



CITY OF NEW ORLEANS
CustomerServiceSTAT

June 4, 2015
(Reporting Period: April 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, E. Perkins	Align enforcement processes to capture same data as Safety and Permits and Taxi Cab Bureau enforcements.	Ongoing	
6/4/2015	J. Munster	Coordinate with Communications to develop press release informing public of new dumpster permit enforcement timeline.	TBD	
6/4/2015	K. Davis, J. Munster	Create 311 service request for unpermitted dumpster	TBD	



311



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

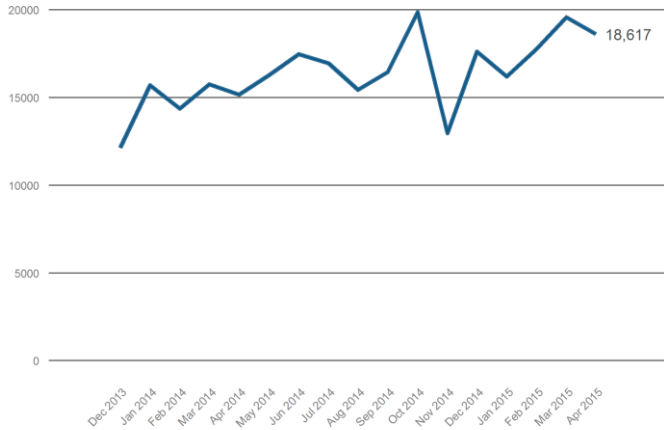
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests

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.

Call volume steadily trending up, despite slight decline in April.

Call Volume



Expect call volume to increase as we enter hurricane season.

Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

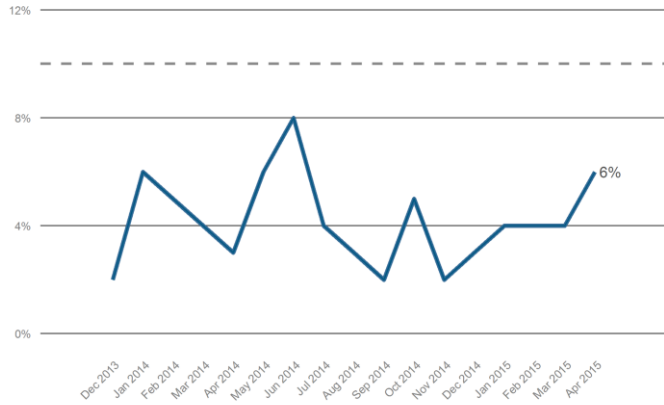
311: telephone number that
connects customers with
customer service
representatives to help with
non-emergency information and
service requests
Call abandonment: call where
the caller hangs up before the
call is answered

Target

Less than 10%

Call abandonment rate jumped up to 6% in April.

Abandonment Rate



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

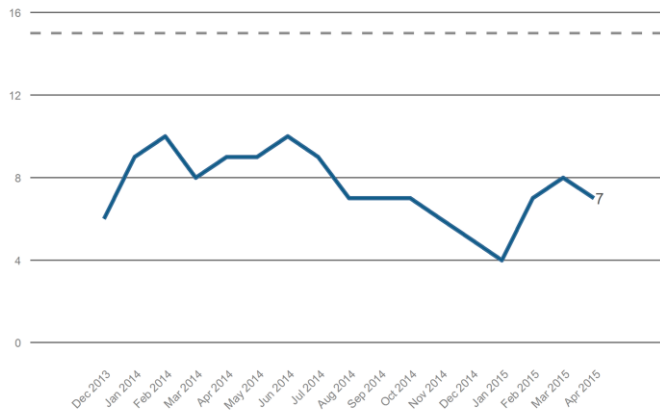
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service requests.

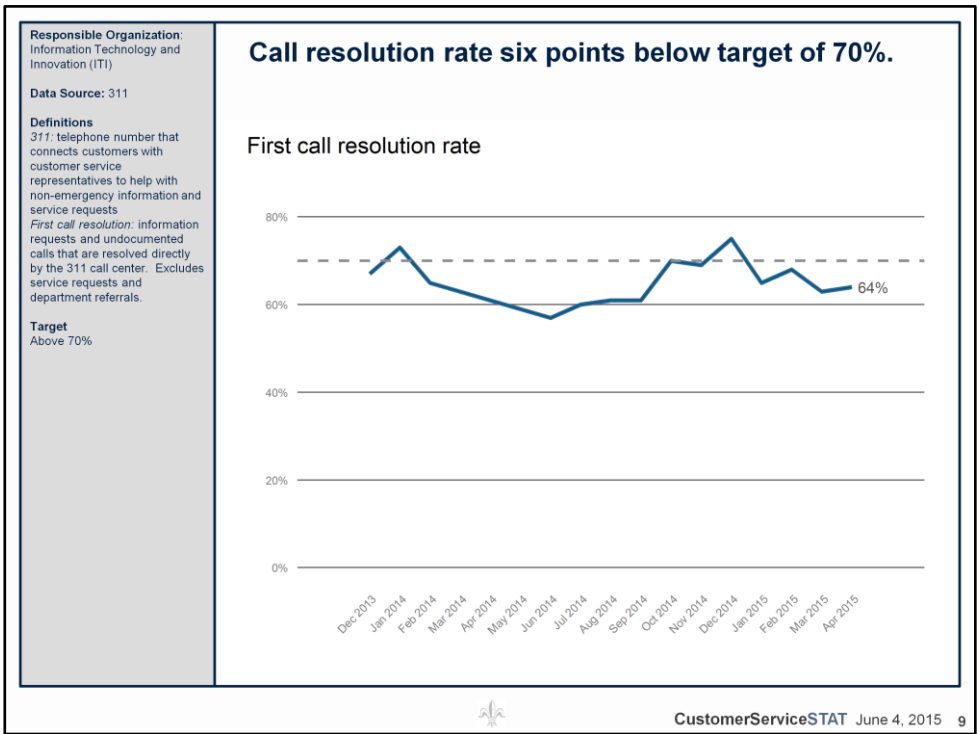
Target

Under 15 seconds

Average hold time declined to 7 seconds in April.

Average hold time (seconds)





Ken Davis expects this number, currently below target, to improve as more departments are onboarded to 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

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

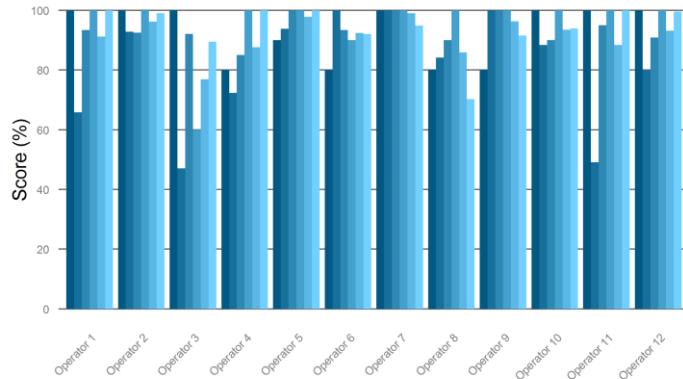
Quality score: score assigned based on quality of agent calls

