



CITY OF NEW ORLEANS
CustomerServiceSTAT

February 5, 2014
(Reporting Period: December 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.



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

Information request: a 311 call to request information

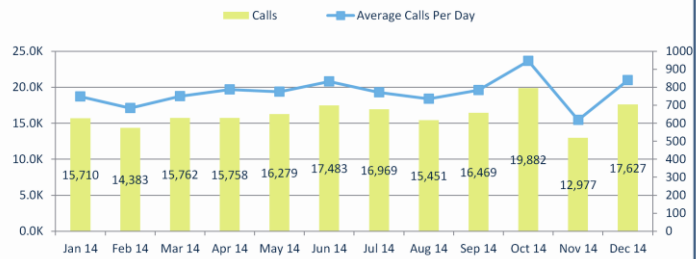
Referral: a 311 call resulting in a transfer to a City department

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

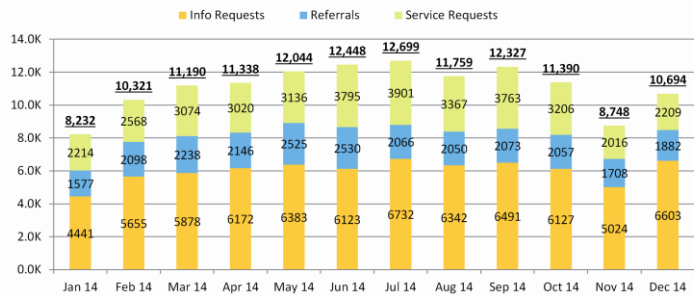
Note: The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

NOLA 311 Calls Dipped in November, Then Rebounded

Number of 311 calls



Number of 311 requests



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

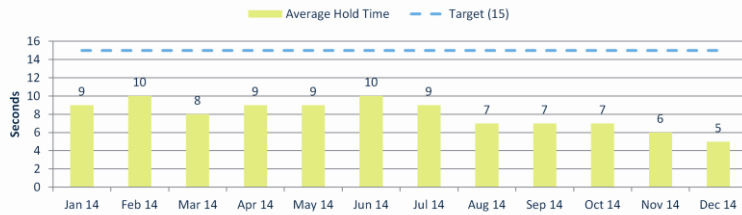
Legend

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- ◆ Off Target

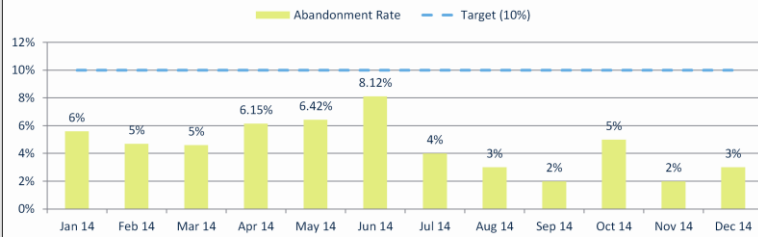
Key measure that best indicates whether City activities are achieving the desired results

NOLA 311 Continued to Surpass Targets on Average Hold Time and Call Abandonment Rate

Average hold time



Rate of 311 call abandonment



Key Measure	2013		2014		
	Actual	Target Met?	Actual	Target	Status
Rate of 311 call abandonment	8.51%	●	4.61%	≤10%	●



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.

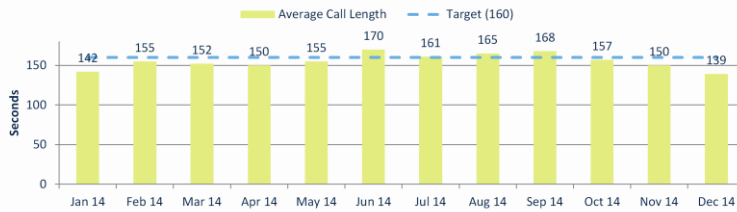
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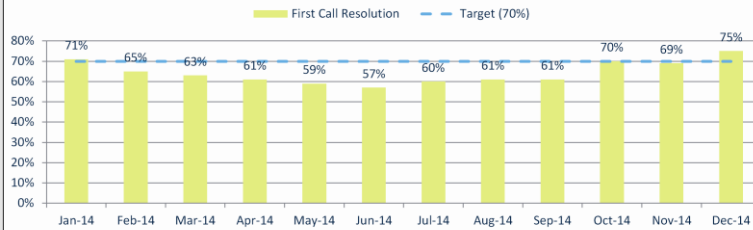
Key measure that best indicates whether City activities are achieving the desired results

NOLA 311 Average Call Length on Target; First Call Resolution Rate on Target During the Month, but Off On the Annual Target

Average call length



Rate of 311 first call resolution



Key Measure	2013		2014		
	Actual	Target Met?	Actual	Target	Status
Rate of 311 first call resolution	63%	▲	62%	≥70%	▲



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

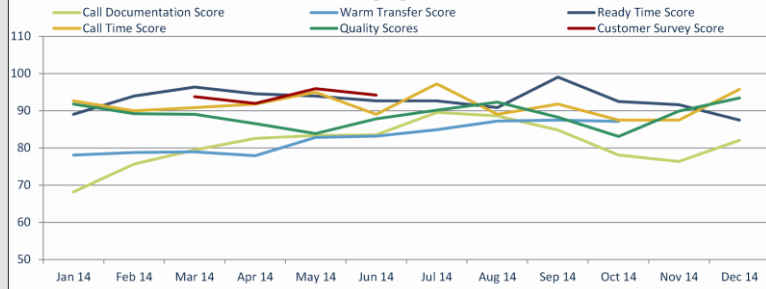
Ready time score: score assigned based on the average time an agent is expected to be available to receive incoming calls

Quality score: score assigned based on quality of agent calls

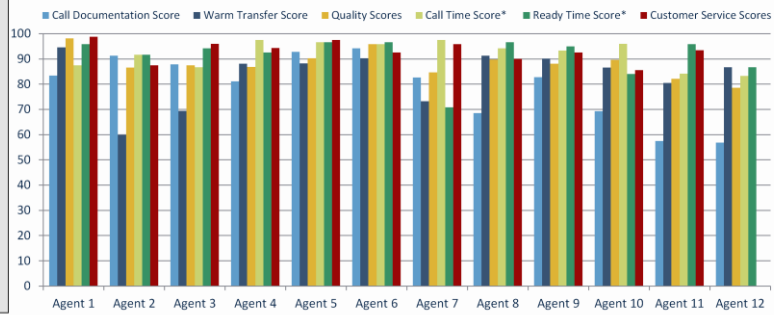
Warm transfer score: score assigned based on the success rate of call transfers

