



CITY OF NEW ORLEANS
CustomerServiceSTAT

January 7, 2015
(Reporting Period: November 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	Action items	Status
8/6/2015	L. Gardere	Find a way to increase integration of information between LAMA and Bureau of Revenue's RCS system	▪ ITI to meet with CAO about next steps
12/3/2015	S. Primeaux B. Rivers	Develop customer service metrics for City Planning Commission activities and incorporate into STAT program	▪ OPA to schedule meeting
1/7/2015	R. Houtman	Contact LAMA contractor to correct reporting discrepancies	▪ One-Stop Shop will work with LAMA contractor and OPA to identify other potential reporting issues



311



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

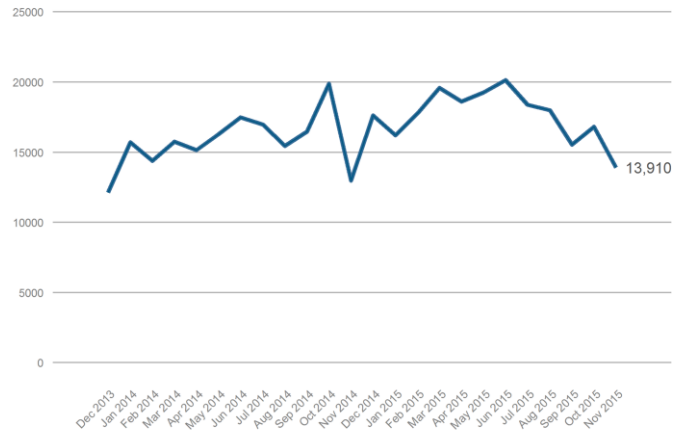
311: telephone number that
connects customers with
customer service
representatives to help with
non-emergency information and
service requests

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 fell in November

Call Volume



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

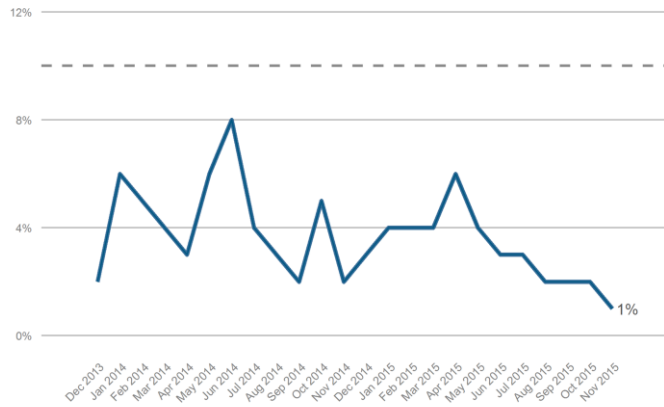
Call abandonment: call where
the caller hangs up before the
call is answered

Target

Less than 10%

Calls abandoned fell to 1 percent

Abandonment Rate



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

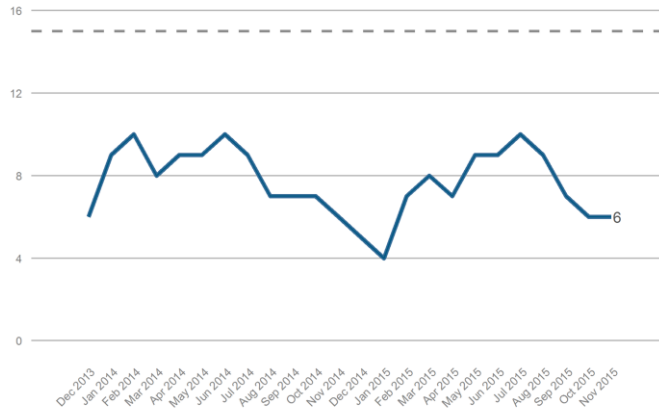
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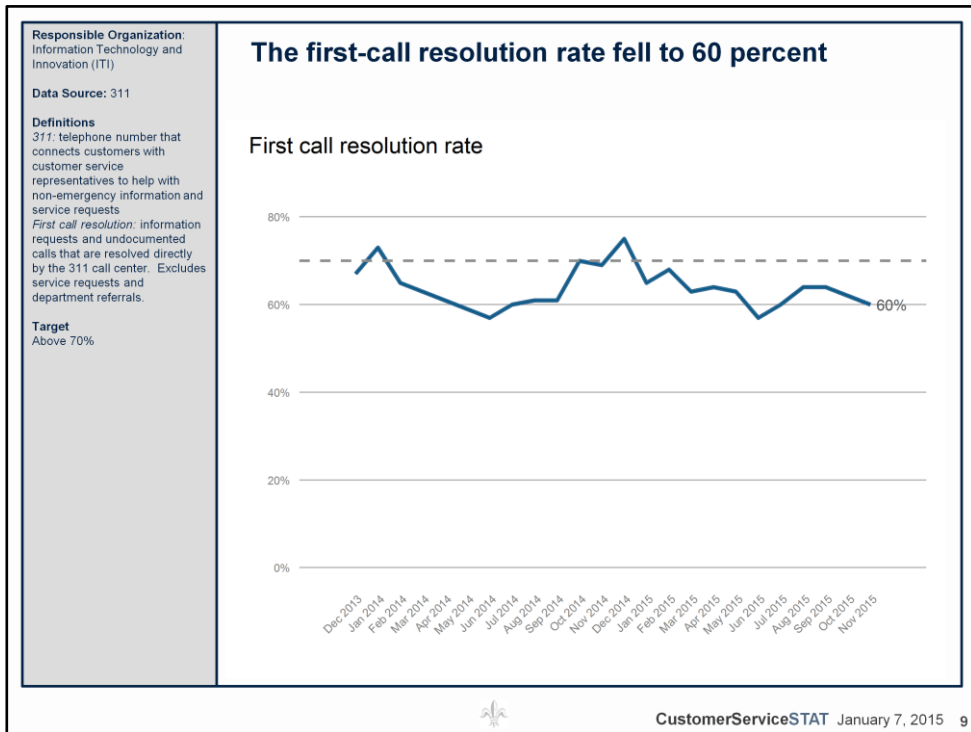
Target