Warm transfer score: score assigned based on the success rate of call transfers

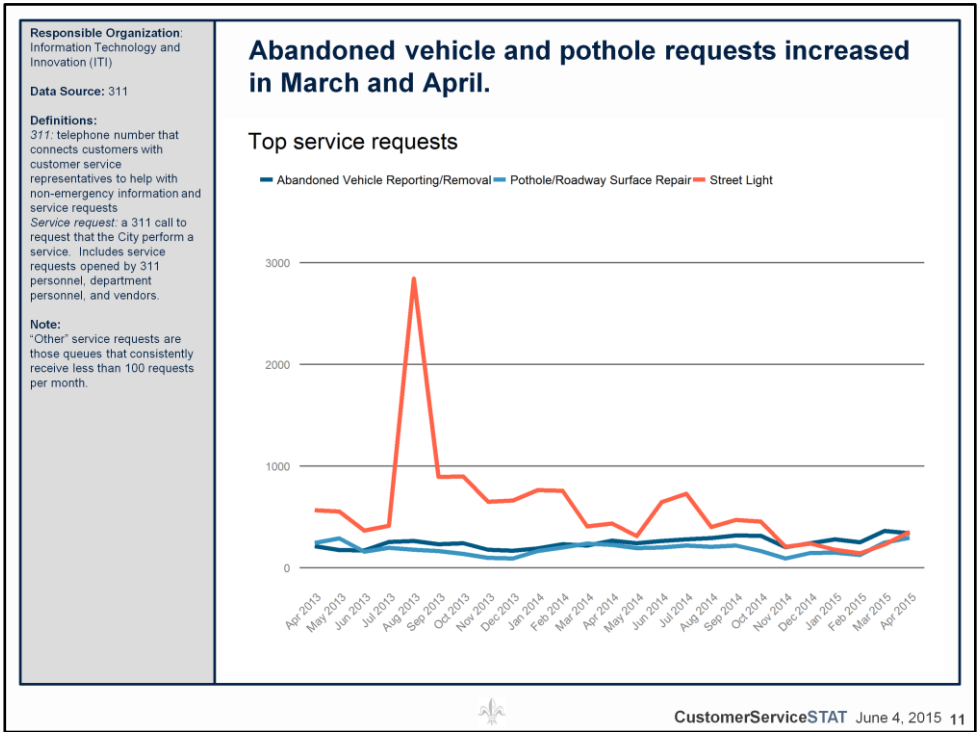
Very strong performance from operators 5 and 7 in April.

Operator scores

Average Call Time Score Quality Scores Total Score
Call Documentation Score Ready Time Score Warm Transfer Score



All agents performing over 80% on average. Managers are working with several agents on call documentation. 311 is also reviewing procedures and telephony for hurricane season. Management also is finalizing FEMA reimbursement plans.



Ken Davis expects abandoned vehicle requests to increase due to Jazz Fest. Complaints often increase during festivals.

Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Rate of 311 call abandonment	4.6%	●	4.5%	< 10%	●
Rate of 311 call resolution	62%	▲	65%	> 70%	▲



Lamar Gardere mentioned, as a possibility, embedding a Revenue liaison in 311 to improve first call resolution rate.

ONE STOP SHOP – SAFETY & PERMITS



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Responsible Organization:
Safety and Permits (S&P)

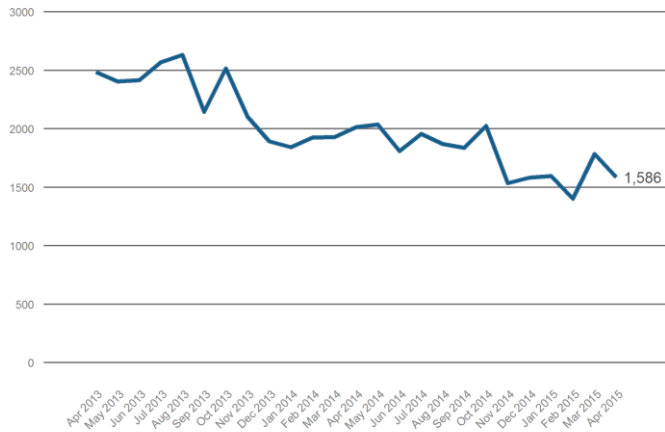
Data Source: Lobby Central

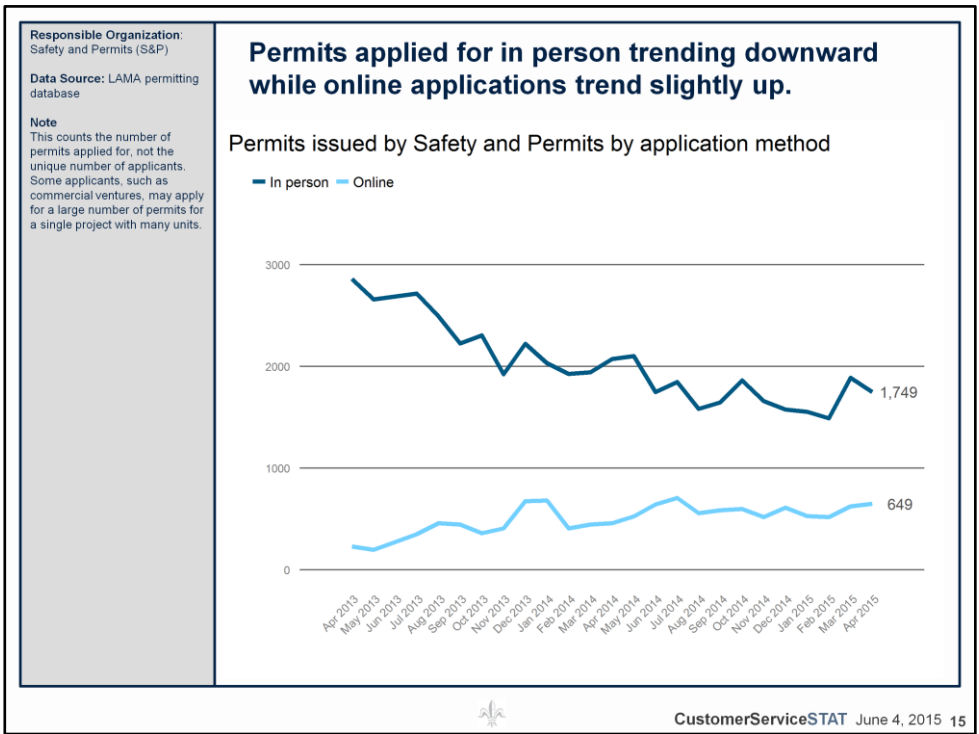
Definitions

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

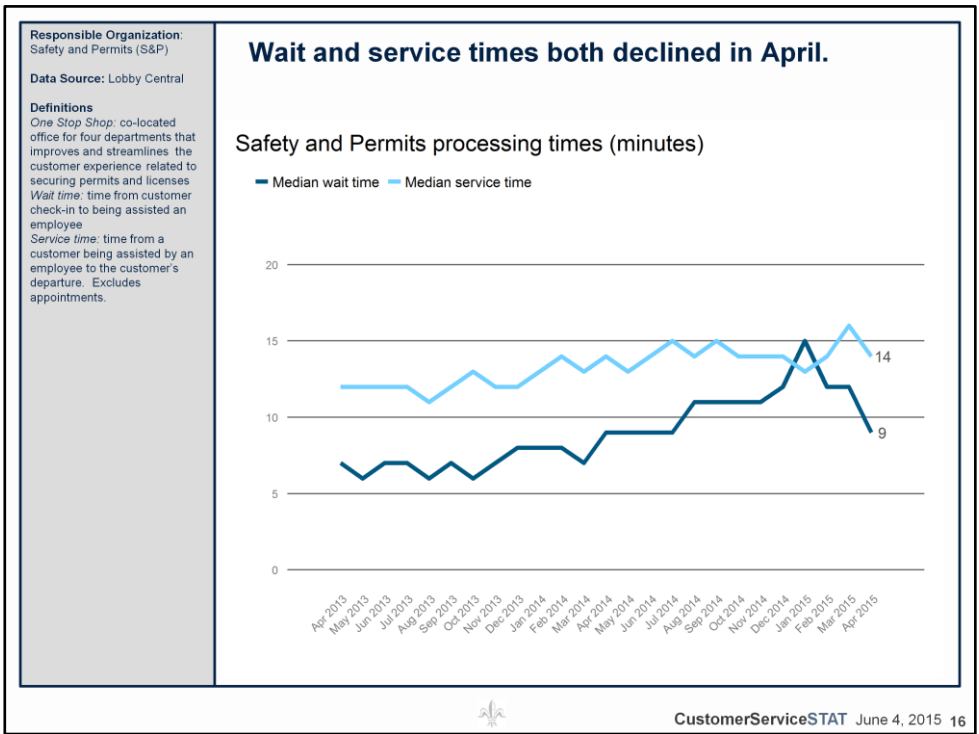
Number of visitors to Safety and Permits at One Stop Shop on downward trend.

