CITY OF NEW ORLEANS

CustomerServiceSTAT

November 5, 2015
(Reporting Period: September 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

Responsible parties	Action items	Status
A. Kopplin L. Gardere R. Samuels J. Cecil	Further integrate LAMA and Bureau of Revenue systems	• CAO to facilitate interactions • ITI has scheduled meetings with One-Stop Shop and Revenue to discuss technology and non-technology solutions • Likely will be moving forward with solution after Thanksgiving 2015

311

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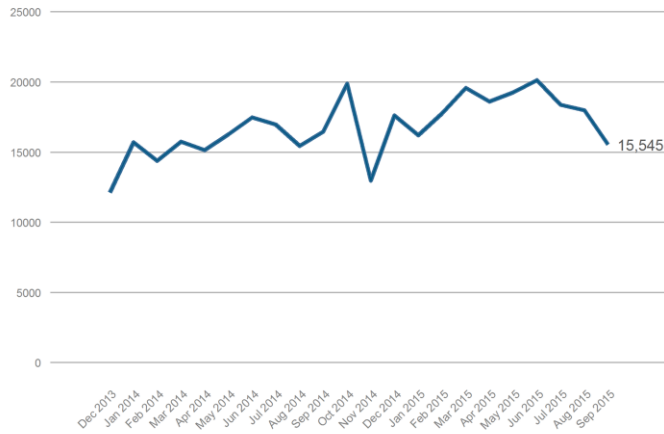
Data Source: 311

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 again in September after peaking in July

Call Volume

Calls abandoned remained stable at 2 percent

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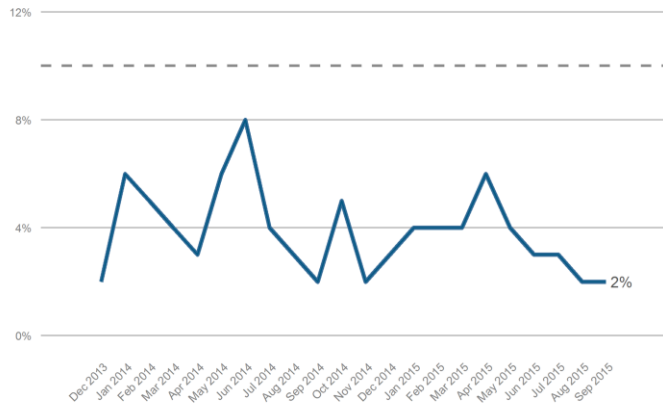*Call abandonment:* call where the caller hangs up before the call is answered

Target
Less than 10%

Abandonment Rate

Responsible Organization:
Information Technology and
Innovation (ITI)

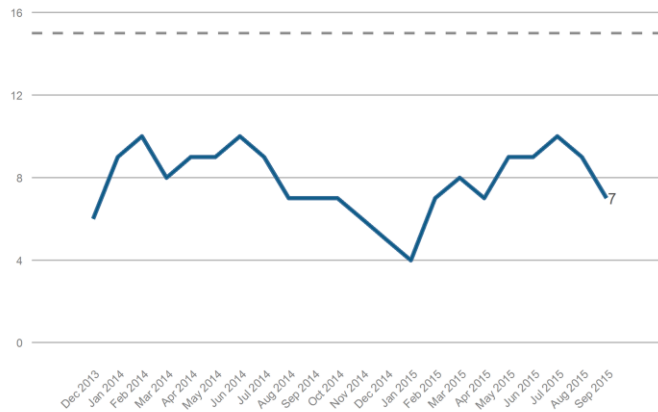**Data Source:** 311

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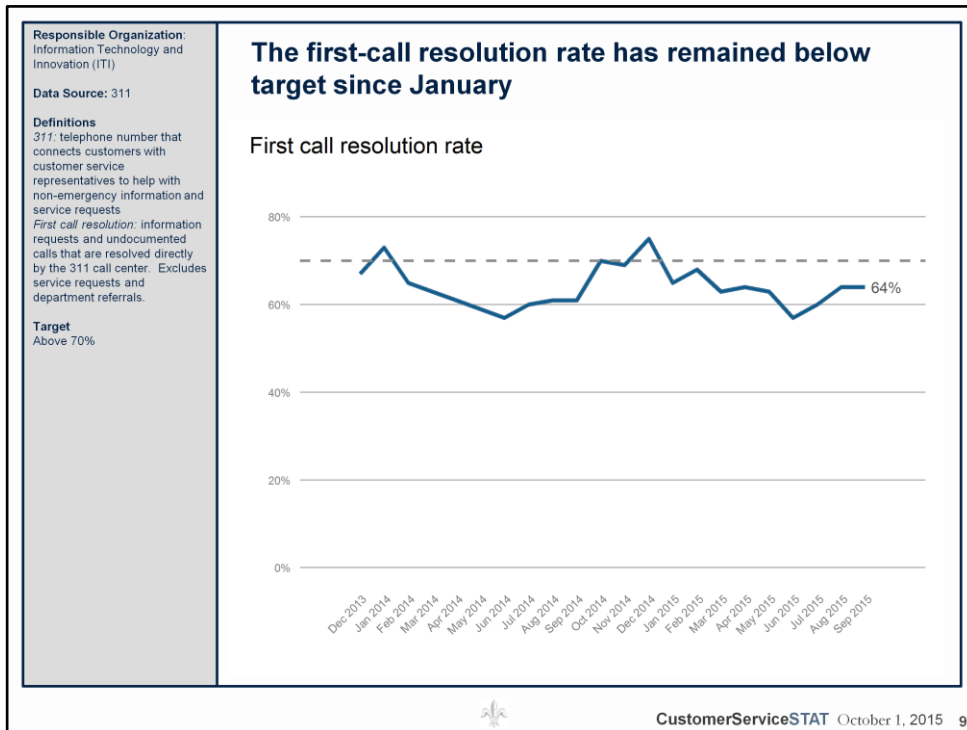service requests.