NOLA 311 Agent Scores Remain Relatively High

Average agent scores



Average 2014 agent scores by agent



Responsible Organization:
Information Technology and Innovation (ITI)

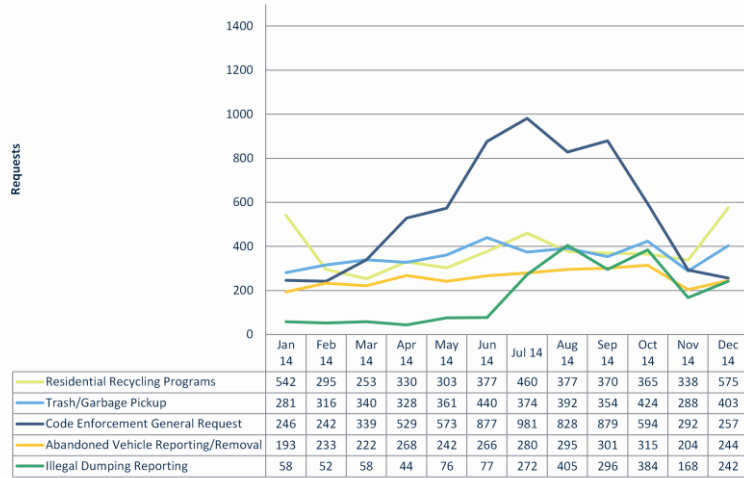
Data Source: 311

Definitions:
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Service request: a 311 call to request that the City perform a service. Includes service requests opened by 311 personnel, department personnel, and vendors.

Note:
"Other" service requests are those queues that consistently receive less than 100 requests per month.

Three of the top five NOLA 311 service request queues in December were related to Sanitation.

Top 5 Service Request Types - December 2014



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

Information request: a 311 call to request information

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

NOLA 311 – Sanitation Service Fees Remained the Most Popular Information Request Type

	Information Requests	No.	Prior Month Rank
1	Sanitation Service Fees	758	1
2	Taxi Cab Bureau	525	2
3	City Council	94	-
4	Sanitation – General	77	5
5	Municipal Police	75	-

	Department Referrals	No.	Prior Month Rank
1	Finance – Treasury	349	1
2	Safety & Permits	183	2
3	Finance – Revenue	178	3
4	NORDC	150	4
5	Public Works	117	5



Responsible Organization: Safety and Permits (S&P)

Data Source: Lobby Central

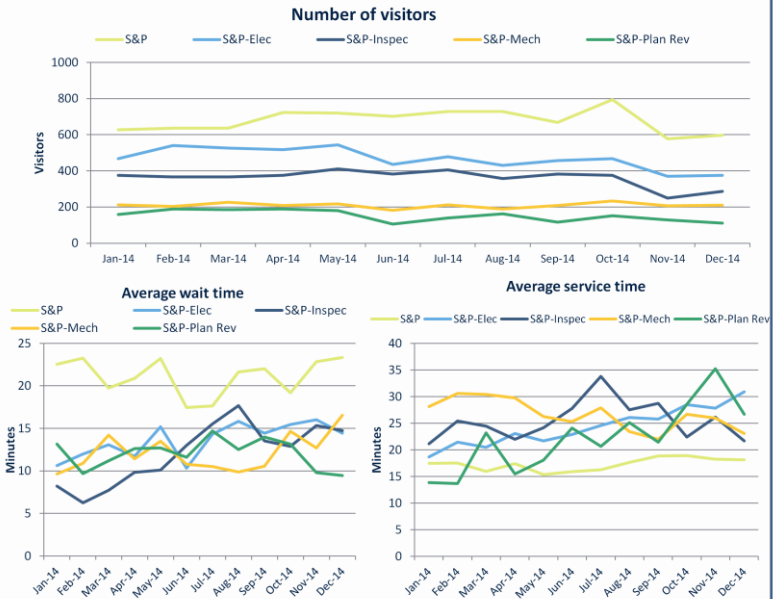
Definitions

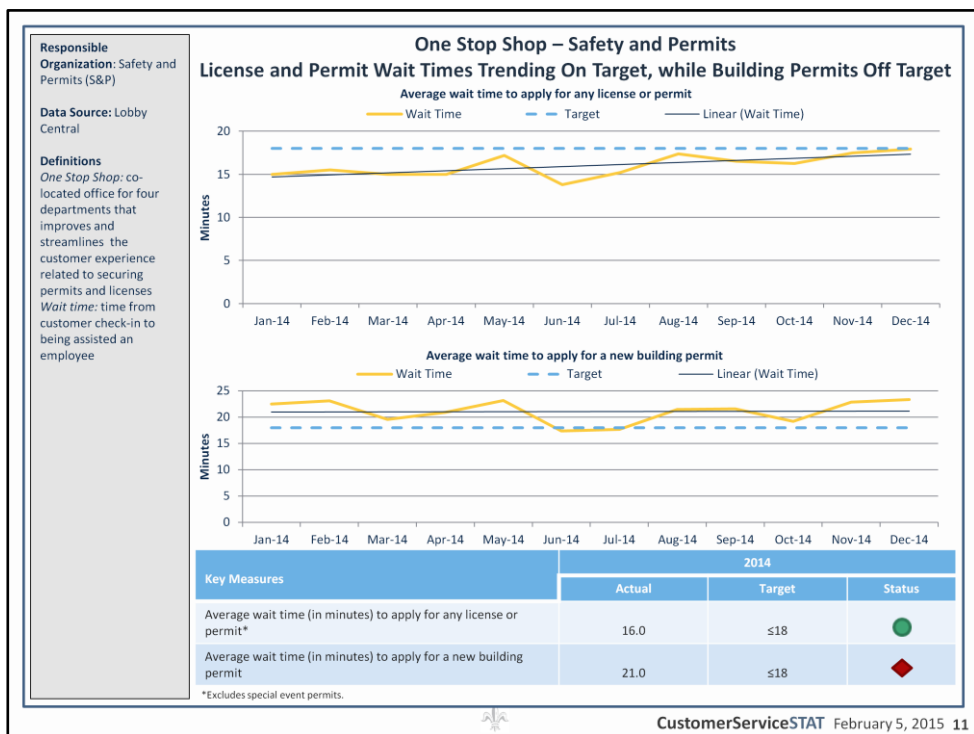
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses

Wait time: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure. Excludes appointments.
S&P: Safety and Permits queues for Board of Building Standards and Appeals, building permits, and demolitions

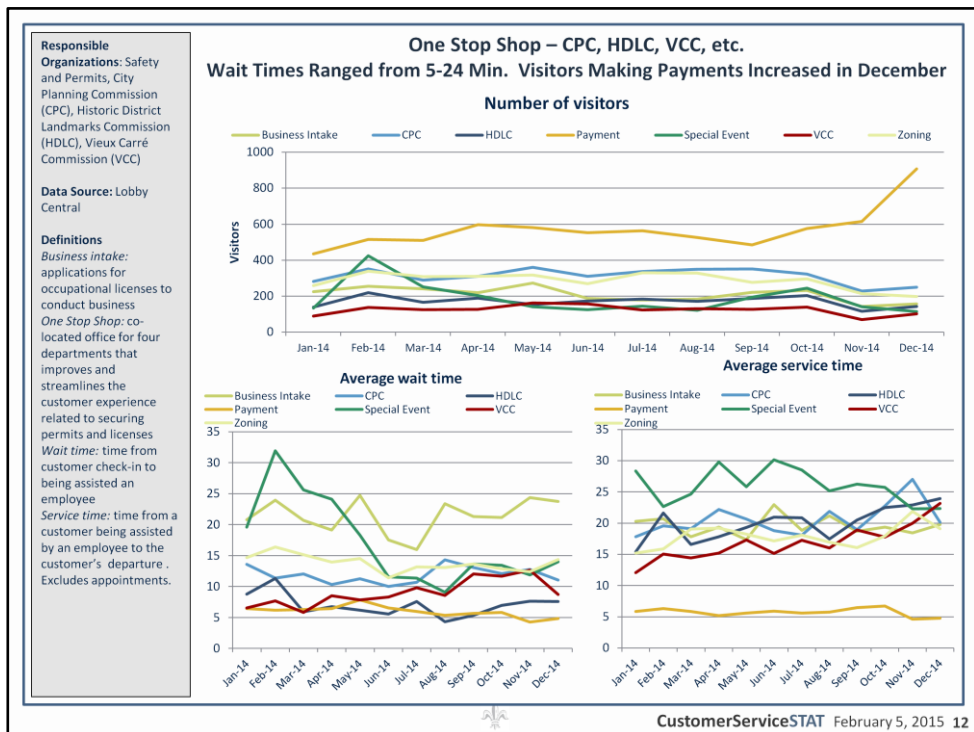
One Stop Shop – Safety and Permits

All Wait Times Except for Mechanical Permits Stable from November to December





Safety and Permits noted that they lost a staffer who was responsible for issuing building permits and occupational licenses, and they anticipate a lag in those times through the next few months until they can hire a replacement in May.



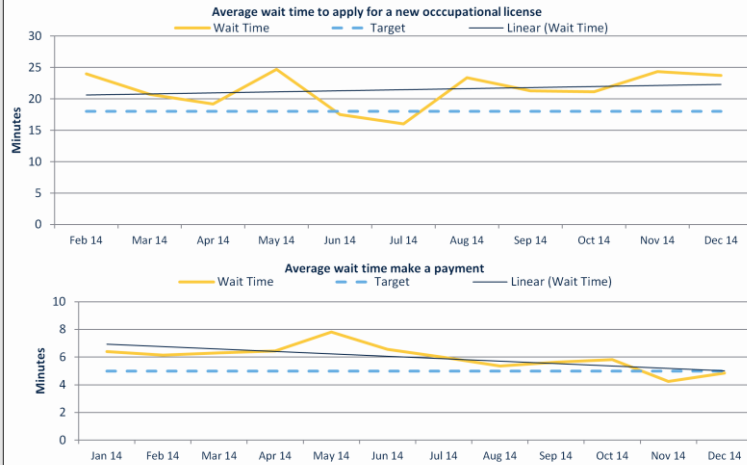
Special event times were down due to the hiring of an additional staffer.

Responsible Organizations: Safety and Permits

Data Source: Lobby Central

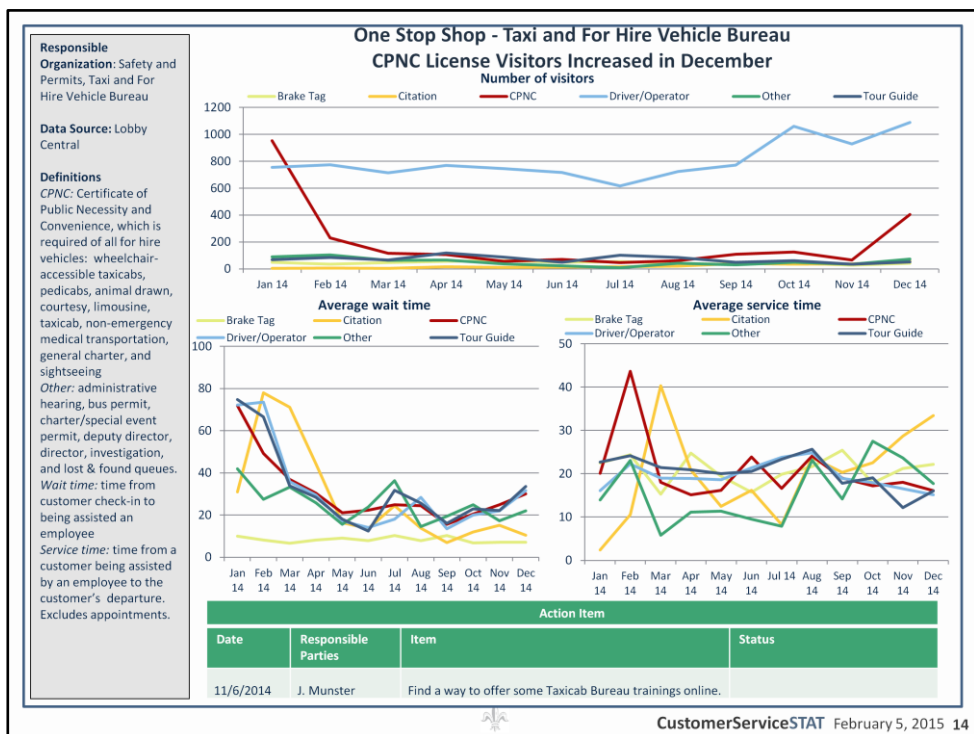
Definitions
Business intake: applications for occupational licenses to conduct business
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses
Wait time: time from customer check-in to being assisted an employee