Safety and Permits customers

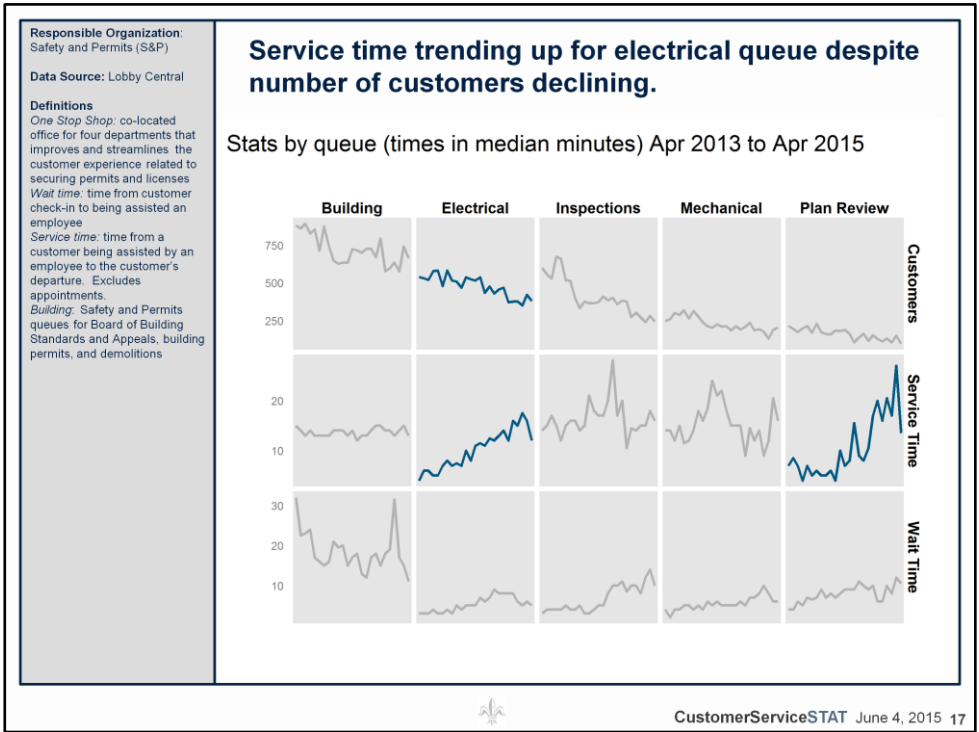




Jared Munster expects increase in permits in May and June due to solar tax credit cut instituted by the state legislature.



Jared Munster believes that service time is where it should be – cautioned against that metric being too low.



Upward trend in service time in electrical queue is due to data entry practices by a new electrical inspector.

ONE STOP SHOP – TAXI CAB BUREAU

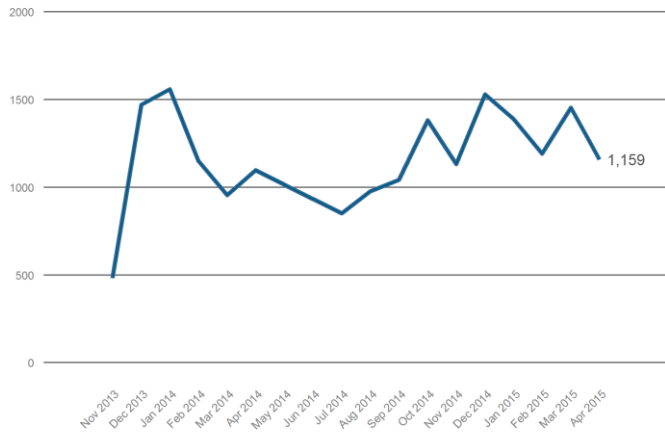


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Responsible Organization:
Safety and Permits, Taxi and
For Hire Vehicle Bureau
Data Source: Lobby Central

Number of Taxi Cab Bureau visitors relatively steady between 1,500 and 1,000 per month since fall 2014.

Taxi Cab Bureau customers



452 Uber X drivers registered as of end of May. Uber wants around 2,500.

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

Data Source: Lobby Central

Definitions

CPVIC, 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

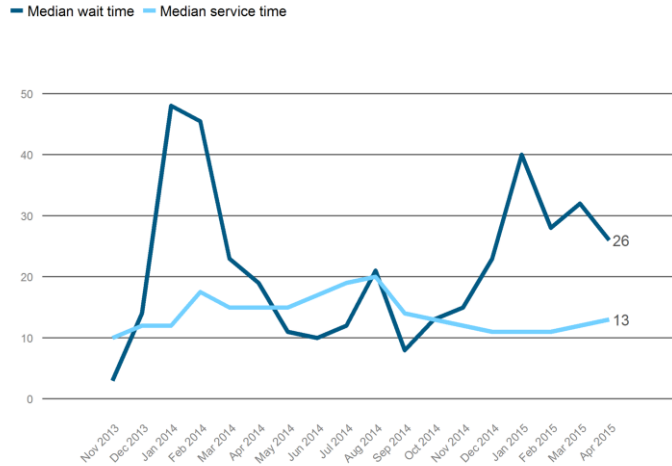
Other: administrative hearing,
bus permit, charter/special
event permit, deputy director,
director, investigation, and lost
& found queues.

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 trending down since December 2014. Service time steady in April.

Taxi Cab Bureau processing times (minutes)



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

Data Source: Lobby Central

Definitions

CPVC: 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

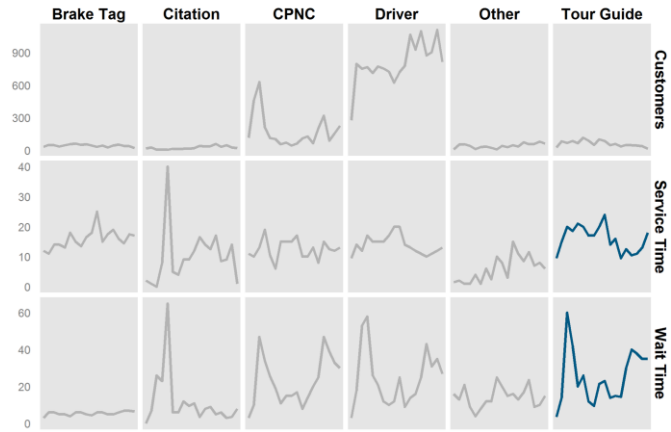
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Wait time: time from customer
check-in to being assisted an
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Service time: time from a
customer being assisted by an
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departure. Excludes
appointments.

Service and wait times for tour guide customers increased in early 2015.

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



ONE STOP SHOP – VCC, CPC, HDLC.