Target
Under 15 seconds

Average hold times for 311 calls dropped to seven seconds during September
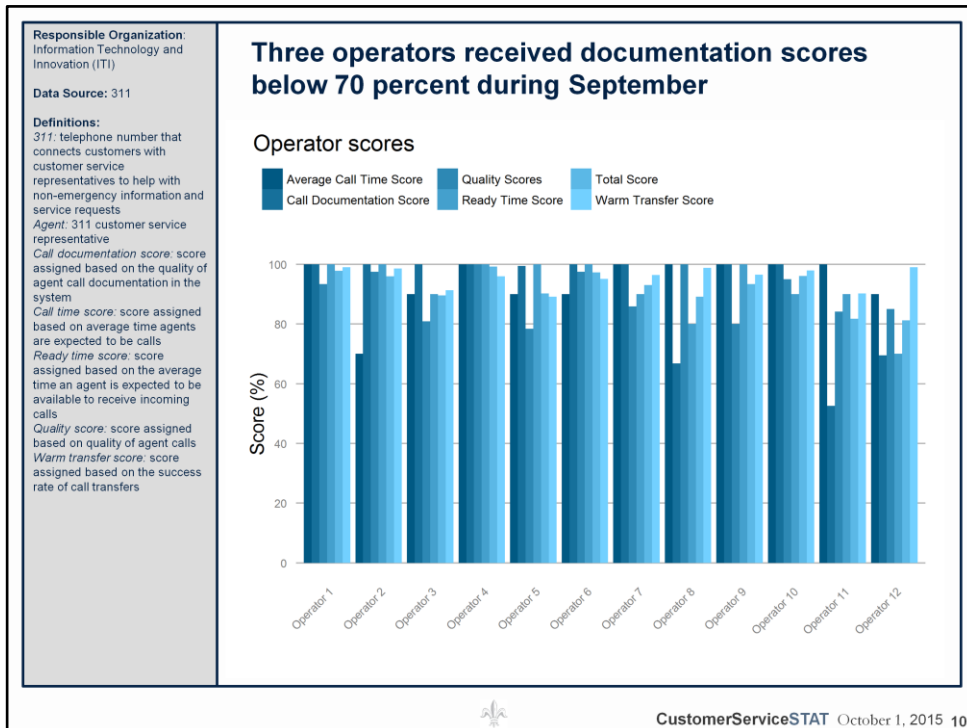
Average hold time (seconds)

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.

Target
Above 70%

The first-call resolution rate has remained below target since January

First call resolution rate

64%

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311 likely will be revising target downward from 70% to 65%.

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

Three operators received documentation scores below 70 percent during September

Operator scores

Legend: Average Call Time Score, Call Documentation Score, Quality Scores, Ready Time Score, Total Score, Warm Transfer Score

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311 working on program to assist operators with documentation.

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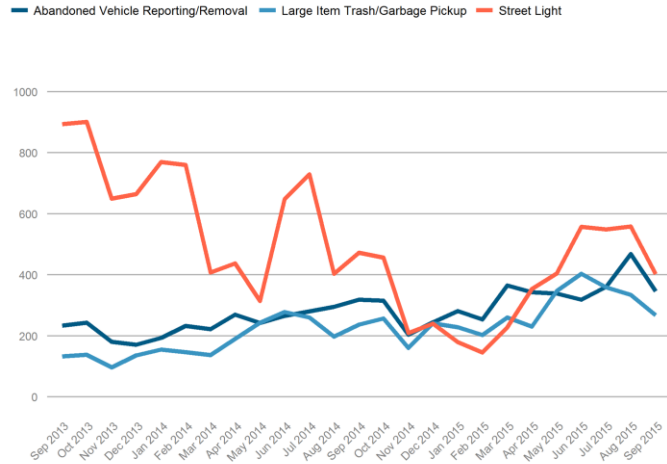*Service request:* a 311 call to request that the City perform a service. Includes service requests opened by 311 personnel, department personnel, and vendors.

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

Streetlight-related issues were the top request in September, but were down from August

Top service requests

— Abandoned Vehicle Reporting/Removal — Large Item Trash/Garbage Pickup — Street Light

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Key Performance Indicators

	2014			2015	
KPI	Actual	Target Met?	Actual	Target	Status
Rate of 311 call abandonment	4.6%	🟢	3.6%	< 10%	🟢
Rate of 311 call resolution	62%	🔺	63.1%	> 70%	🔺