One Stop Shop – Occupational License and Payment Wait Times Off Target for 2014



Key Measures	2014		
	Actual	Target	Status
Average wait time (in minutes) to apply for a new occupational license	21.5	≤18	❖
Average wait time (in minutes) to make a payment	5.90	≤5	❖





The uptick of Driver/Operator visitors was due to drivers dropping off payments.

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Note: Aug-14 permit applications received online, previously reported as 23.6%, was adjusted in October 2014.

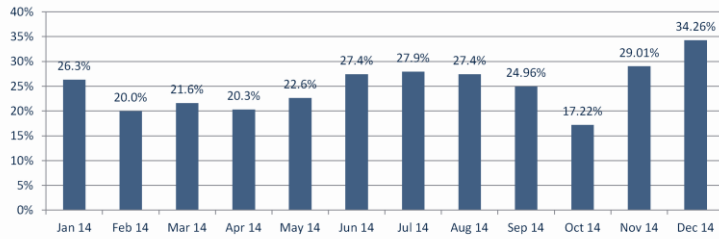
Legend

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

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

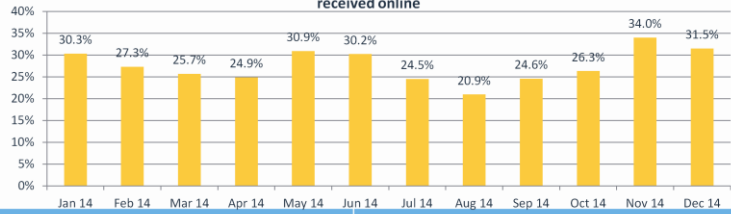
Percent of Permit and Business License Applications Increased in November and December; Online Applications Submitted Online Met Target for 2014

Percent of permit applications received online



*Denominator includes only those permits that can be received online.

Percent of business license applications received online



Key Measures	2014		
	Actual	Target	Status
Percent of permit and license applications received online	24.1%	≥20%	●

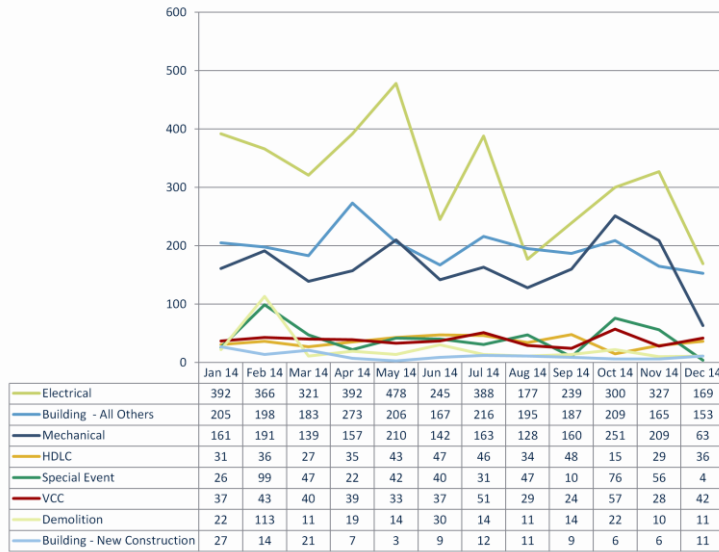
Responsible Organizations: Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

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)

Total Commercial Permits Issued at 489 in December

Number of commercial permits issued



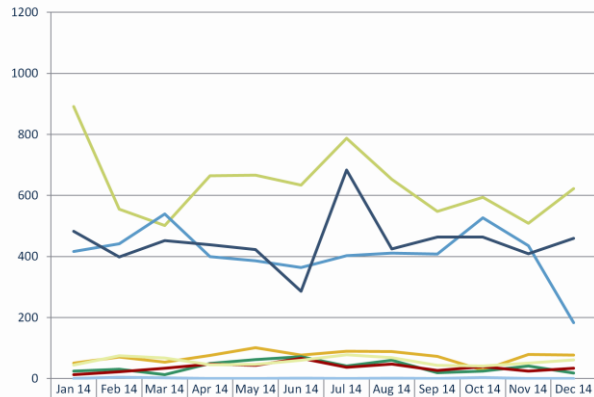
Responsible Organizations: Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database

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

Total Residential Permits at 1,455 in December

Number of residential permits issued



	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14
Building - All Others	891	555	502	664	667	634	787	653	548	594	509	622
Mechanical	416	442	539	400	386	364	403	411	408	527	435	183
Electrical	483	399	452	438	423	286	683	425	464	464	409	460
HDLC	51	71	54	76	101	77	90	89	73	28	79	77
Demolition	24	31	13	50	62	72	41	60	19	24	41	18
VCC	13	22	34	48	43	67	37	48	27	39	24	34
Building - New Construction	44	75	68	45	47	60	78	69	43	41	51	61
Special Event	0	5	2	0	0	1	0	1	0	3	0	0



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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.