Under 15 seconds

Average hold times for 311 calls remained at six seconds

Average hold time (seconds)





Per 311 staff, it is generally not possible to resolve general service or revenue issues on first call.

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

Two operators had transfer scores below 40 percent

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

Service request: a 311 call to
request that the City perform a
service. Includes service
requests opened by 311
personnel, department
personnel, and vendors.

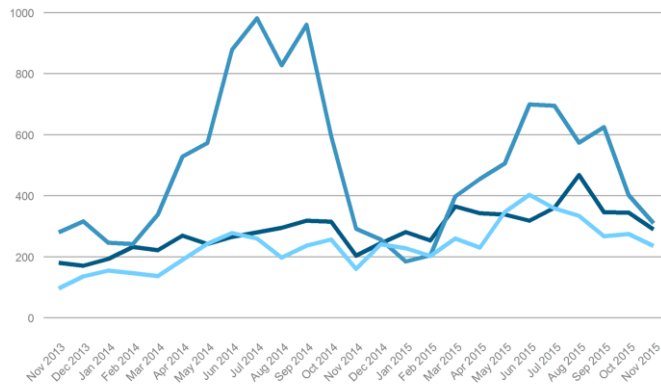
Note:

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

Abandoned vehicle issues were the top request but continued to decline

Top service requests

Abandoned Vehicle Reporting/Removal Code Enforcement General Request Large Item Trash/Garbage Pick



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Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Rate of 311 call abandonment	4.6%	●	3.2%	< 10%	●
Rate of 311 call resolution	62%	▲	62.7%	> 70%	▲



ONE STOP SHOP – SAFETY & PERMITS



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Responsible Organization:
Safety and Permits (S&P)

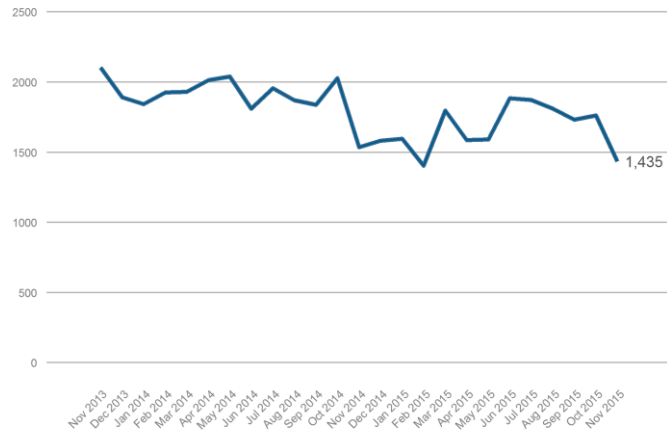
Data Source: Lobby Central

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

Safety and Permit customers have fallen slightly over the past year

Safety and Permits customers



Responsible Organization:
Safety and Permits (S&P)

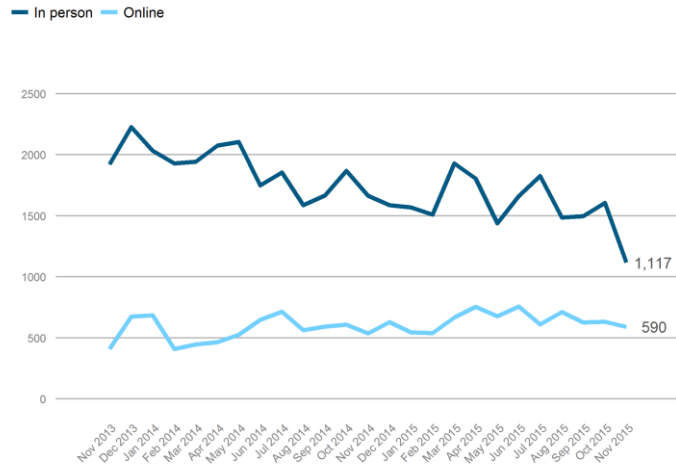
Data Source: LAMA permitting
database

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.

