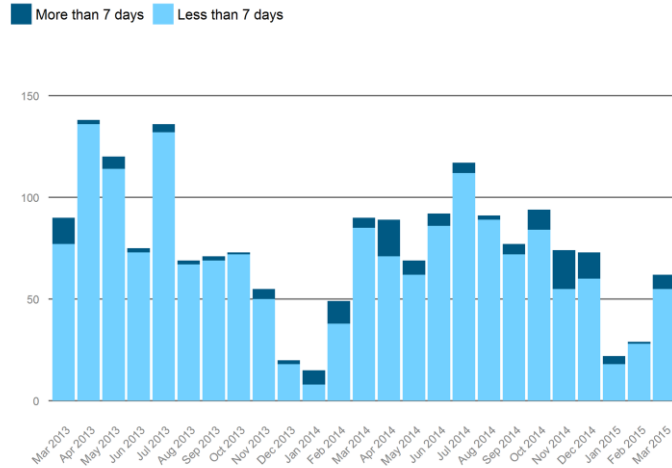
■ More than 7 days ■ Less than 7 days

Median age of building complaints backlog climbed due to several very old entries.

Age statistics on building complaints

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

213

0

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Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database
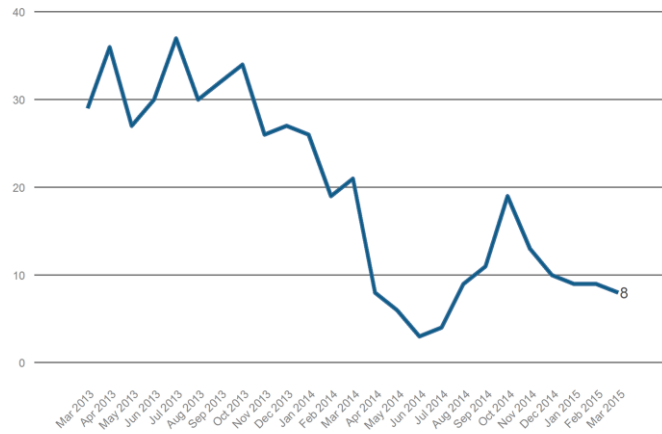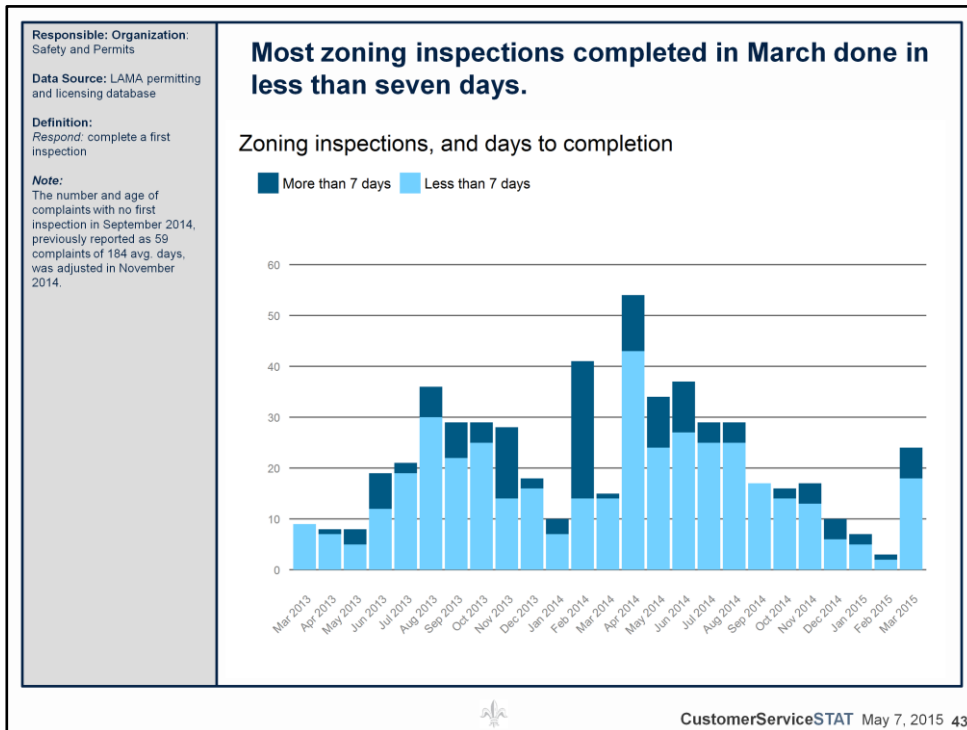
The department is down to three zoning inspectors for the entire city.