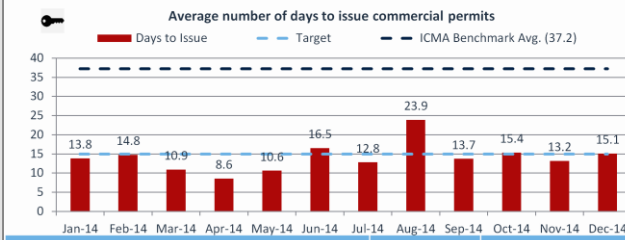
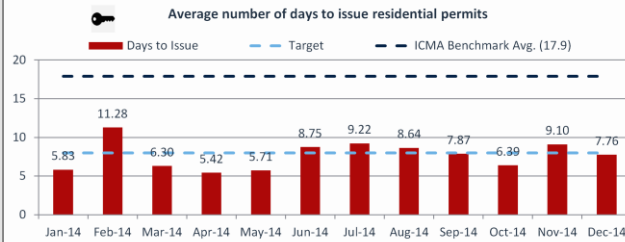
ICMA Benchmarks: International City/County Management Association 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$55,000: Austin, TX; Dallas, TX; Phoenix, AZ (residential only); San Antonio, TX; Miami-Dade, FL; Milwaukee, WI; Oklahoma City, OK; Portland, OR; Kansas City, MO; and Savannah, GA.

Legend

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

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

Safety and Permits met its annual target days to issue permits



Key Measure	2013		2014		Status
	Actual	Target Met?	Actual	Target	
Average number of days from commercial permit application to issuance	11.9	●	13.8	15	●
Average number of days from residential permit application to issuance	7.25	●	7.71	8	●



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Responsible Organization: Safety and Permits

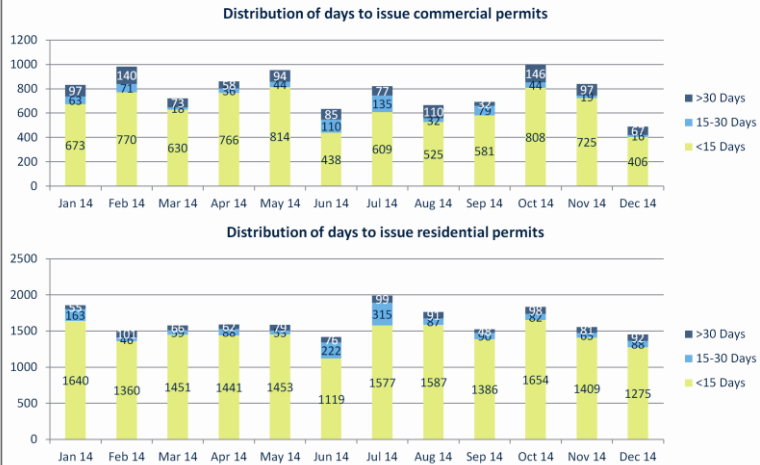
Data Source: LAMA permitting and licensing database

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)

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.

Permitting – 83% of Commercial and 88% of Residential Permits Issued in less than 15 Days in December



Action Item			
Date	Responsible Parties	Item	Status
8/21/13	J. Munster	Determine source of errors in the Time to Plan Review report	



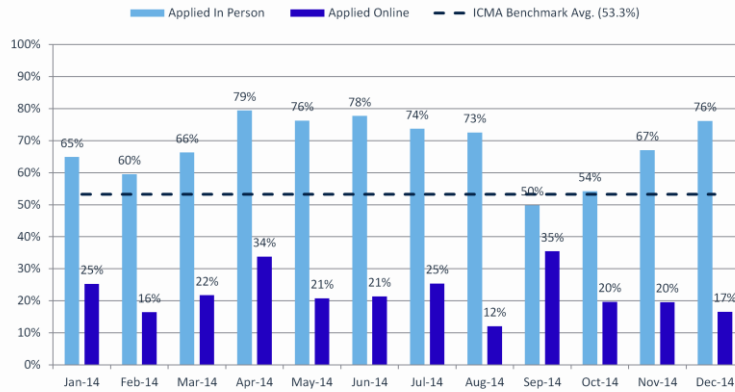
Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

ICMA Benchmarks:
International City/County Management Association 2013 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 <\$55,000:
Austin, TX; Dallas, TX; San Antonio, TX; Miami-Dade, FL; Milwaukee, WI; Oklahoma City, OK; Portland, OR; Kansas City, MO; and Savannah, GA.

The Percent of Building Permits Issued within One Day Increased for In-Person applicants, but decreased for online applicants

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



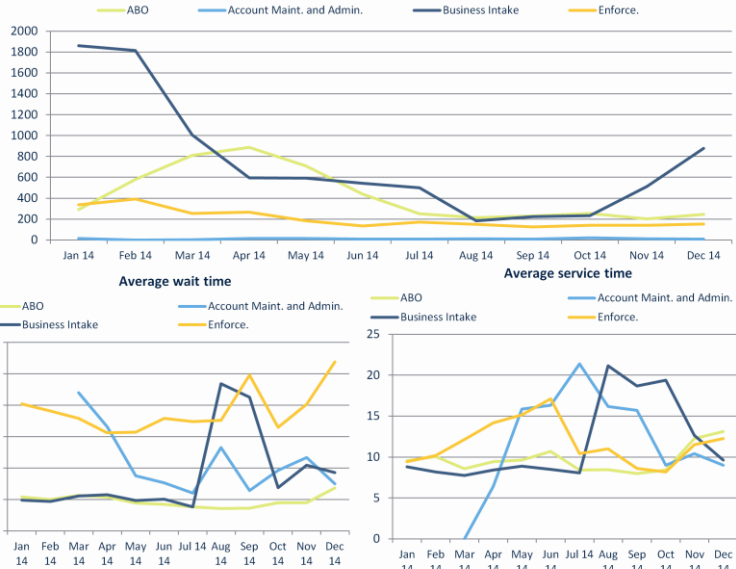
Responsible Organization: Bureau of Revenue

Data Source: Lobby Central

Definitions

ABO: Alcoholic Beverage Outlet services, which include licensing and manager's permitting
Account Maint. & Admin: payments, installment plans, and other account maintenance and administration services
Business Intake: applications for business registrations and other transactions related to business operations
Enforce.: Enforcement services, including collections remedies when a taxpayer fails to pay taxes owed
Wait time: time from customer check-in to being assisted by an employee
Service time: time from a customer being assisted by an employee to the customer's departure