Online permits are flat over the past year while in-person applications have declined

Permits issued by Safety and Permits by application method



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

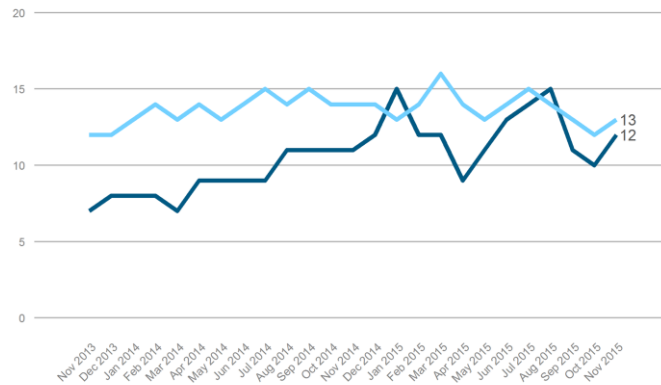
Wait time: time from customer check-in to being assisted an employee

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

Wait and service times are mostly flat over the past 12 months

Safety and Permits processing times (minutes)

— Median wait time — Median service time



Responsible Organization:
Safety and Permits (S&P)

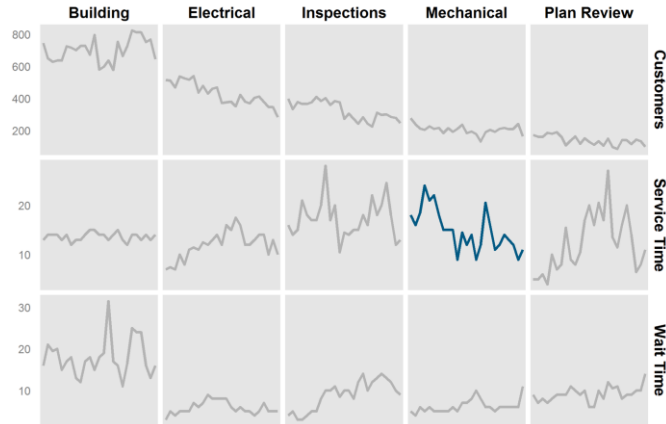
Data Source: Lobby Central

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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.
Building: Safety and Permits queues for Board of Building Standards and Appeals, building permits, and demolitions

Service times for mechanical permits have generally been declining over the past two years

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



ONE STOP SHOP – TAXI CAB BUREAU

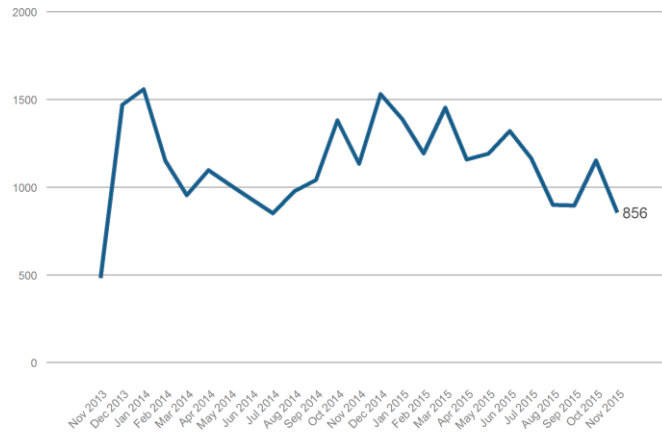


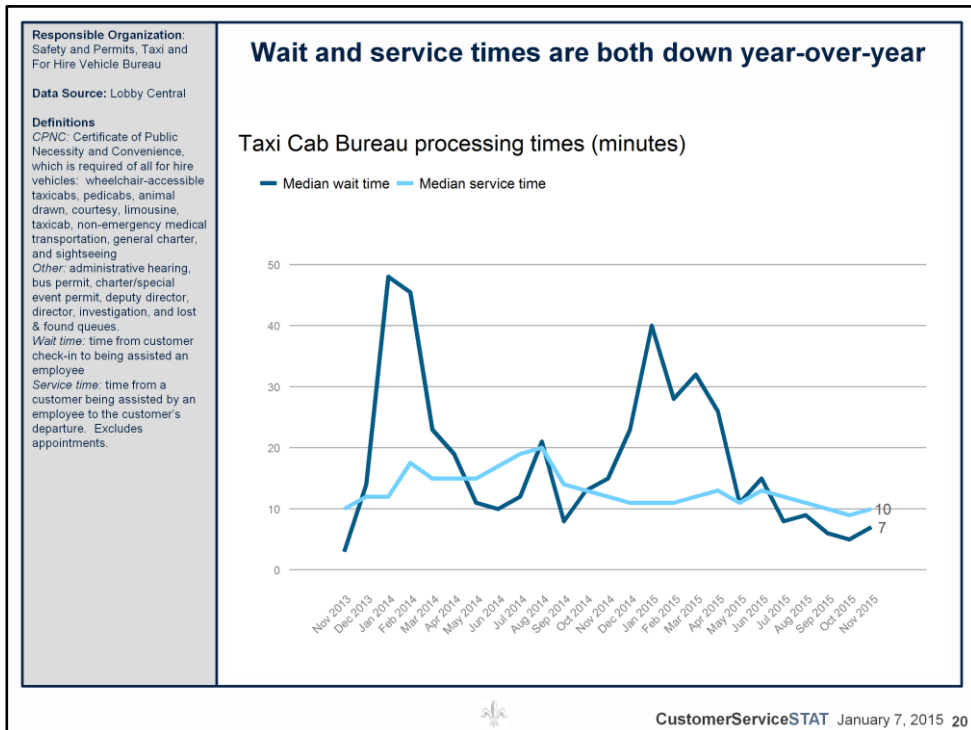
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Responsible Organization:
Safety and Permits, Taxi and
For Hire Vehicle Bureau
Data Source: Lobby Central

Taxi Cab Bureau visitors have decreased over the past 12 months

Taxi Cab Bureau customers





Taxi numbers should be smoother going forward as renewals are staggered throughout the year.