ONE STOP SHOP – SAFETY & PERMITS

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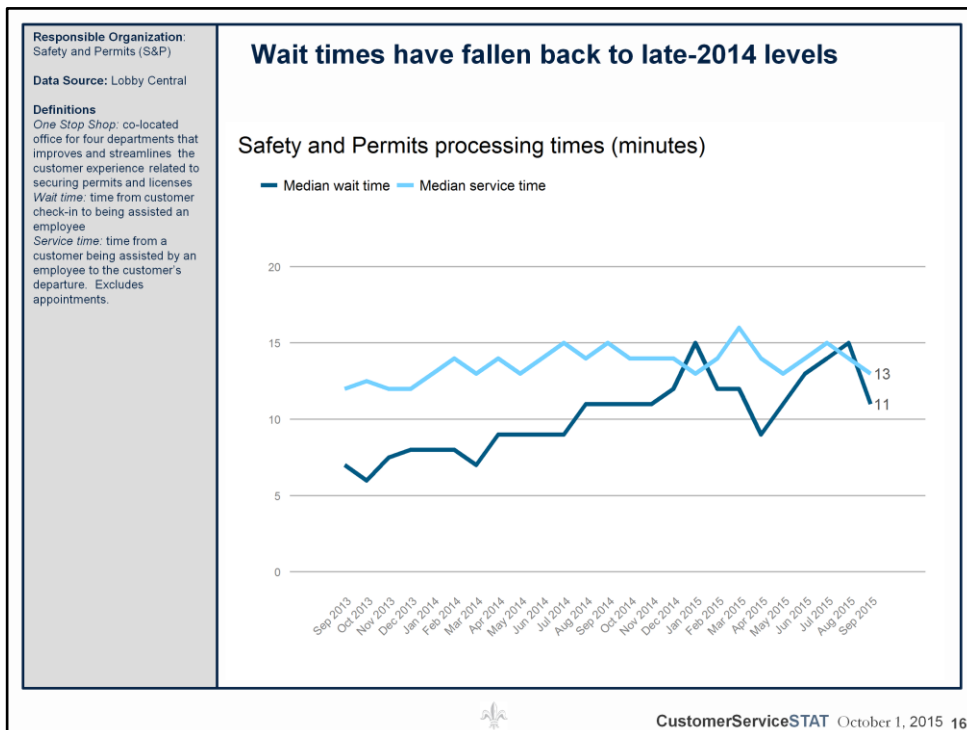
The total number of One Stop Shop customers in August was .
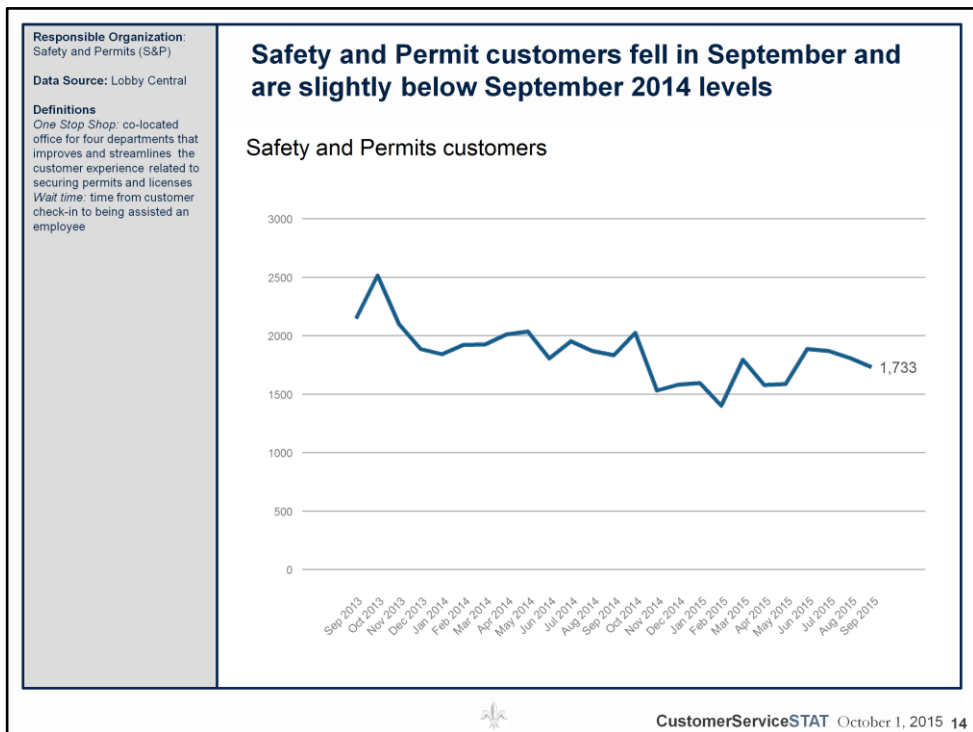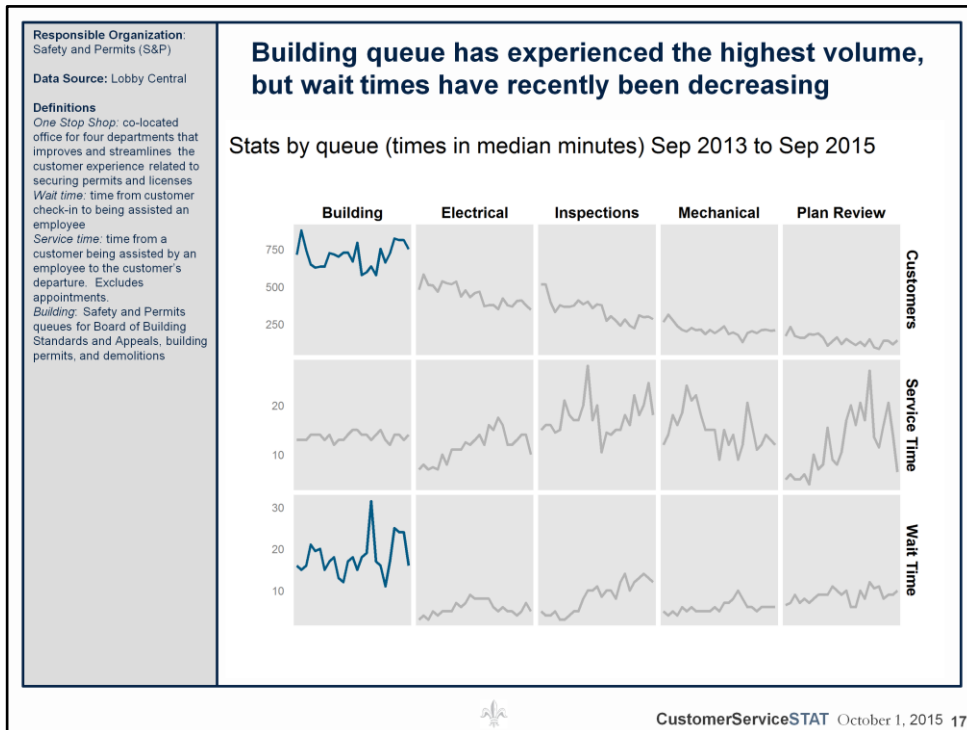
Figure much higher across all queues.
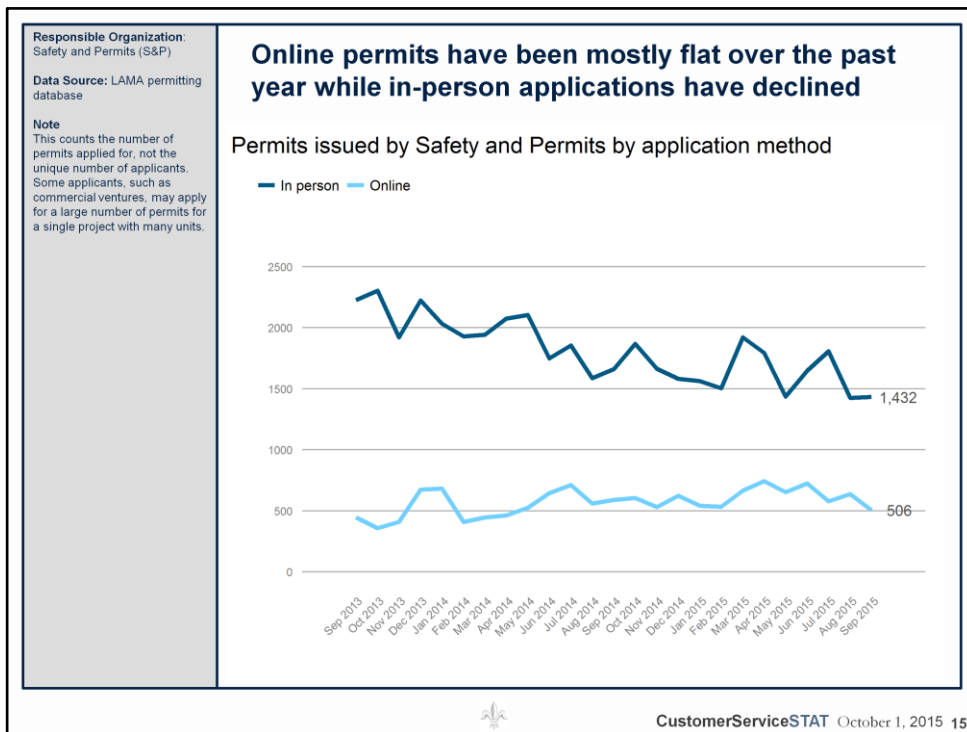
In-person applications more likely to reflect demand for building permits, while online queue tends to represent more stable activities.