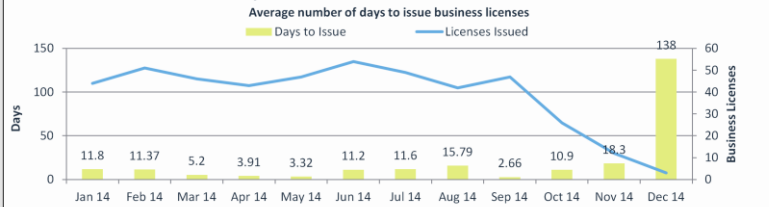
Bureau of Revenue Visitors for Business Intake increased in December; Enforcement Wait Times Increased



Responsible
Organization: Safety and
Permits, Bureau of
Revenue

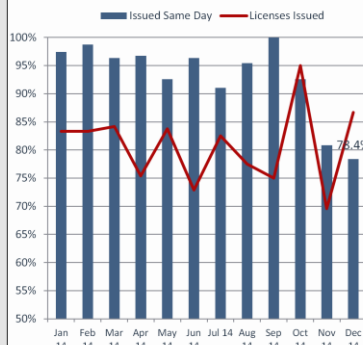
Data Source: LAMA
permitting and licensing
database

Licenses and Certifications – The Average Days to Issue Business Licenses in December was skewed by one outlier over a year old. The percent of mechanical licenses issued the same day decreased in November and December.

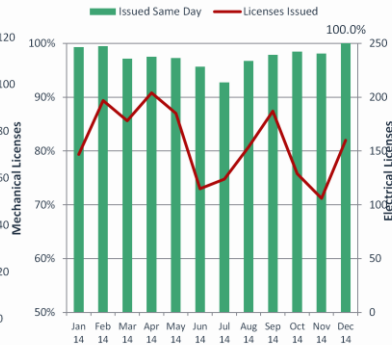


NOTE: Excludes alcohol beverage outlet licenses (ABOs)

Percent of mechanical licenses issued same day



Percent of electrical licenses issued same day



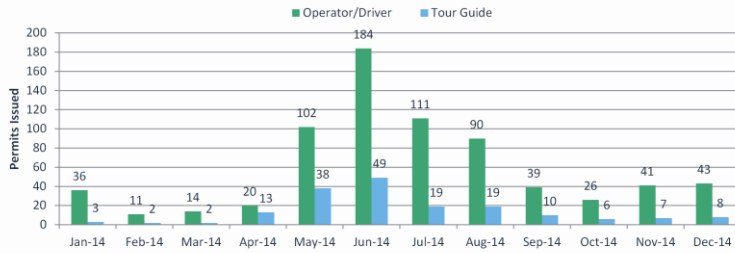
Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: LAMA permitting and licensing database

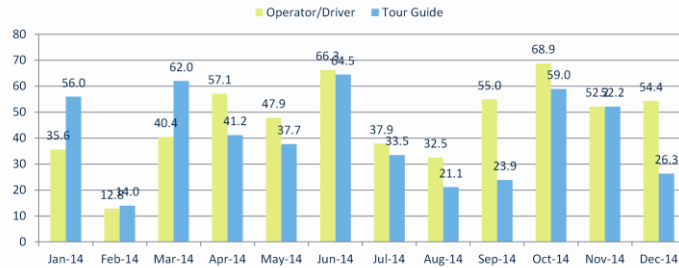
Note: Through January 2014, the measurement of the number of days to issue operator/driver and tour guide permits was affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. In February 2014, the tracking method was changed, and the measure now more accurately 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 Operator/Driver and Tour Guide Permits Issued Was Stable in November and December.

Number of operator/driver and tour guide permits issued



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



Responsible Organization: Taxi and For Hire Vehicle Bureau

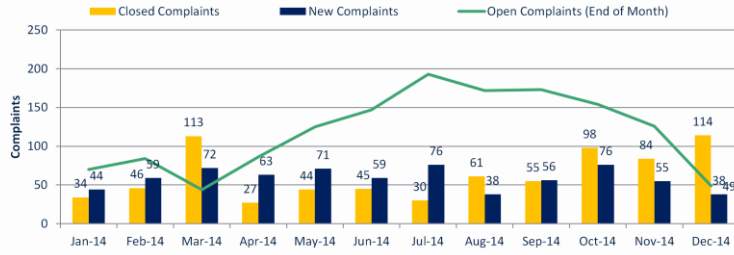
Data Source: 311

Definitions

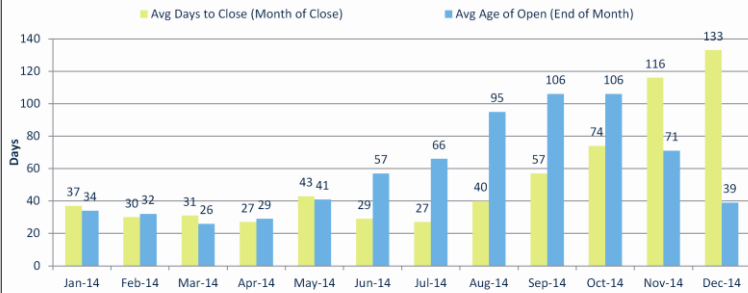
Complaints: incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service animals

Taxi 311 Service Requests – Complaint Backlog Decreased. The Average Days to Close Increased

Number of complaints against operators/drivers



Average number of days to close complaints against operators/drivers



Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

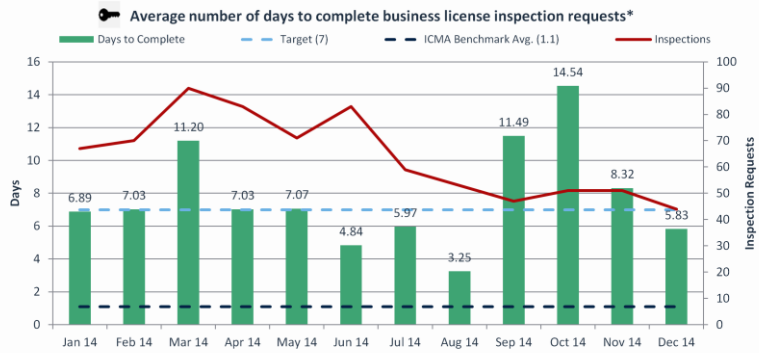
ICMA Benchmarks:
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Legend

- On Target
- ▲ Within 20% of Target
- ◆ Off Target

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

Safety and Permit Inspections – Not Meeting Target on the Average Number of Days to Complete Business License Inspections