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

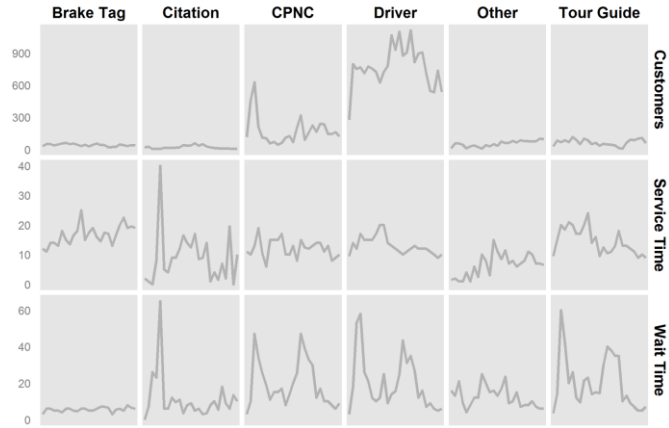
Other: administrative hearing,
bus permit, charter/special
event permit, deputy director,
director, investigation, and lost
& found queues.

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.

The driver queue continues to have the most customers

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



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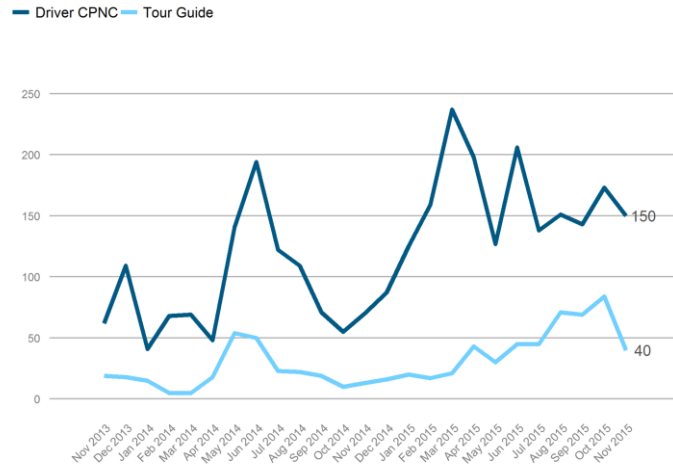
Responsible Organization:
Taxi and For Hire Vehicle
Bureau

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.

CPNC and tour guide permit issuances increased over the past twelve months

Number of operator permits issued



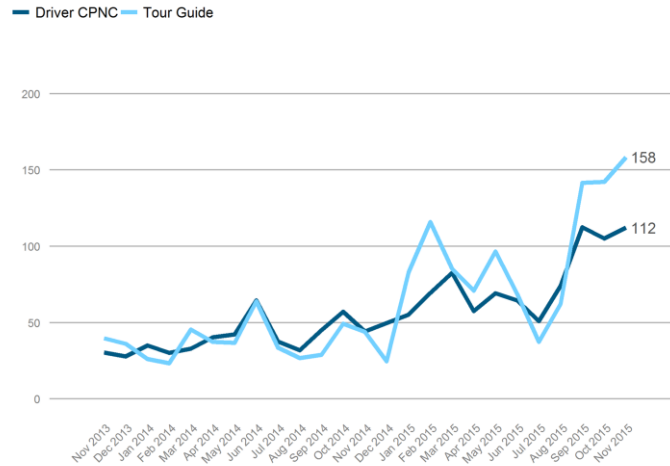
Responsible Organization:
Taxi and For Hire Vehicle
Bureau

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the files were scanned into
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Time to issue CPNC and tour guide permits has continued to increase

Average days to issue operator license



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ONE STOP SHOP – VCC, CPC, HDLC



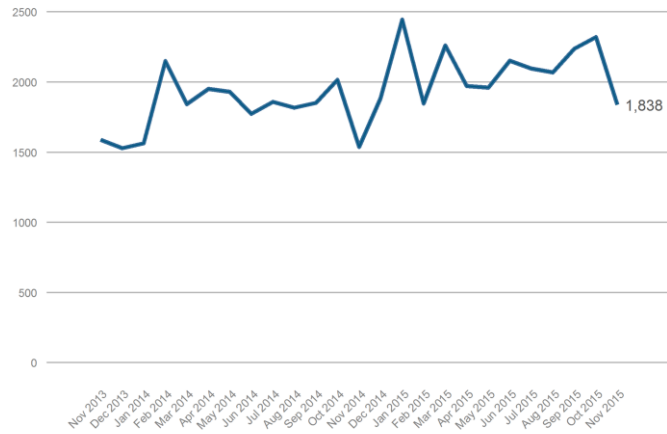
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Responsible Organizations:
Safety and Permits, City
Planning Commission (CPC),
Historic District Landmarks
Commission (HDLC), Vieux
Carré Commission (VCC)

Data Source: Lobby Central

The number of One-Stop Shop customers fell in November, mirroring a trend from last year

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

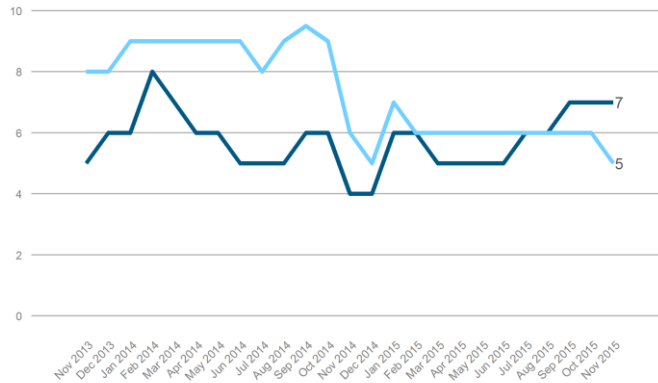
Wait time: time from customer
 check-in to being assisted an
 employee