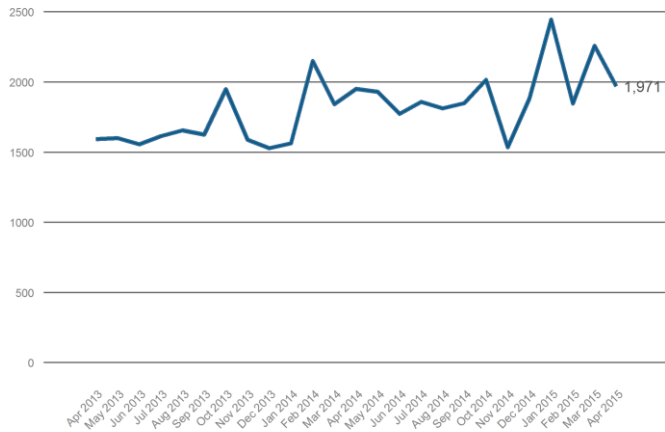
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Responsible Organizations:
Safety and Permits, City
Planning Commission (CPC),
Historic District Landmarks
Commission (HDLC), Vieux
Carré Commission (VCC)

Data Source: Lobby Central

One Stop Shop customers for other queues average around 2,000 a month in early 2015.

CPC, VCC, HDLC customers



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

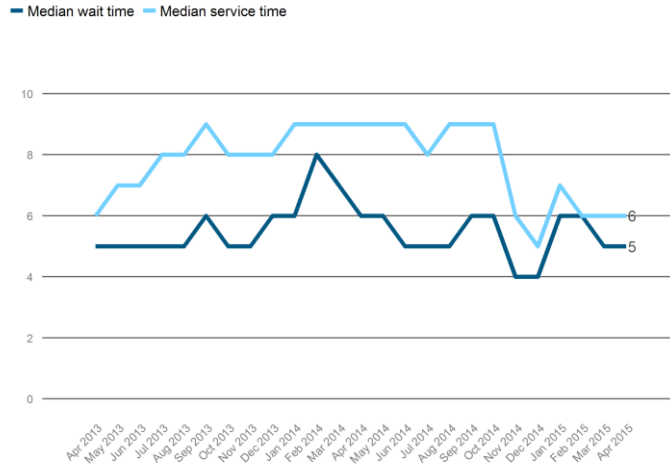
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses

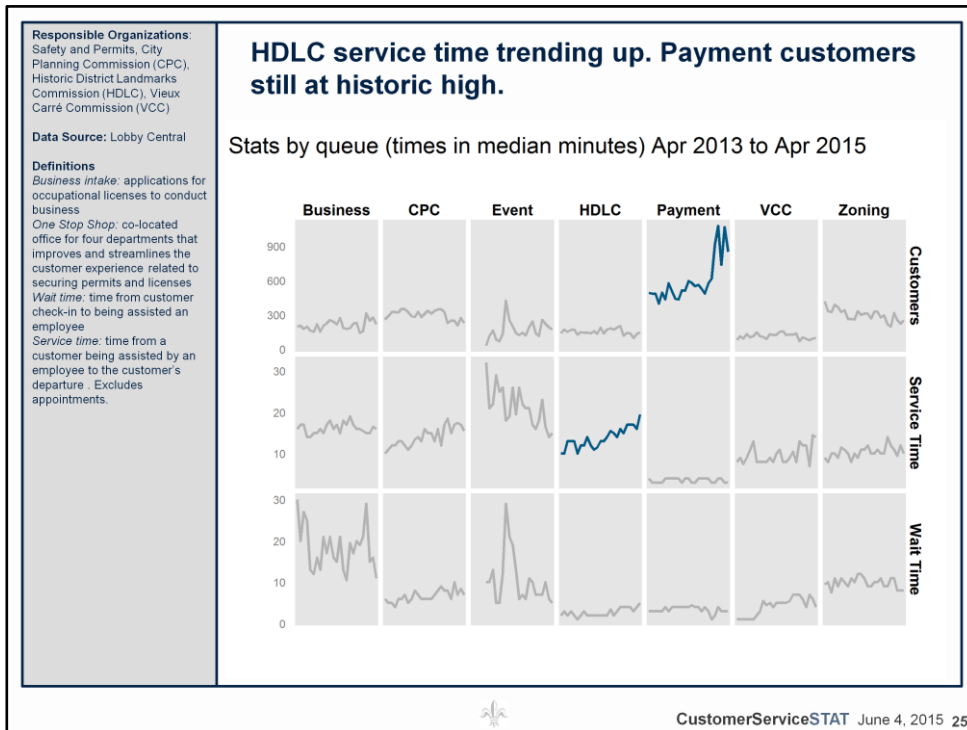
Wait time: time from customer check-in to being assisted an employee

Service time: time from a customer being assisted by an employee to the customer's departure. Excludes appointments.

Median processing times steady in April.

CPC, VCC, HDLC processing time (minutes)





Spike in payment customers is due to OSS now accepting taxi payments. Jared Munster said that number is unlikely to decline, but it does not appear to negatively impact wait or service times. Over the past two years, HDLC has reallocated staff to expand the number of services they can offer customers in the One Stop Shop. There is now always an historian on desk duty so that all staff reviewable applications can be reviewed at the One Stop Shop. Consequently, the types of permit applications handled have become more complex, and service times have trended up accordingly.

PERMITTING



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

Data Source: LAMA permitting and licensing database

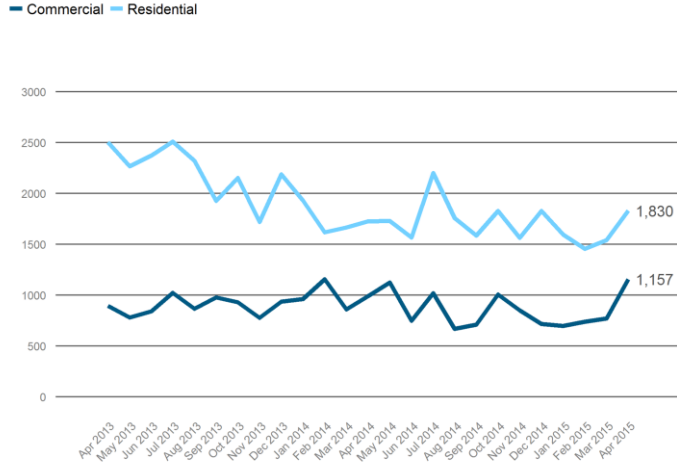
Definitions

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)

Significant uptick in residential and commercial permits issued in April.

Residential and commercial permits issued



Responsible Organization:
Safety and Permits (S&P)