Decrease possibly due to addition of fifth permit analyst, but figures will likely increase in October due to incorporation of DPW permits.

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

Building queue has experienced the highest volume, but wait times have recently been decreasing

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

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Building queue includes both inspections and permits.

ONE STOP SHOP – TAXI CAB BUREAU

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

Data Source: Lobby Central

Taxi Cab Bureau visitors were flat in September

Taxi Cab Bureau customers

897

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Shift toward staggered renewals should help to smooth out seasonal trends.

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

Data Source: Lobby Central

Definitions
CPNC: Certificate of Public Necessity and Convenience, which is required of all for hire vehicles: wheelchair-accessible taxicabs, pedicabs, animal drawn, courtesy, limousine, taxicab, non-emergency medical transportation, general charter, and sightseeing
Other: administrative hearing, bus permit, charter/special event permit, deputy director, director, investigation, and lost & found queues.
Wait time: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure. Excludes appointments.

Wait times are down since the beginning of the year, while service times have been stable

Taxi Cab Bureau processing times (minutes)

— Median wait time — Median service time

Shift toward staggered renewals should help to smooth out seasonal trends.

Rideshare service drivers are likely not included in the "Driver" queue.

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 permits were down slightly for September

Number of operator permits issued

— Driver CPNC — Tour Guide

Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: LAMA permitting and licensing database

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

Time to issue has shot up to a two-year high for both CPNC and tour guide permits

Average days to issue operator license

—— Driver CPNC —— Tour Guide
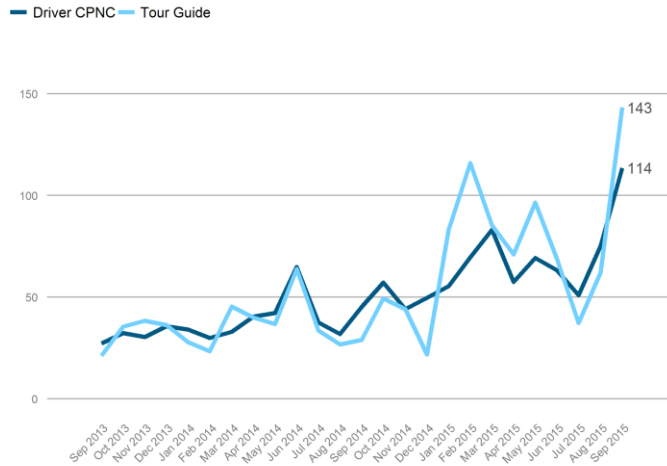
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ONE STOP SHOP – VCC, CPC, HDLC