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

Median service times have been flat over the past 12 months, but wait times are up

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

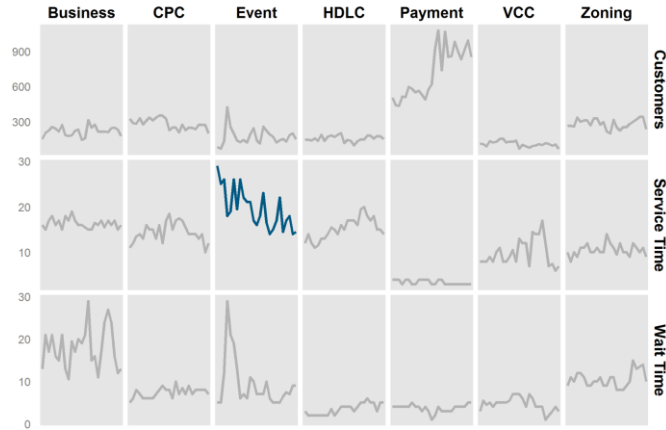
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 customer experience related to
 securing permits and licenses

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.

Service times for event permits have steadily been trending downward

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



PERMITTING



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

Data Source: LAMA permitting
and licensing database

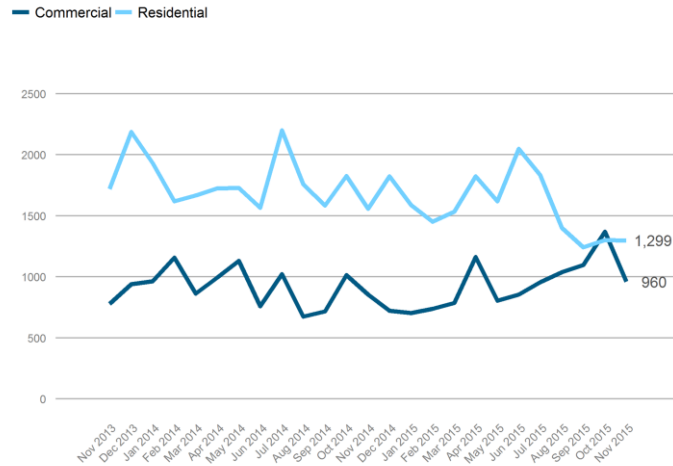
Definitions

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)

Commercial permits are mostly flat over 12 months, while residential permit issuances fell

Residential and commercial permits issued



Responsible Organization:
Safety and Permits (S&P)

Data Source: LAMA permitting
and licensing database

Definitions

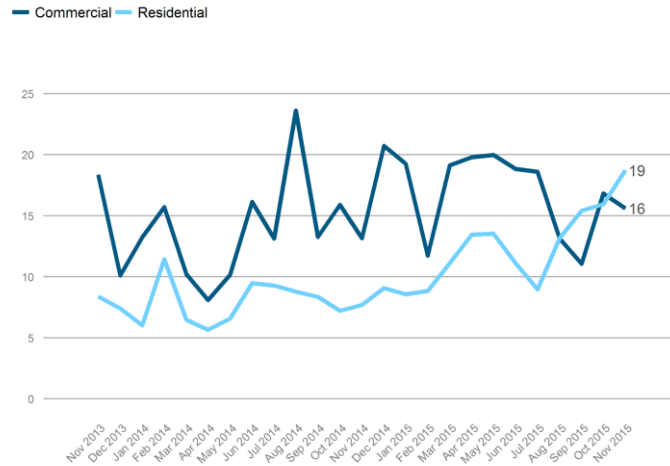
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Residential: detached 1 and 2
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townhouses not more than 3
stories above-grade in height
with a separate means of
egress and their accessory
structures (3 or more units)

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.

Time to issue has increased over the past year for both permit types

Mean days to issue for residential and commercial permits



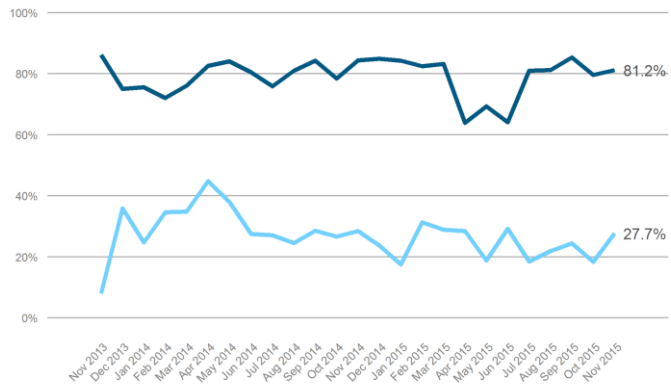
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

28% of online applications are now issued within 48 hours, even with delay caused by customers

Percent of building permits issued within 48 hours of application

— In Person — Online



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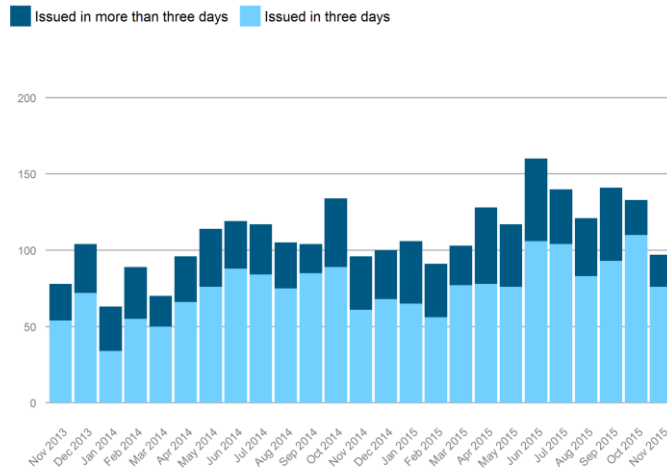
Responsible Organization:
Historic District Landmarks
Commission (HDLC).