Data Source: LAMA permitting
and licensing database

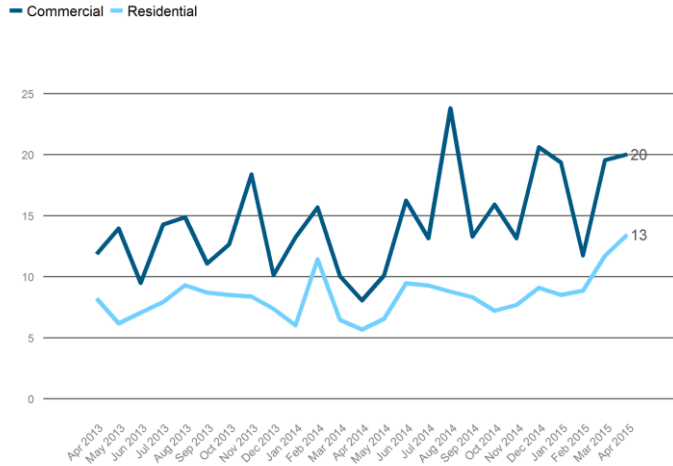
Definitions

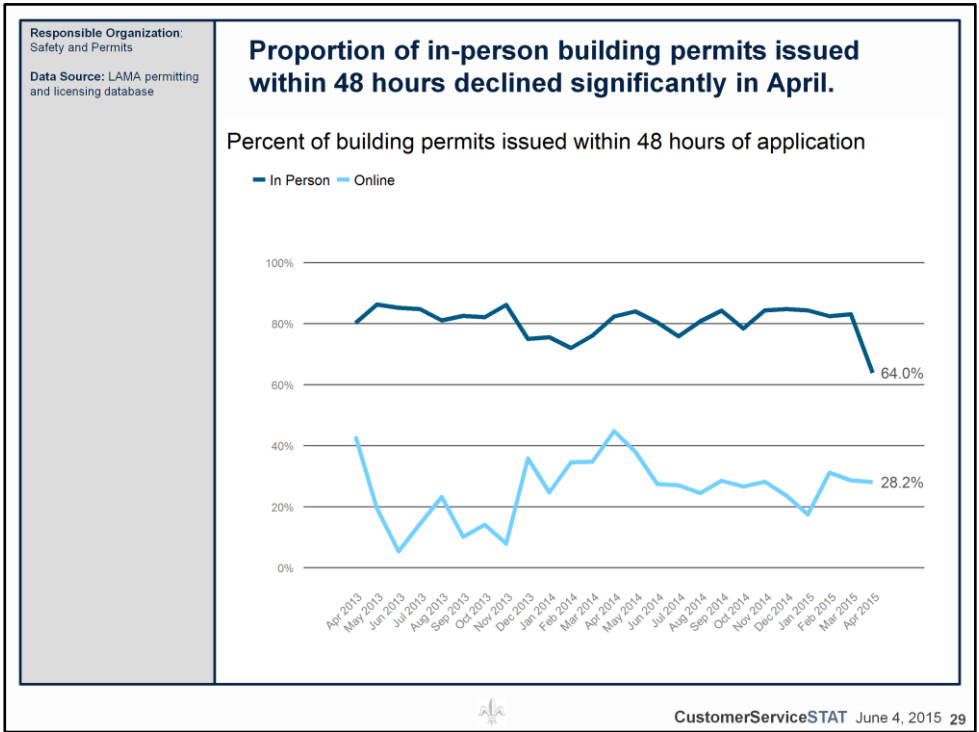
Commercial: buildings or structures not included in residential definition including multi-family structures
Residential: detached 1 and 2 family dwellings and townhouses not more than 3 stories above-grade in height with a separate means of egress and their accessory structures (3 or more units)

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.

Increase in average days to issuance for commercial and residential permits in April.

Mean days to issue for residential and commercial permits





Jared Munster noted that the timeliness with which permits are issued is often a function of the types of permits are being applied for. He will inspect the source data to see if that explains the decline in April.

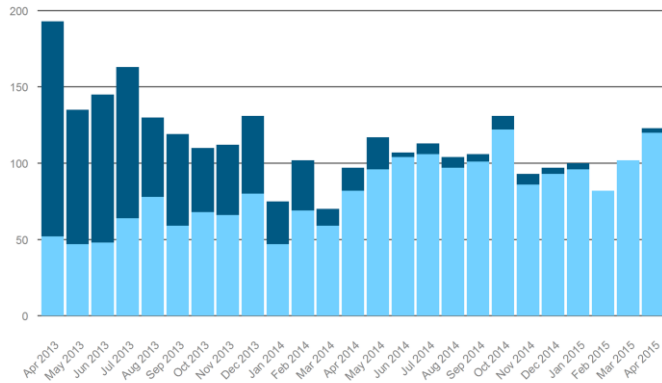
Responsible Organization:
Historic District Landmarks
Commission (HDLC).

Data Source: LAMA permitting
and licensing database

Almost all HDLC permits issued in April done within target of three days.

Number and days to issue HDLC permits

■ Issued in more than three days ■ Issued in three days



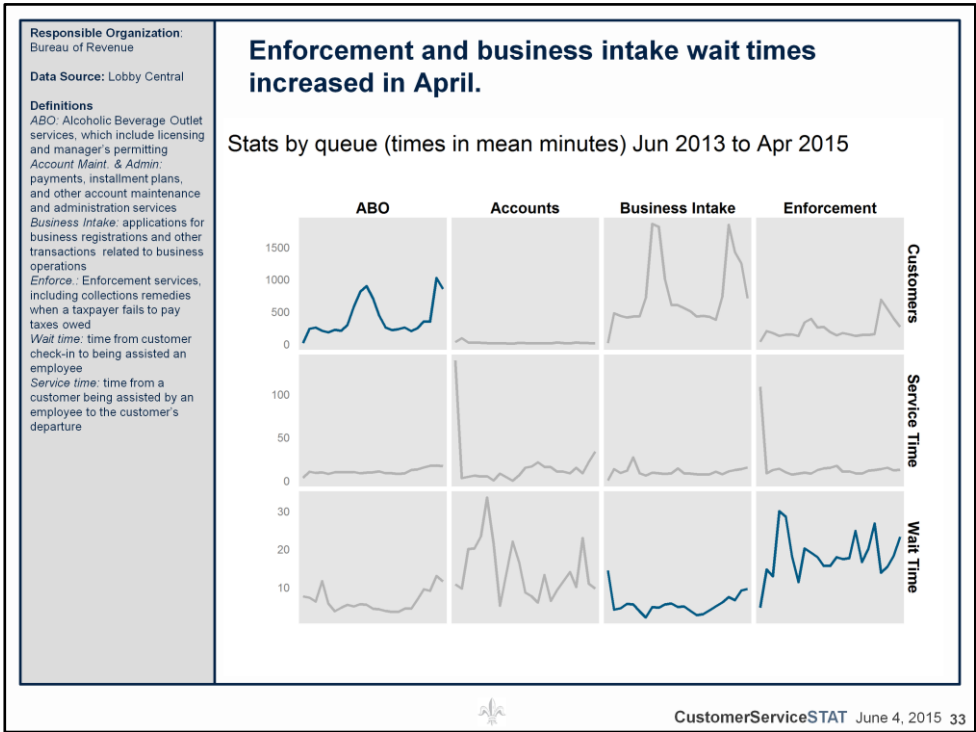
Key Performance Indicators

KPI	2014		2015		Status
	Actual	Target Met?	Actual	Target	
Average/median wait time to apply for new building permit (minutes)	33.2	❖	18	< 18	●
Average/median wait time to apply for any license or permit (minutes)	22.5	❖	12	< 18	●
Average/median wait time to apply for new occupational license (minutes)	31	❖	17	< 18	●
Average/median wait time to make a payment (minutes)	16.9	❖	3	< 6	●
Percent of permit and license applications received online	37.5%	●	27	> 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	❖