Median age of zoning complaints trended down since March 2014.

Age statistics on zoning complaints

— Median age of open complaints — Median days to close complaints
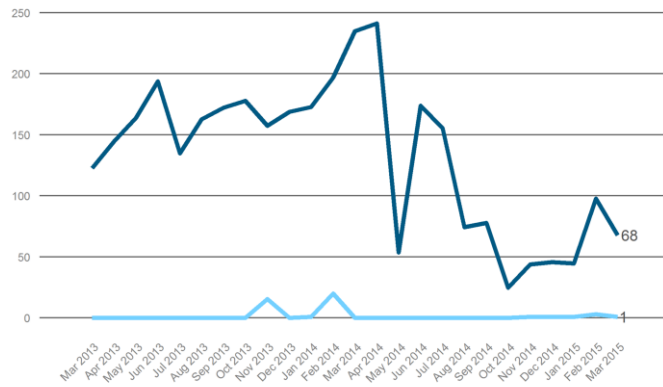
68

1

Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Backlog of open zoning complaints continued to decline in March.
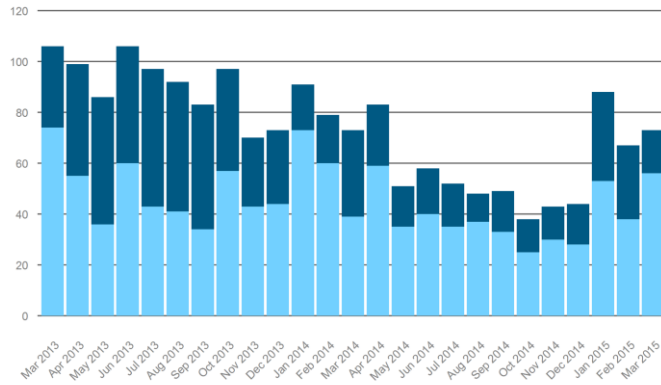
Number of open zoning complaints at end of each month
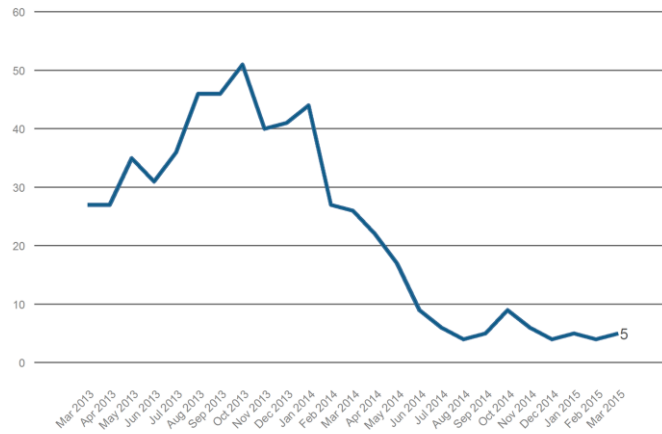
Most business license inspection complaints answered in less than seven days in March.

Business license inspections and days to inspection

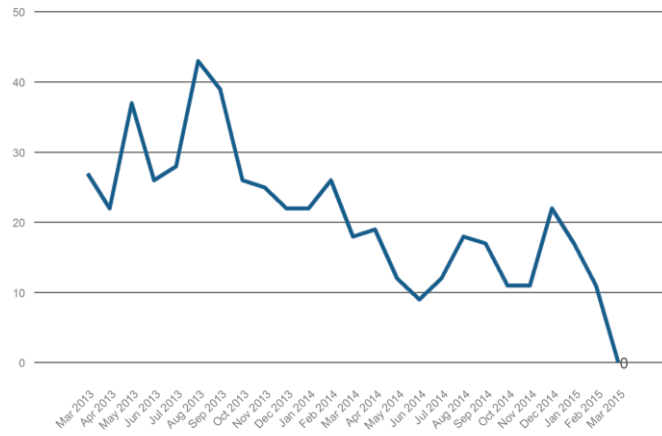■ Inspected in more than 7 days   ■ Inspected in 7 days or less

Responsible Organization:
Safety and Permits

Data Source: LAMA permitting and licensing database

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Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

No outstanding business license inspection requests at the end of March.