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

Data Source: Lobby Central

The number of One-Stop Shop customers has climbed gradually over the past two years

CPC, VCC, HDLC customers
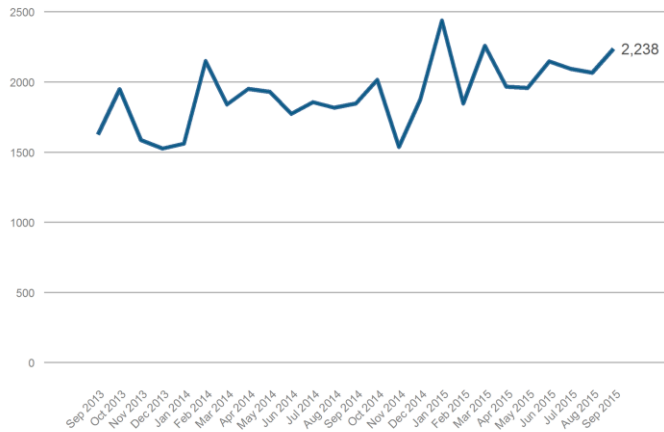
2,238

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 remained constant since February, while wait times are up slightly

CPC, VCC, HDLC processing time (minutes)

— Median wait time — Median service time
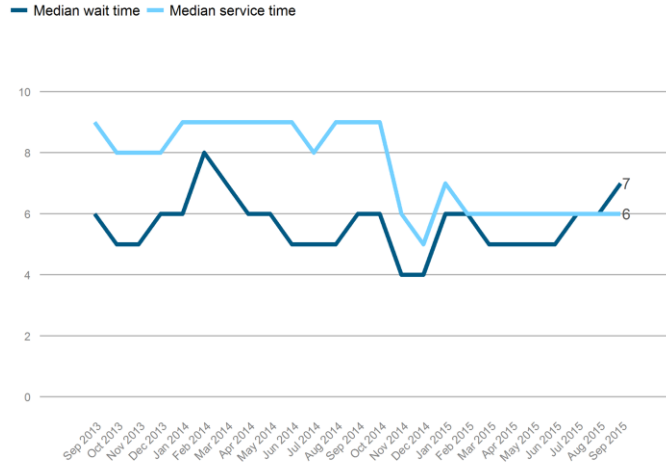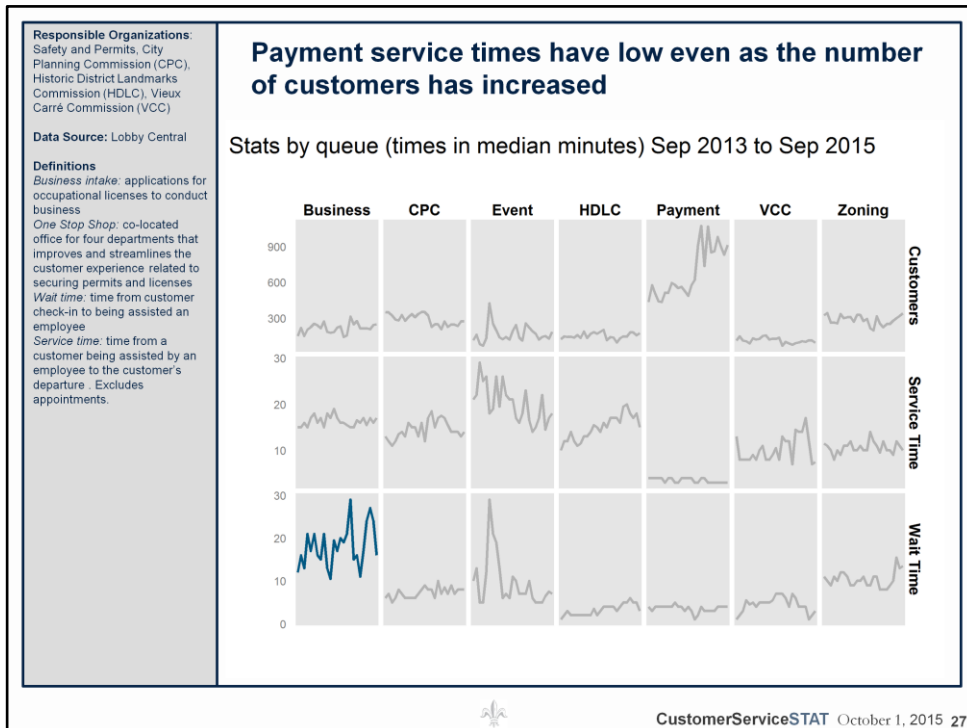
Growth in "Payment" queue could reflect incorporation of taxi payments into centralized permitting system.