REVENUE

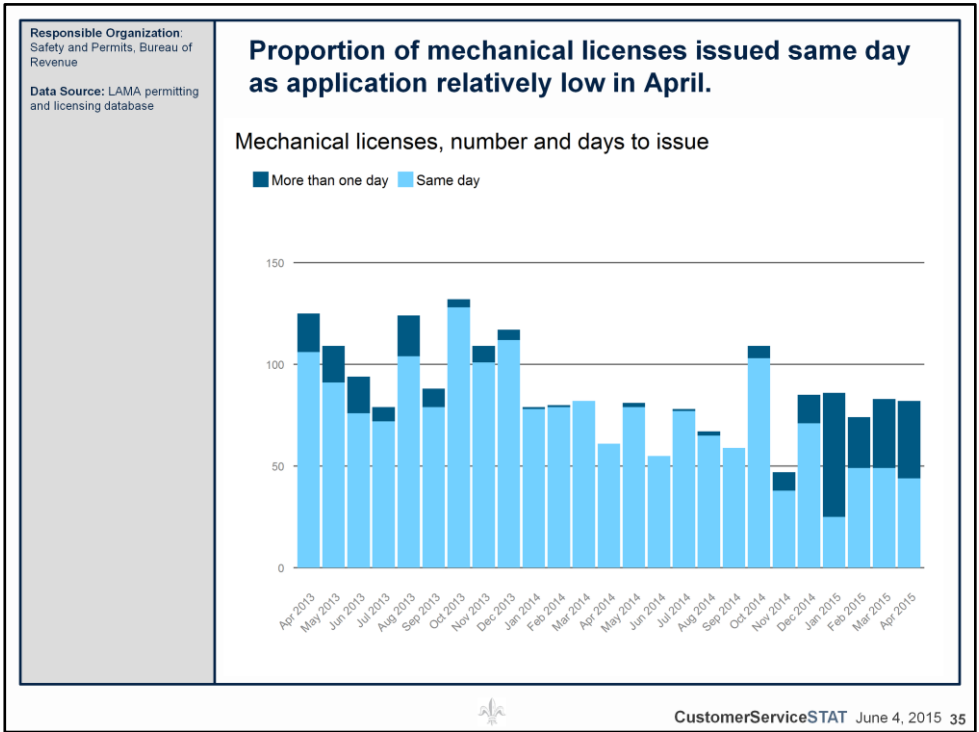




The seasonal trend in ABO customers is due to licenses expiring.

LICENSES





The apparent decline in same-day permits issued in 2015 is actually reflective of a new data entry practice, which better captures the overall timeline of an application.

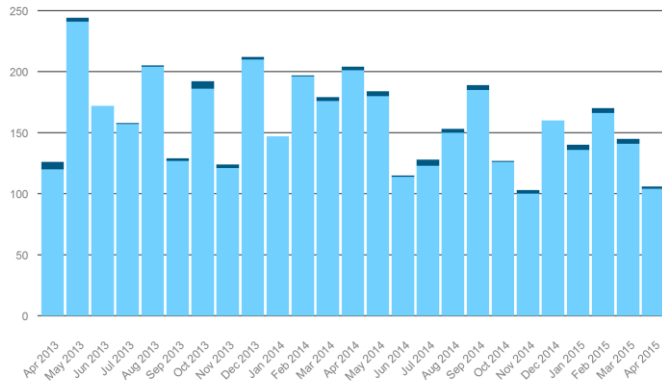
Responsible Organization:
Safety and Permits, Bureau of
Revenue

Data Source: LAMA permitting
and licensing database

Most electrical licenses issued on same day as application in April.

Electrical licenses, number and days to issue

More than one day Same day



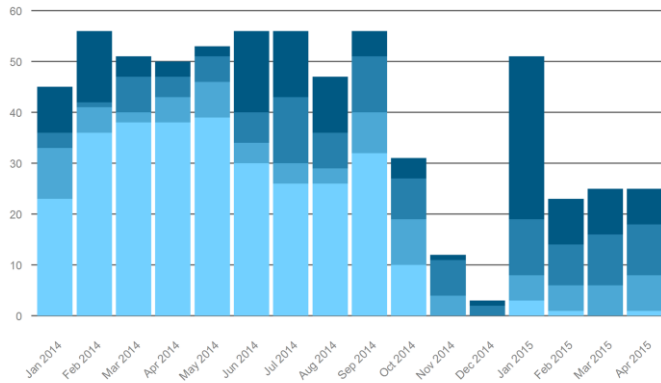
Responsible Organization:
Safety and Permits, Bureau of
Revenue

Data Source: LAMA permitting
and licensing database

2015 business license issuance lower than 2014 so far.

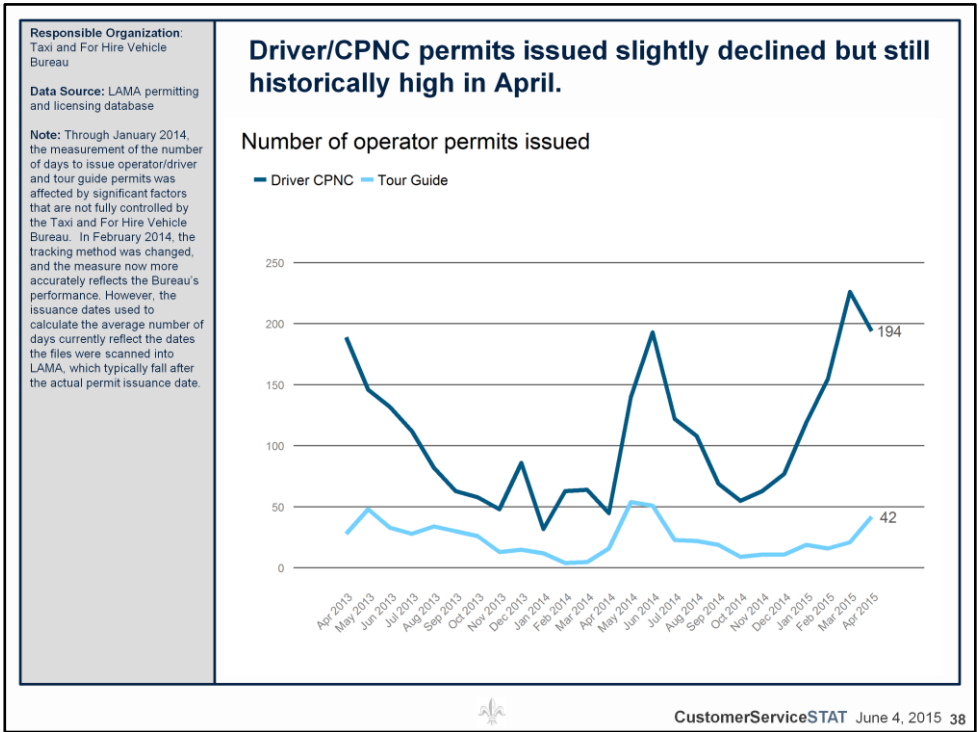
Business licenses, number and days to issue

More than ten days Ten days Five days One day



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December 2014's extremely low business license number is actually an issue with the way Revenue uses LAMA to track their licenses issued.



Increase in Driver CPNC permits is in part due to Uber Black permits.

Responsible Organization:
Taxi and For Hire Vehicle
Bureau

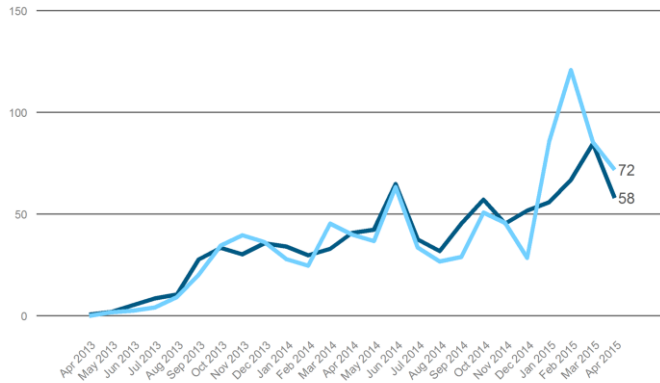
Data Source: LAMA permitting
and licensing database

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 permits continued to decline in April.

Average days to issue operator license

— Driver CPNC — Tour Guide



COMPLAINTS



Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

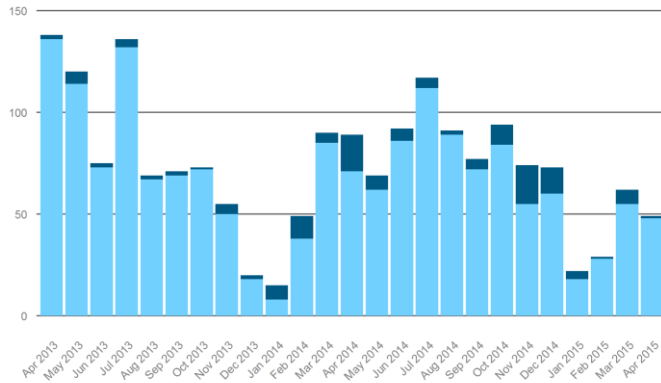
Definition:
Respond: complete a first
inspection

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 completed within target of seven days in April.