Business licenses inspection requests outstanding at end of month
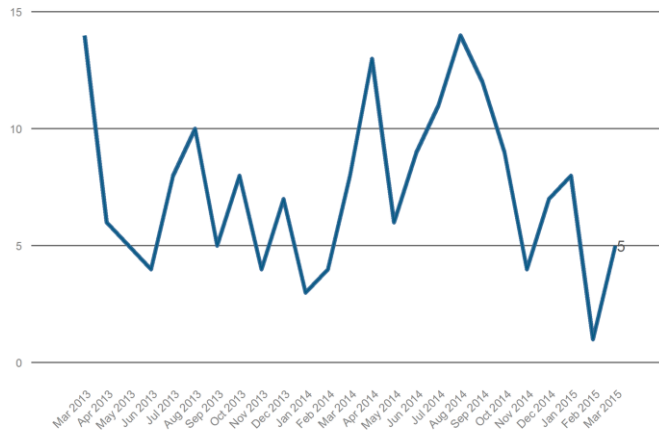
Responsible: Organization:
Safety and Permits

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.

Five complaints at end of March without first inspection in over 30 days.

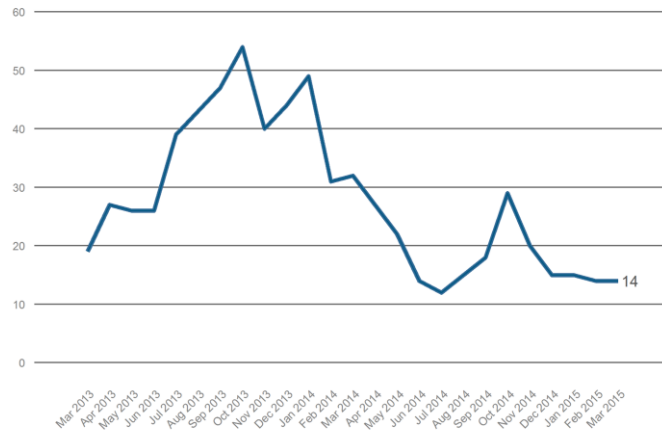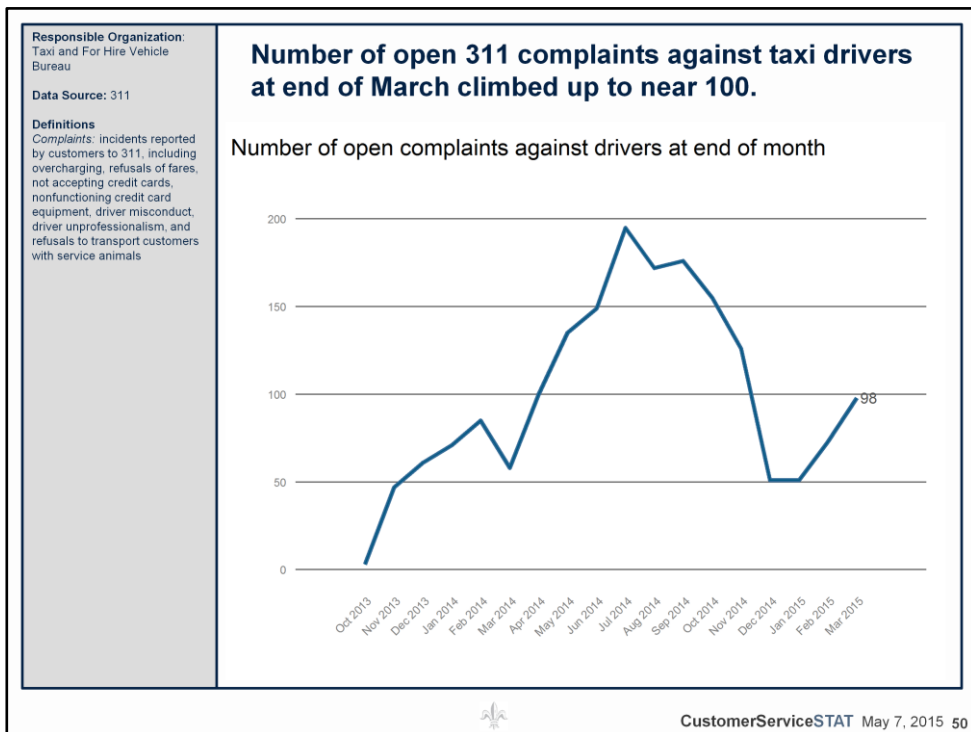Complaints with no first inspection within 30 days

Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Backlog of all open complaints in LAMA steadily declining.

Number of open complaints at end of each month

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

Number of open 311 complaints against taxi drivers at end of March climbed up to near 100.

Number of open complaints against drivers at end of month

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The increase in March is possibly due to people calling about taxi rides during Mardi Gras. Jared Munster noted that whenever people take more cabs, the agency typically gets more complaints.

Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: 311

Note: This measure is calculated by subtracting the number of complaints closed from the number opened per month.
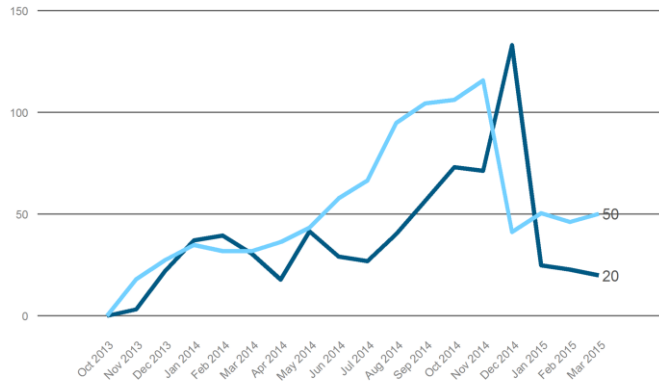
Definitions
Complaints: incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service animals

Net of 25 complaints against taxi drivers logged in March.

Net complaints logged against taxi drivers per month
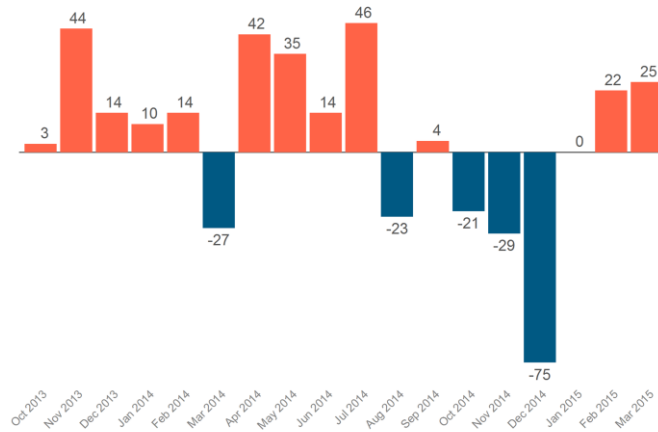
Responsible Organization:
Taxi and For Hire Vehicle
Bureau

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

Average days to close complaint against driver declined slightly, age of backlog increased slightly.

Age statistics on complaints against drivers

Legend: Mean days to close — Age of open complaints at end of month

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Key Performance Indicators

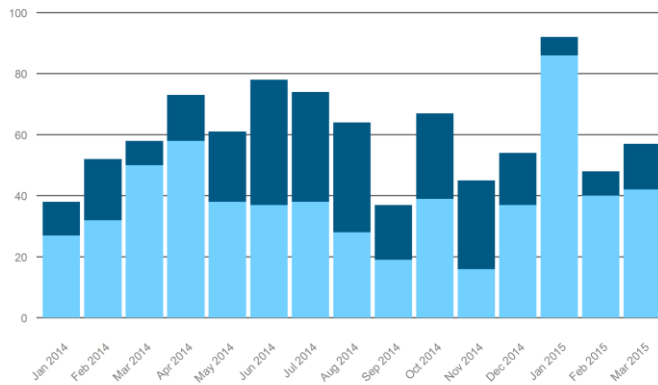| KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average number of days to respond to building complaints	4	🟢	3	< 7	🟢
Average number of days to respond to zoning complaints	0.4	🟢	8	< 7	🔺
Average number of days to complete business license inspection requests	7.71	🔶	6	< 7	🟢

VCC

Responsible Organization: Vieux Carré Commission (VCC)

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

Majority of VCC permits issued in 2015 issued under target of seven days.

Staff approvable reviews finished over and under target time
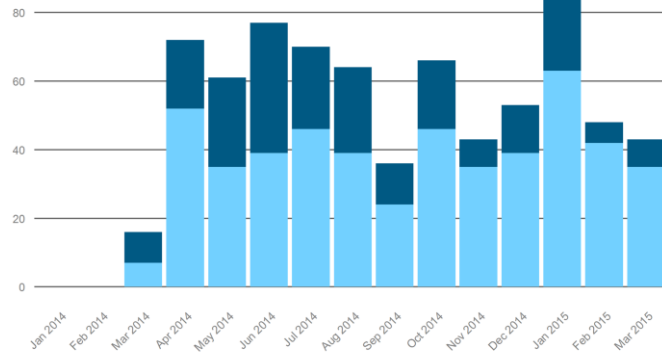
■ Over target time ■ Under target time

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?