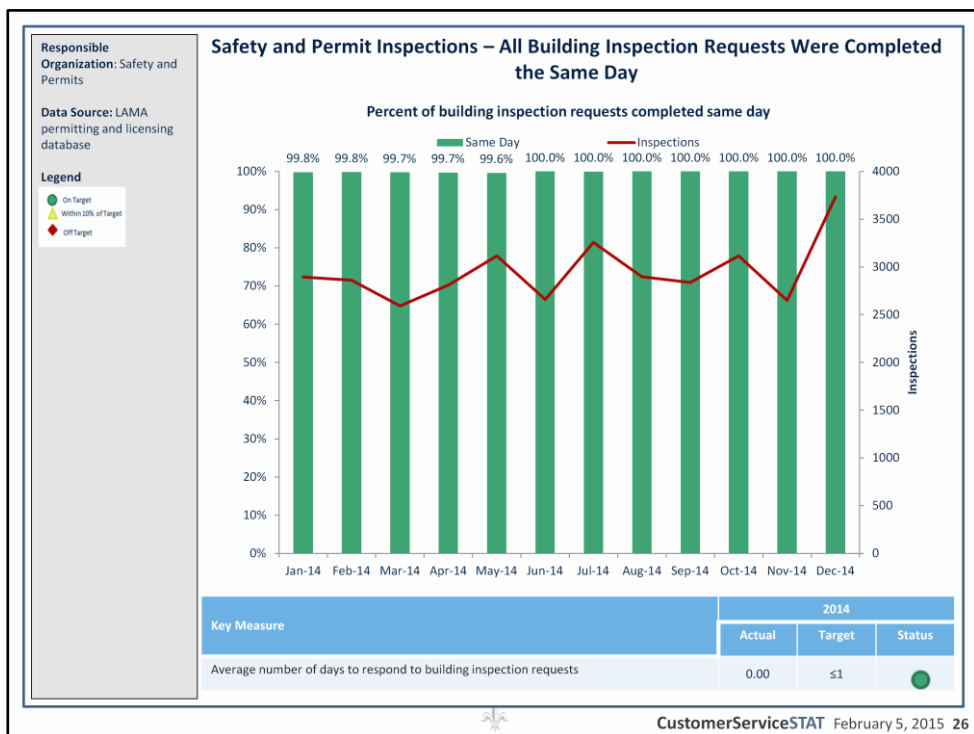


*Excludes ABO business licenses.

Action Item							
Date	Responsible Parties	Item	Due	Status			
8/21/13	J. Munster	Waiting on Davenport to release online inspection request feature (Follow up to get a release date)	TBD	Data quality issue with electrical / mechanical inspections			
Key Measure			2013		2014		
			Actual	Target Met?	Actual	Target	Status
Average number of days to respond to a business license inspection request			8.01	◆	7.7	≤7	▲



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Safety and Permits announced the release of a LAMA app update that will assign inspections to building inspectors, rather than inspectors inputting inspection requests themselves, which is expected to more accurately capture the time to inspect following an inspection request.

Responsible:
Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

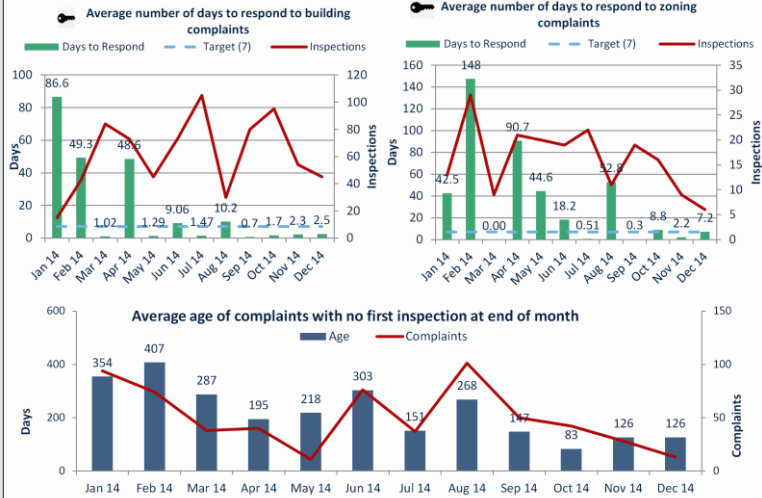
Definition:
Respond: complete a first inspection

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.

Legend
 ● On Target
 ▲ Within 10% of Target
 ◆ Off Target

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

Safety and Permit Inspections – Backlog decreased to second lowest point on record



NOTE: Some cases that were open at the end of the month but closed before the data was compiled may not be included.

Key Measure	2014		
	Actual	Target	Status
Average number of days to respond to building complaints	11.7	≤7	◆
Average number of days to respond to zoning complaints	45.2	≤7	◆