Building inspections, and days to completion

More than 7 days Less than 7 days

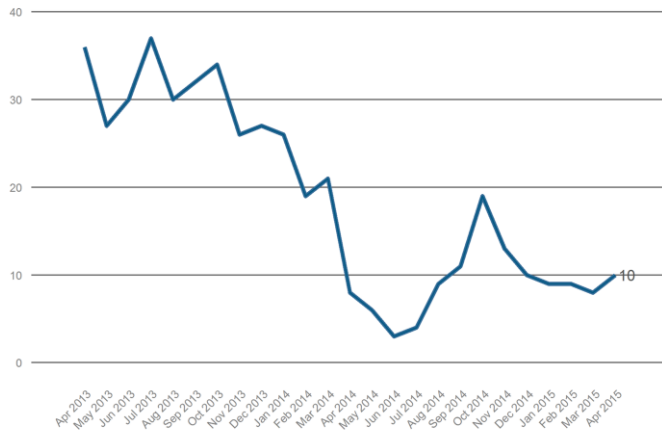


Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Size of backlog remains relatively small.

Number of open building complaints at end of each month



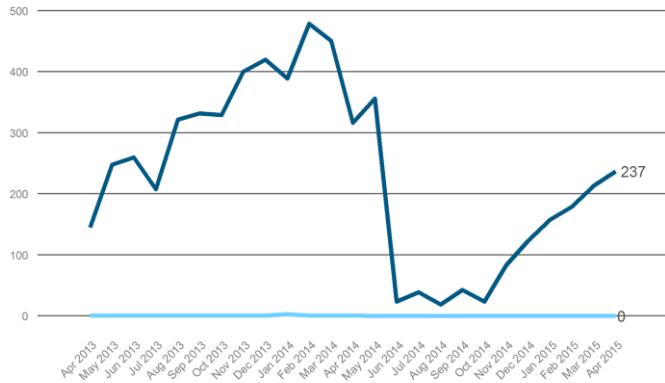
Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Age of building complaints backlog steadily increasing.

Age statistics on building complaints

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



Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

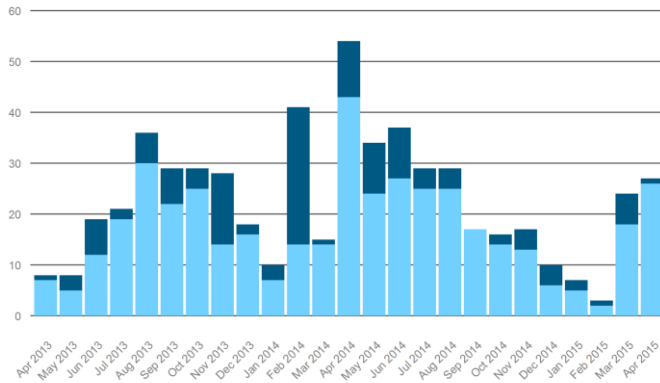
Definition:
Respond - complete a first
inspection

Note:
The number and age of
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2014.

Most zoning inspections completed within target of seven days in April.

Zoning inspections, and days to completion

More than 7 days Less than 7 days

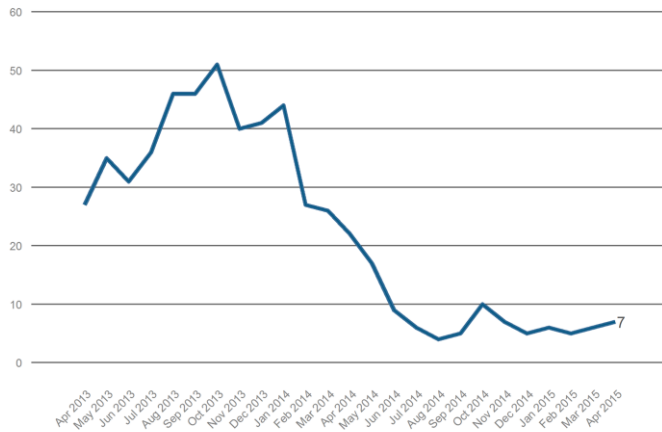


Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Only seven zoning complaints in backlog as of the end of April.

Number of open zoning complaints at end of each month



Responsible Organization:
Safety and Permits

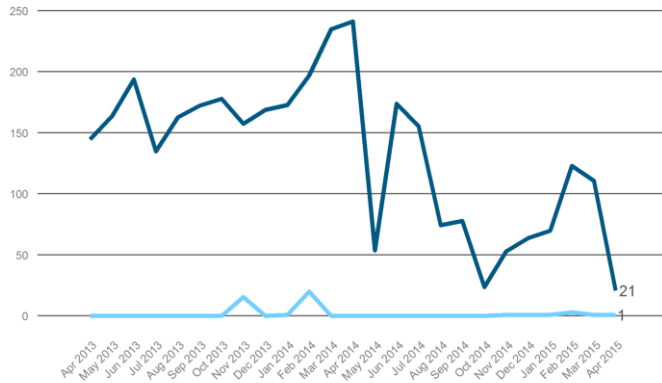
Data Source: LAMA permitting
and licensing database

Definition:
Respond: complete a first
inspection

Age of zoning backlog down to 21 days at the median.

Age statistics on zoning complaints

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



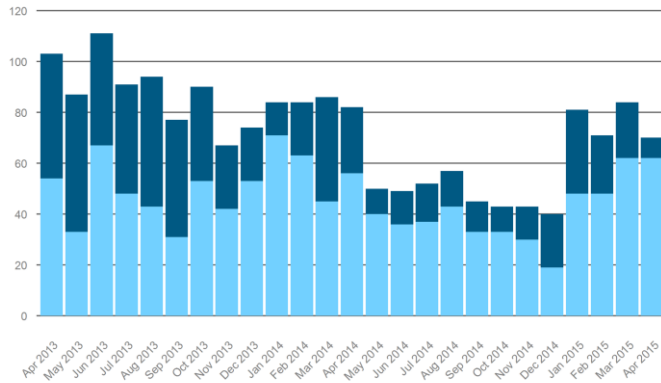
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Most business license inspection requests completed within target of seven days in April.

Business license inspections and days to inspection

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

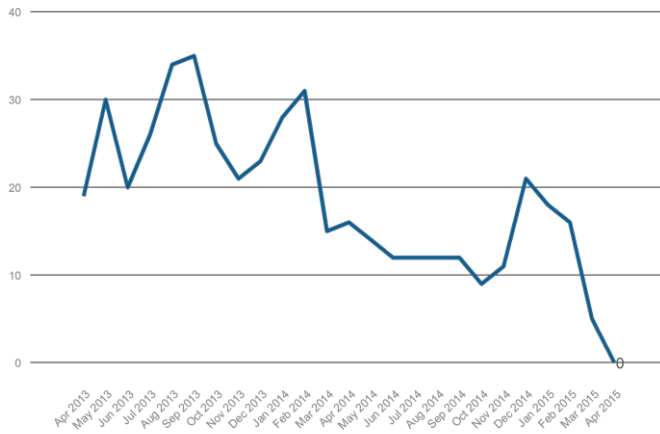


Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

No business license inspection requests in backlog at end of April.