Data Source: LAMA permitting
and licensing database

Note: Data have been revised
to correct a LAMA reporting
error.















Prior month HDLC figures were adjusted to correct for a LAMA reporting error

Number and days to issue HDLC permits



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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		19	< 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 business license (minutes)	31		17	< 18	
Average/median wait time to make a payment (minutes)	16.9		4	< 6	
Percent of permit and license applications received online	37.5%		33.0%	> 20%	
Average number of days to issue commercial permits	13.8		16.6	< 15	
Average number of days to issue residential permits	7.4		12.4	< 8	



REVENUE



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 an employee

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

Service times for enforcement customers decreased in November

Stats by queue (times in mean minutes) Nov 2013 to Nov 2015



COMPLAINTS



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Responsible Organization:
Safety and Permits

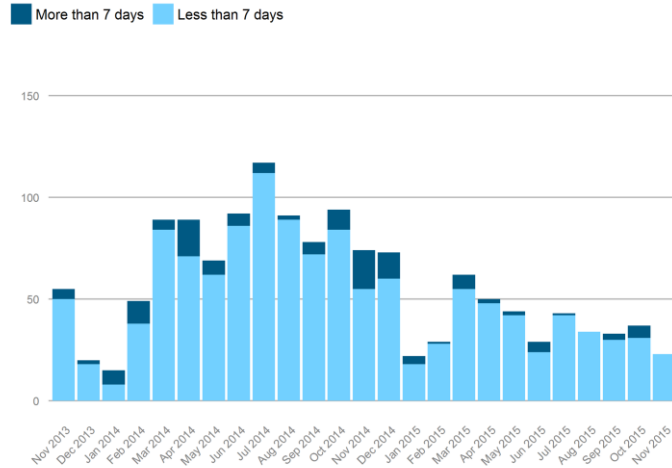
Data Source: LAMA permitting
and licensing database

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.

Virtually all building inspections were completed within seven days for November

Building inspections, and days to completion



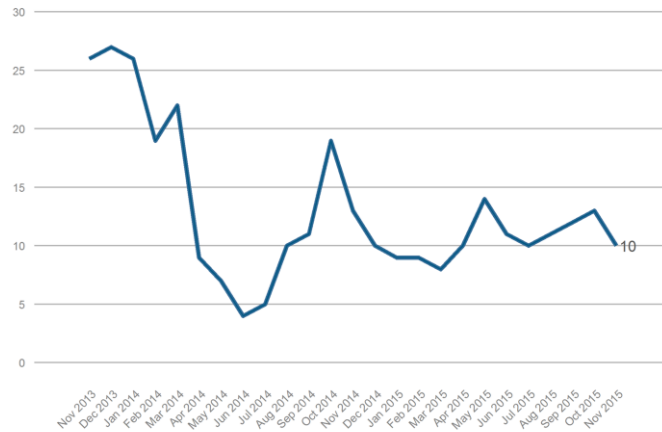
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Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

The number of open building complaints is down over the past year

Number of open building complaints at end of each month



Responsible Organization:
Safety and Permits

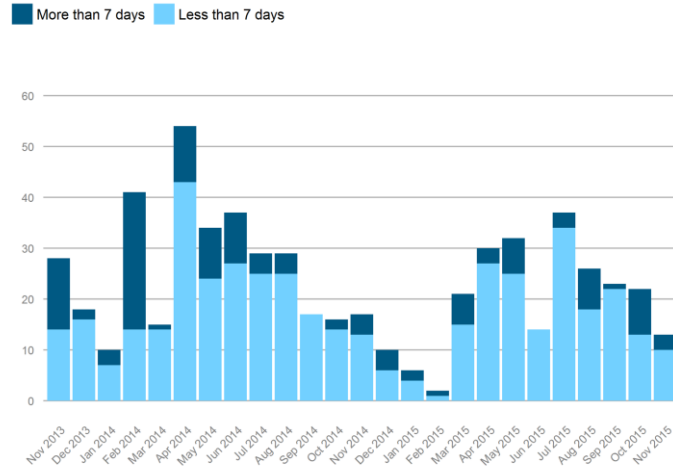
Data Source: LAMA permitting
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Respond: complete a first
inspection

Note:
The number and age of
complaints with no first
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2014.