Responsible Organization: Historic District Landmarks Commission (HDLC),

Data Source: LAMA permitting and licensing database

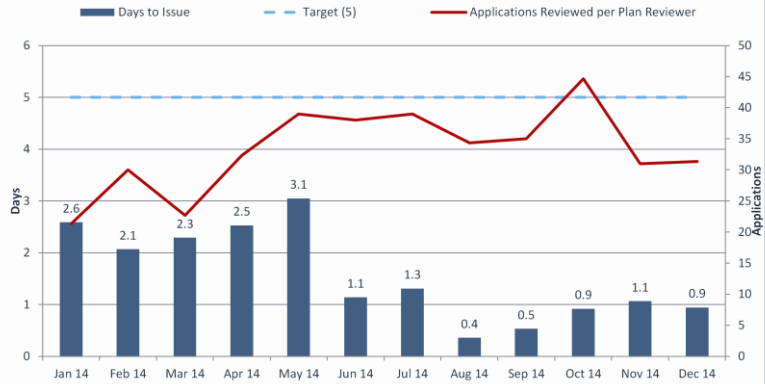
Legend

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

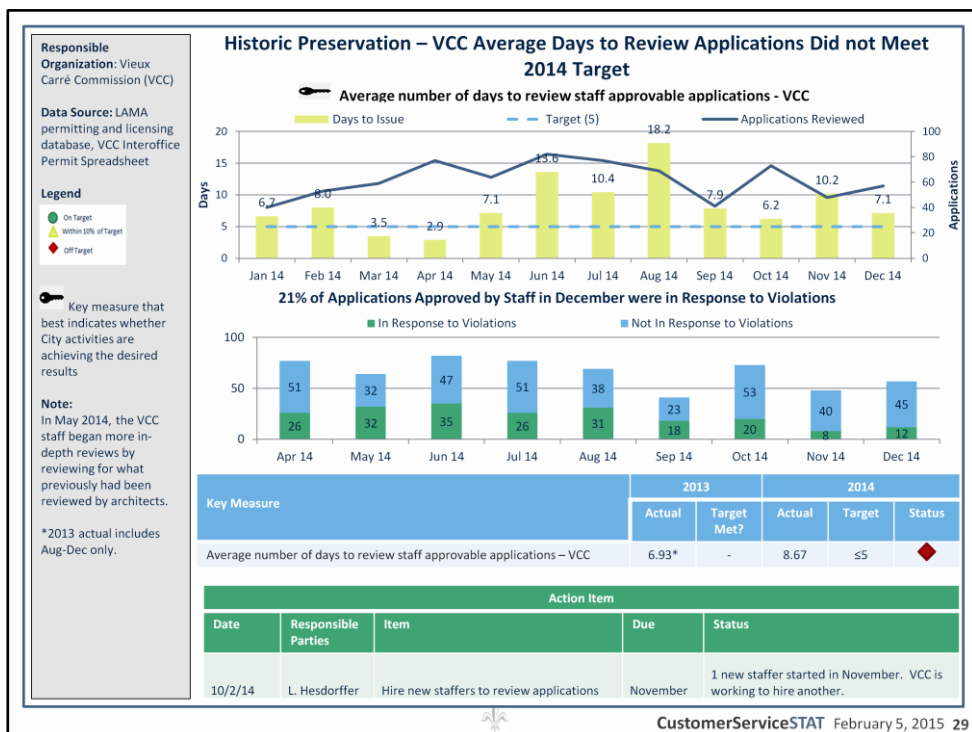
Historic Preservation – HDLC Review Time on Target for the Year

Average number of days to review staff approvable applications - HDLC



Key Measure	2013		2014		
	Actual	Target Met?	Actual	Target	Status
Average number of days to review staff approvable applications – HDLC	17.5	-	1.5	≤5	●





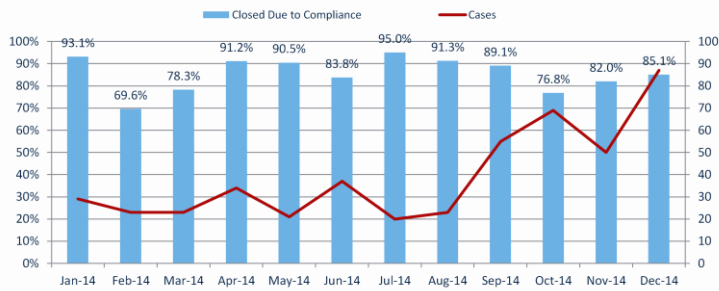
VCC noted that they are in the process of re-hiring for one of their plan reviewer positions after a new hire abruptly left soon after being hired. They are also in the process of hiring two new inspectors.

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

Data Source: LAMA permitting and licensing database

Percent of HDLC Enforcement Cases Closed Due to Voluntary Compliance Steady

Closed Enforcement Cases Closed Due to Voluntary Compliance - HDLC



	2014		
	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	85%	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
9/4/14	L. Hesdorffer, J. Munster	Align enforcement processes to capture the same enforcement data as HDLC for S&P and VCC.	Ongoing	



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

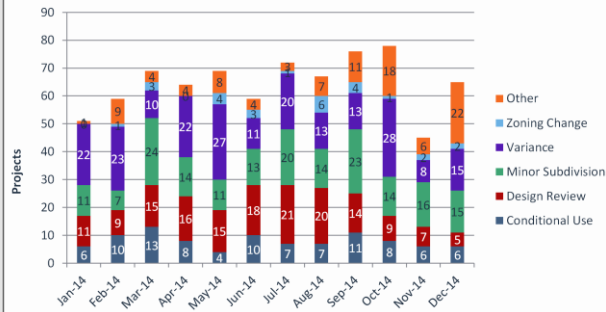
Variance: procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

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.

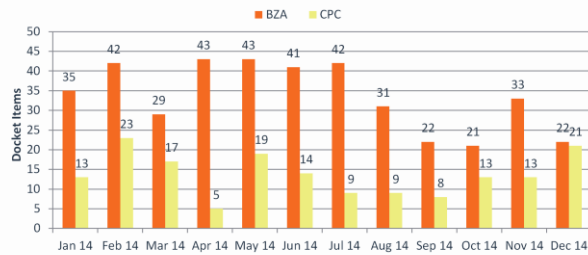
Other: appeal of Safety and Permits; conditional use, zoning change; design review, conditional use; design review, minor subdivision; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning –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

Land Use Project Filings Decreased in November and December

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.

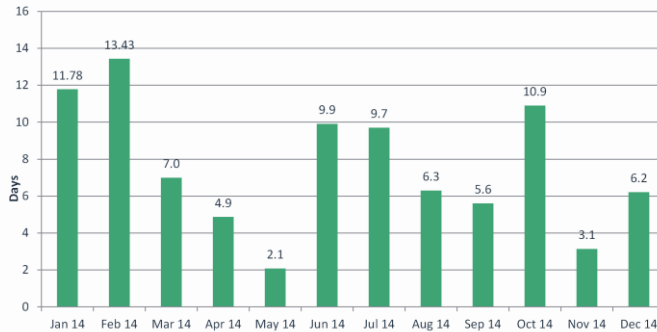
Legend



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

Land Use – Average Time to Docket BZA Variance Applications Decreased in November and December

Key Average number of days to docket a BZA variance application for public hearing



Key Measure	2014		
	Actual	Target	Status
Average number of days to docket a BZA variance application for public hearing	7.81	Establishing Baseline	-
Average number of days to docket a completed subdivision application	N/A*	≤13	N/A
Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	N/A*	≤6	N/A

*The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.



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?