Business licenses inspection requests outstanding at end of month



Responsible: Organization:
Safety and Permits

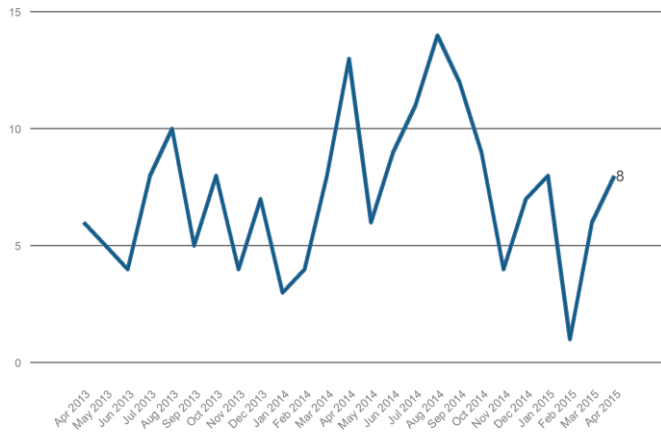
Data Source: LAMA permitting
and licensing database

Note:

The number and age of
complaints with no first
inspection in September 2014,
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was adjusted in November
2014.

Only 8 complaints open with no first inspection within 30 days at end of April.

Complaints with no first inspection within 30 days

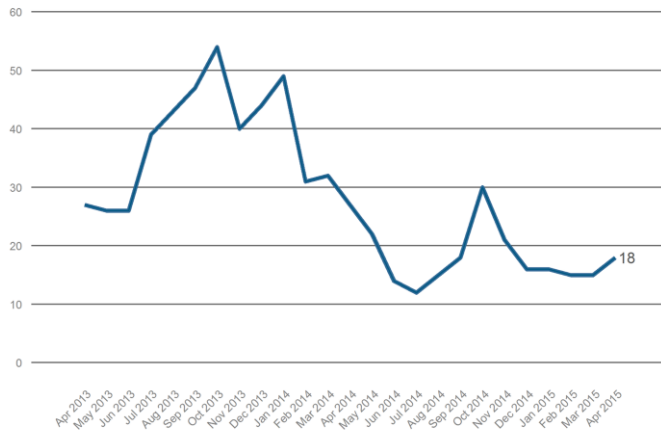


Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Overall complaints backlog near historic low.

Number of open complaints at end of each month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

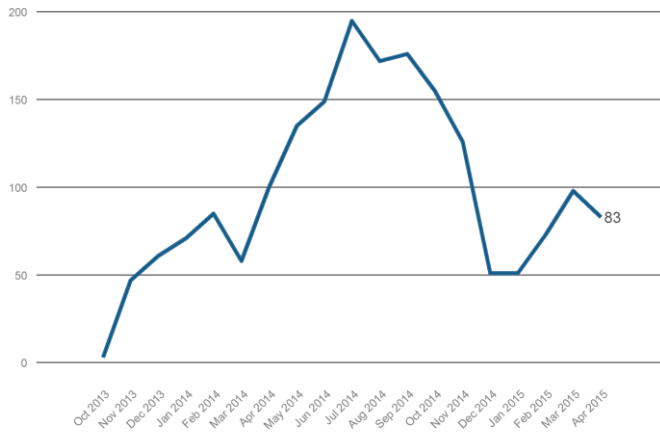
Data Source: 311

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 declined slightly in April.

Number of open complaints against drivers at end of month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

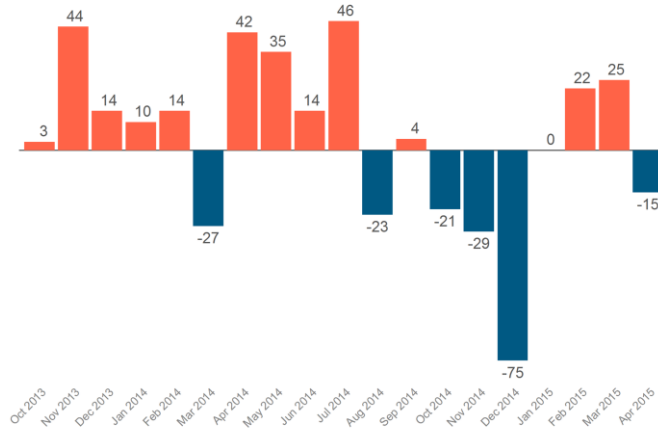
Note: This measure is calculated by subtracting the number of complaints closed from the number opened per month.

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 closure of 15 complaints against taxi drivers in April.

Net complaints logged against taxi drivers per month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

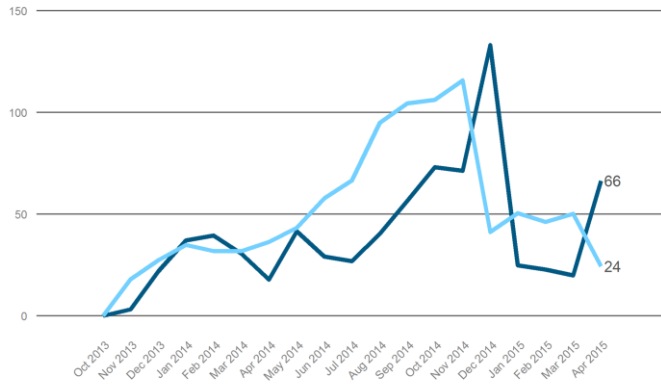
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Complaints: incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service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

Taxi Cab Bureau and 311 closed out complaints that were 66 days old on average.

Age statistics on complaints against drivers

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



Key Performance Indicators

KPI	2014		2015		Status
	Actual	Target Met?	Actual	Target	
Average number of days to respond to building complaints	4	●	2	< 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	◆	7	< 7	●



VCC



Responsible Organization:
Vieux Carré Commission (VCC)

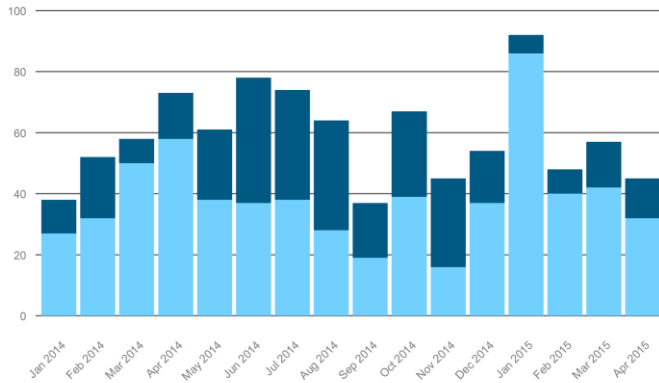
Data Source: LAMA permitting and licensing database, VCC Interoffice Permit Spreadsheet

Target
2014: Under 5 days
2015: Under 7 days

Most VCC reviews completed within target of 7 days in April.

Staff approvable reviews finished over and under target time

Over target time Under target time



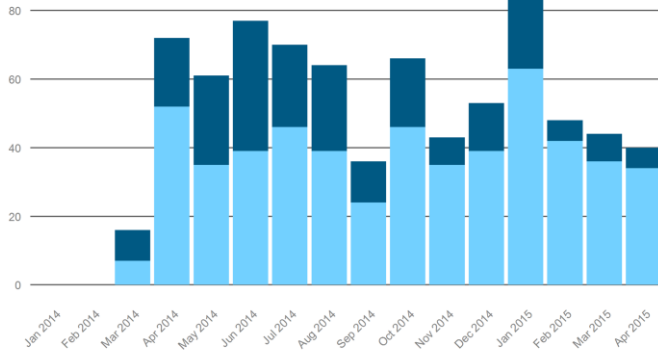
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and licensing database, VCC
Interoffice Permit Spreadsheet

Majority of VCC applications approved were submitted in response to violations.

Number of applications approved due to violations

Not in response to violations In response to violations



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?