Most zoning inspections were completed within seven days as the total number decreased

Zoning inspections, and days to completion

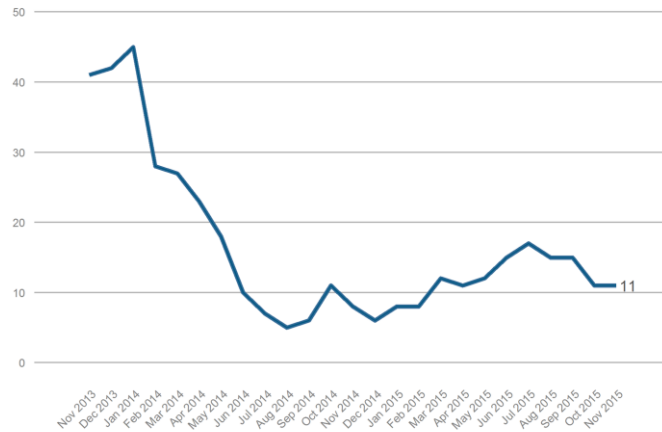


Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

The zoning complaint backlog is on par with last year

Number of open zoning complaints at end of each month



Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

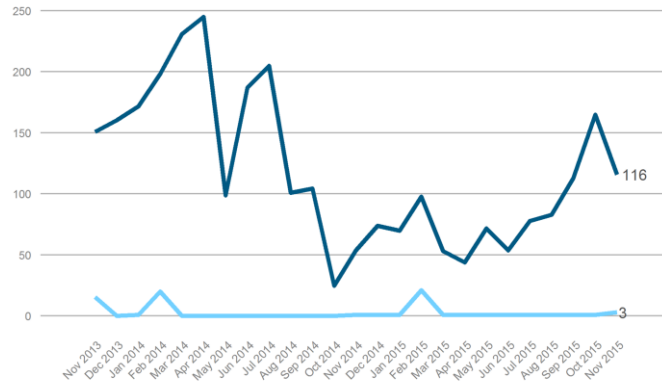
Definition:
Respond: complete a first
inspection

Disclaimer: Historical data on
this measure may have been
represented inaccurately in
previous months.

Median age of open zoning complaints decreased in November

Age statistics on zoning complaints

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



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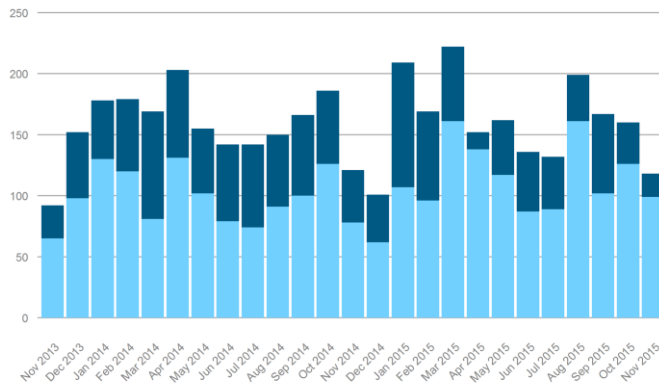
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Inspections completed within target have exceeded those above target since the beginning of 2015

Business license inspections and days to inspection

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



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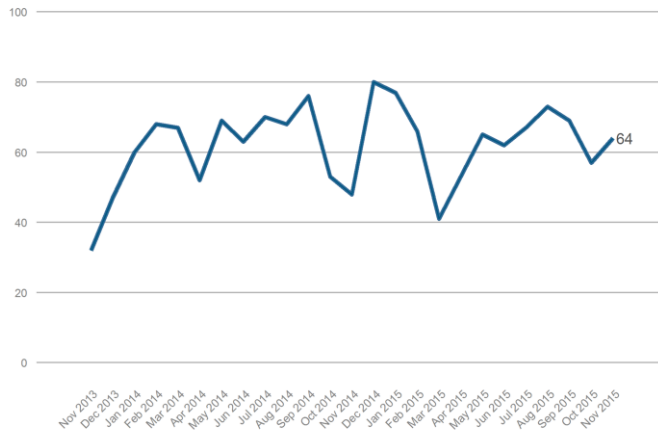
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Disclaimer: Historical data on
this measure may have been
represented inaccurately in
previous months.

The number of inspection requests outstanding at the end of the month rose slightly

Business licenses inspection requests outstanding at end of month



Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

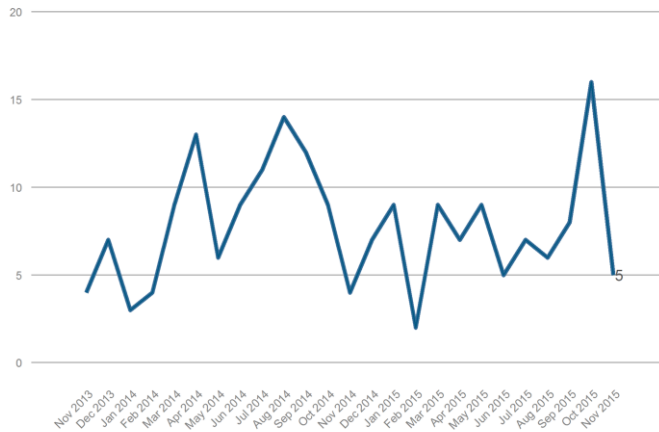
Note:

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.

Disclaimer: Historical data on
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previous months.

Complaints open with no first inspection within 30 days fell significantly

Complaints with no first inspection within 30 days



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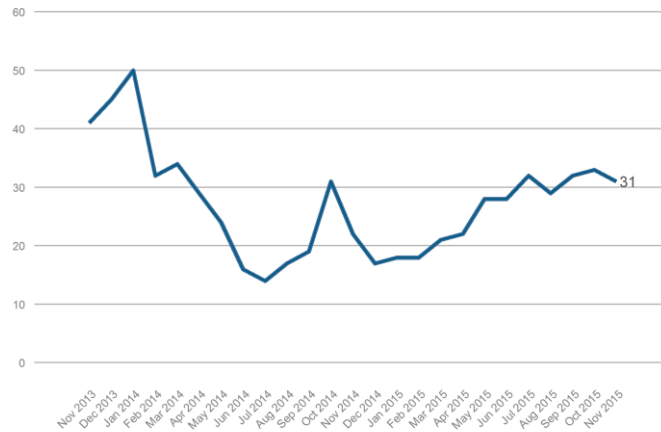
Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Disclaimer: Historical data on
this measure may have been
represented inaccurately in
previous months.