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)

The gap between residential and commercial permits has narrowed as residential permits have decreased

Residential and commercial permits issued
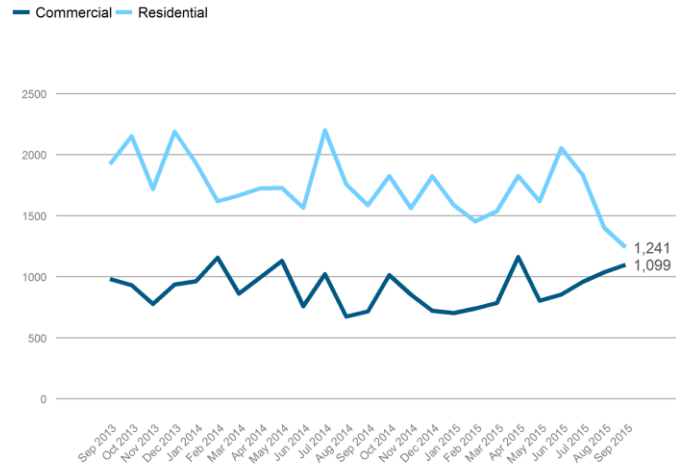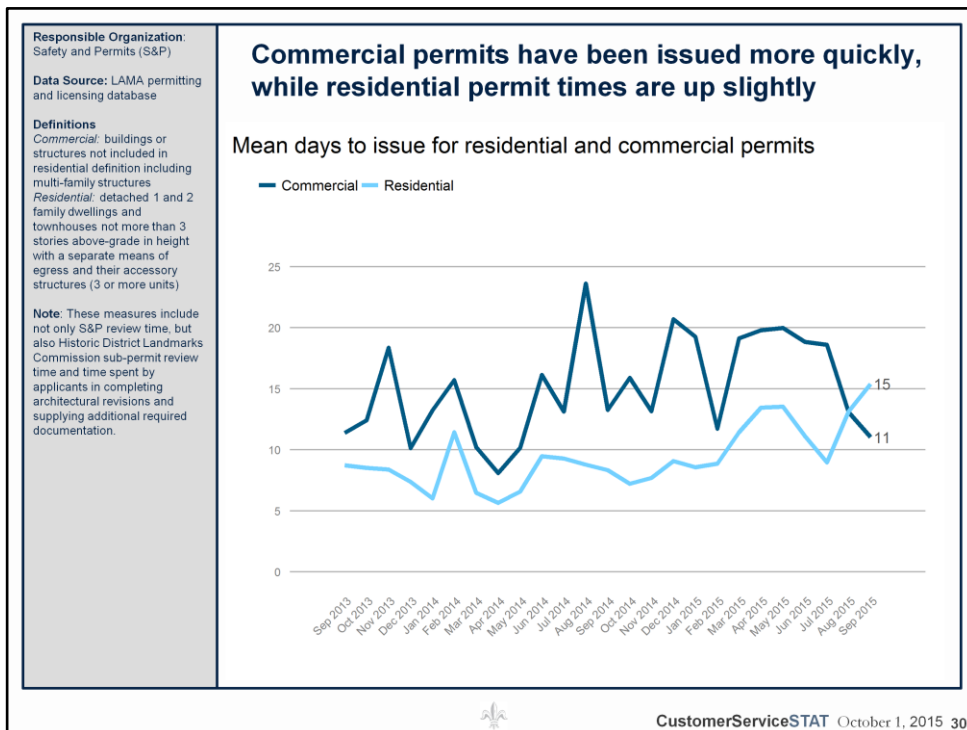
New analyst added in November.

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Less than a quarter of online applications are issued within 48 hours, compared to 85% of in-person apps.

Percent of building permits issued within 48 hours of application

— In Person — Online

85.4%

24.5%

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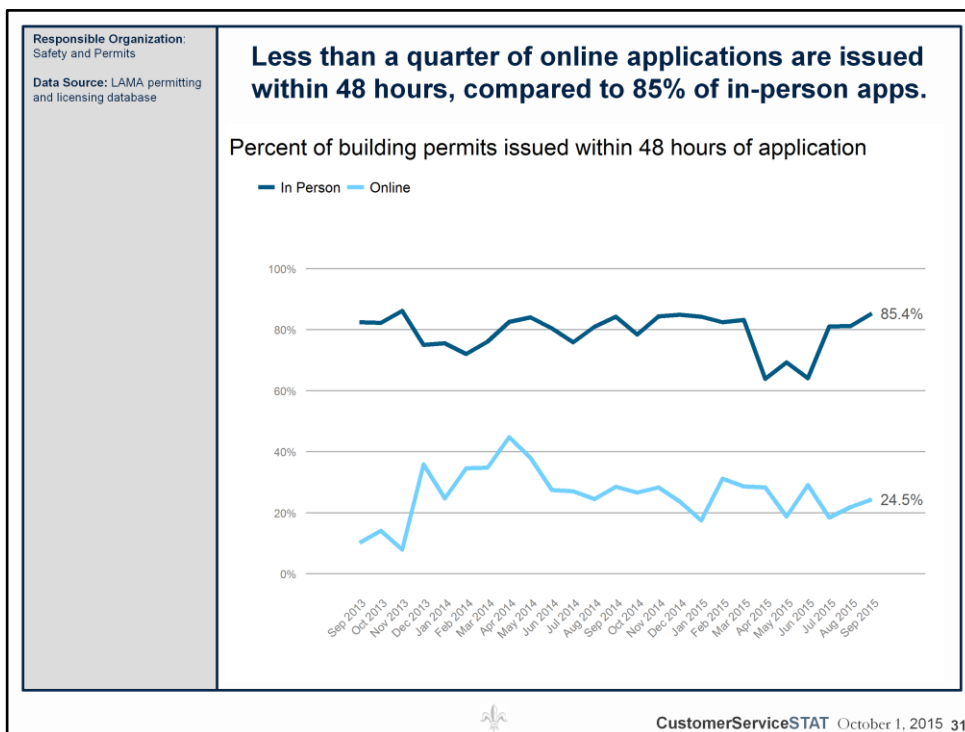
Smaller percentage for online payments reflects delay on the part of the customer, rather than the City, because online customers may submit an initial application without including all required documents.

Nearly all HDLC permits are now issued within three days of application
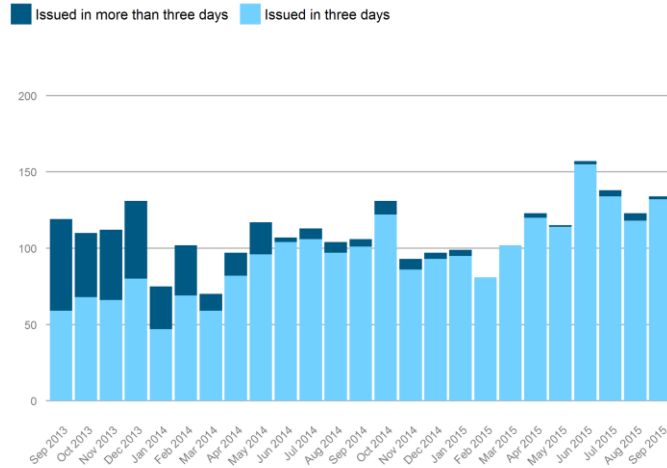
Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average/median wait time to apply for new building permit (minutes)	33.2	◆	20	< 18	▲
Average/median wait time to apply for any license or permit (minutes)	22.5	◆	10	< 18	●
Average/median wait time to apply for new business license (minutes)	31	◆	19	< 18	▲
Average/median wait time to make a payment (minutes)	16.9	◆	4	< 6	●
Percent of permit and license applications received online	37.5%	●	31.1%	> 20%	●
Average number of days to issue commercial permits	13.8	●	16.8	< 15	◆
Average number of days to issue residential permits	7.4	●	11.5	< 8	◆

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Beginning in 2016, new staff should help to speed up days-to-issuance for commercial and residential permits.

REVENUE
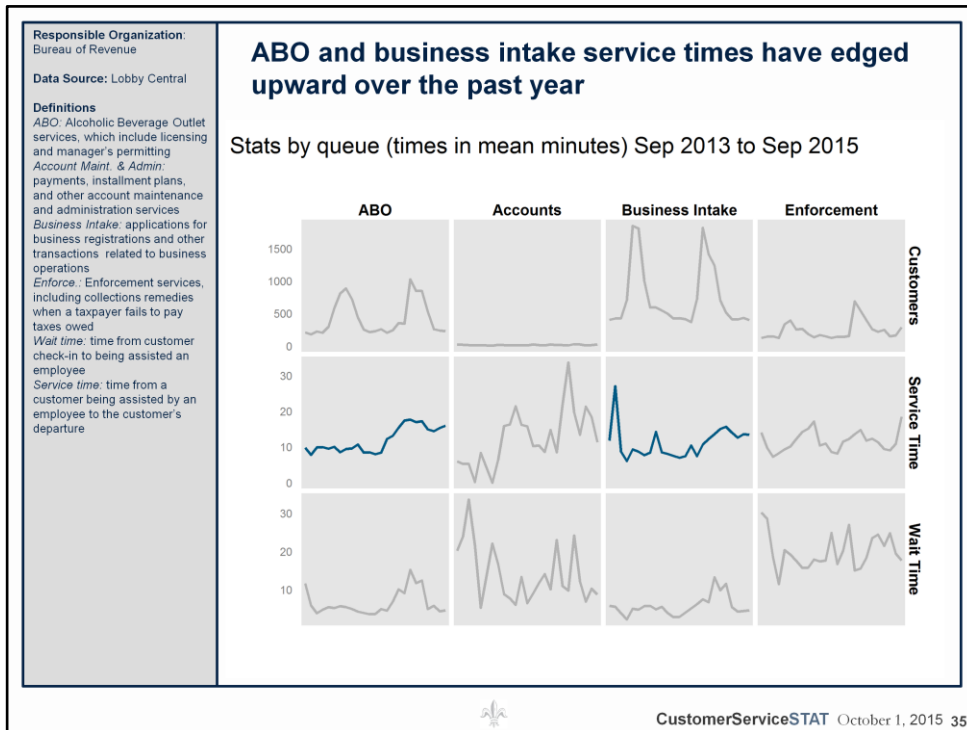
Seasonal trends may reflect months when delinquency letters are mailed out.

COMPLAINTS

Responsible: Organization: Safety and Permits

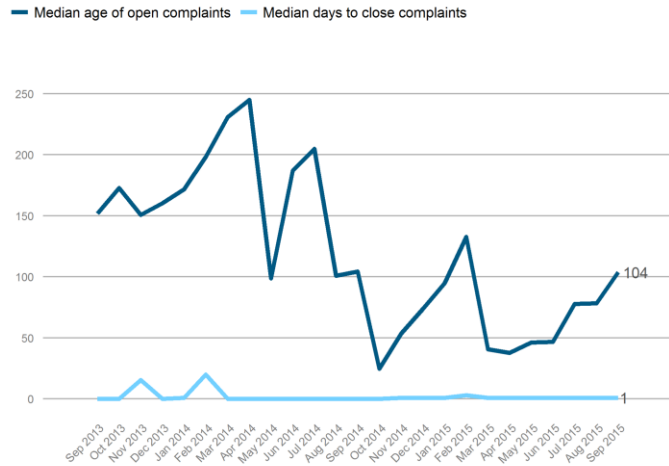**Data Source:** LAMA permitting and licensing database

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.