The number of open complaints is up slightly over the past year

Number of open complaints at end of each month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

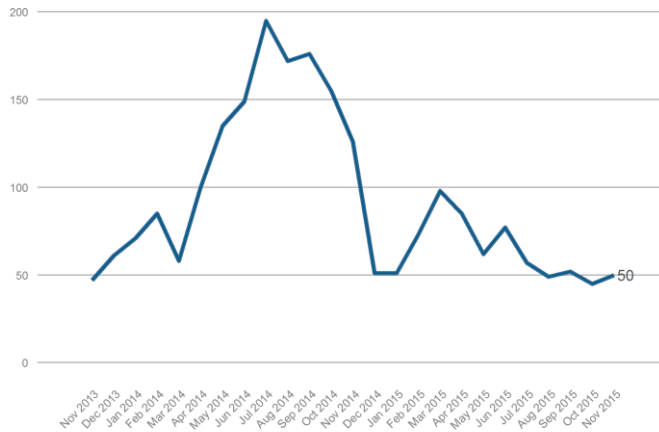
Data Source: 311

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

Complaints against taxi drivers are down over the year

Number of open complaints against drivers at end of month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

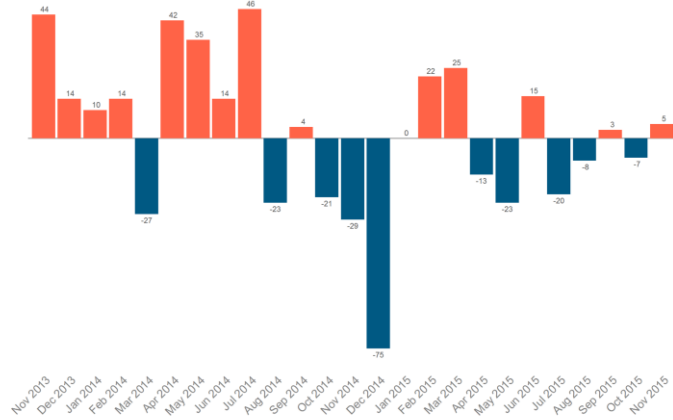
Note: This measure is
calculated by subtracting the
number of complaints closed
from the number opened per
month.

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

The Taxi Cab Bureau closed more complaints than were received during five of the last eight months

Net complaints logged against taxi drivers per month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

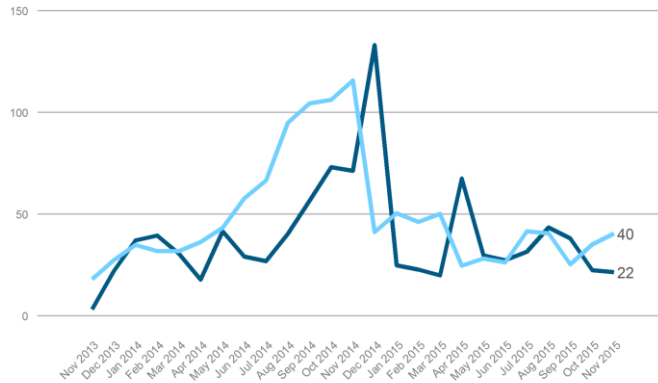
Definitions

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

Days to close and age of open driver complaints are both down over the last 12 months







Age statistics on complaints against drivers

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



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Key Performance Indicators

KPI	2014		2015		Status
	Actual	Target Met?	Actual	Target	
Average number of days to respond to building complaints	4		1.8	< 7	
Average number of days to respond to zoning complaints	0.4		13.9	< 7	
Average number of days to complete business license inspection requests	7.71		6.7	< 7	



VCC



Responsible Organization:
Vieux Carré Commission (VCC)

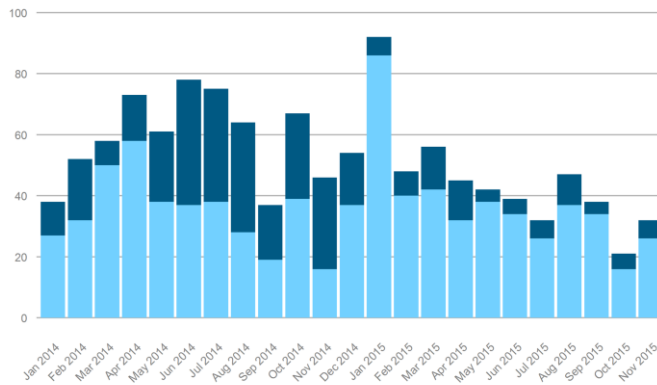
Data Source: LAMA permitting
and licensing database, VCC
Interoffice Permit Spreadsheet

Target
2014: Under 5 days
2015: Under 7 days

The vast majority of staff-approvable VCC reviews in 2015 have been completed within target

Staff approvable reviews finished over and under target time

Over target time Under target time



Responsible Organization:
Vieux Carré Commission (VCC)

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

Substantially all VCC applications approved now are not due to violations

Number of applications approved due to violations