Nearly all September building inspections were completed within seven days

Building inspections, and days to completion
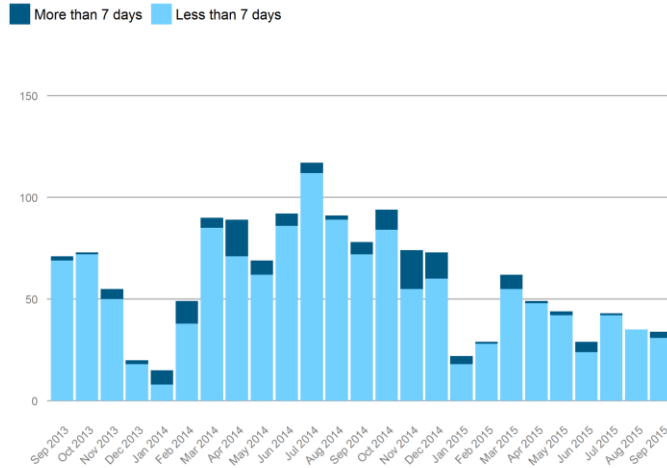
■ More than 7 days ■ Less than 7 days

The number of open building complaints has remained at nine since July

Number of open building complaints at end of each month
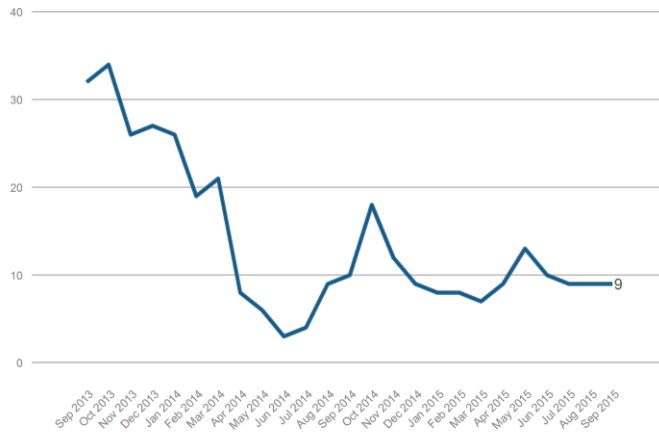
38

Responsible: Organization: Safety and Permits
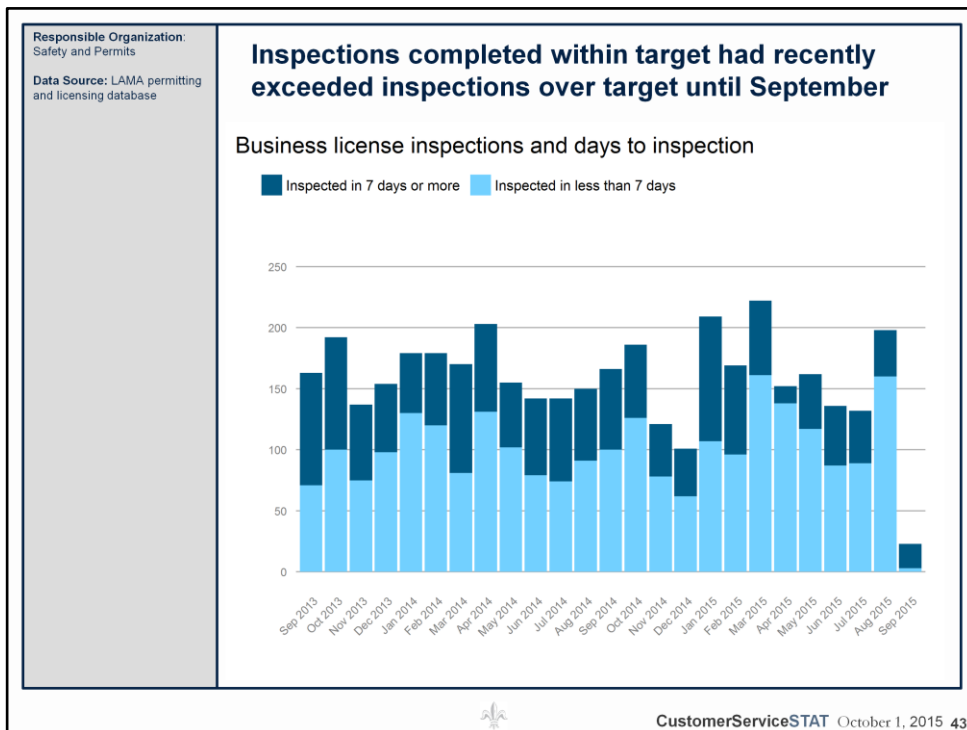
Data Source: LAMA permitting and licensing database

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

Age statistics on building complaints

— Median age of open complaints　— Median days to close complaints
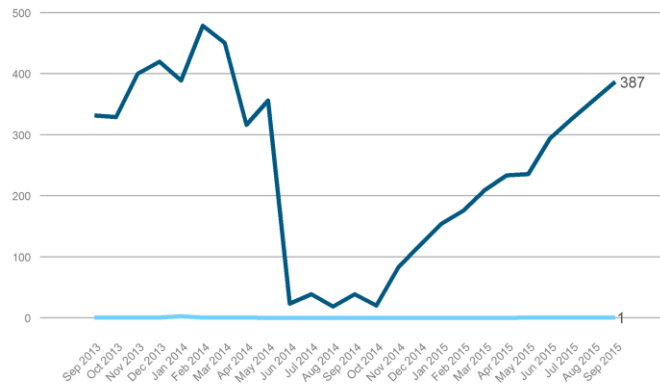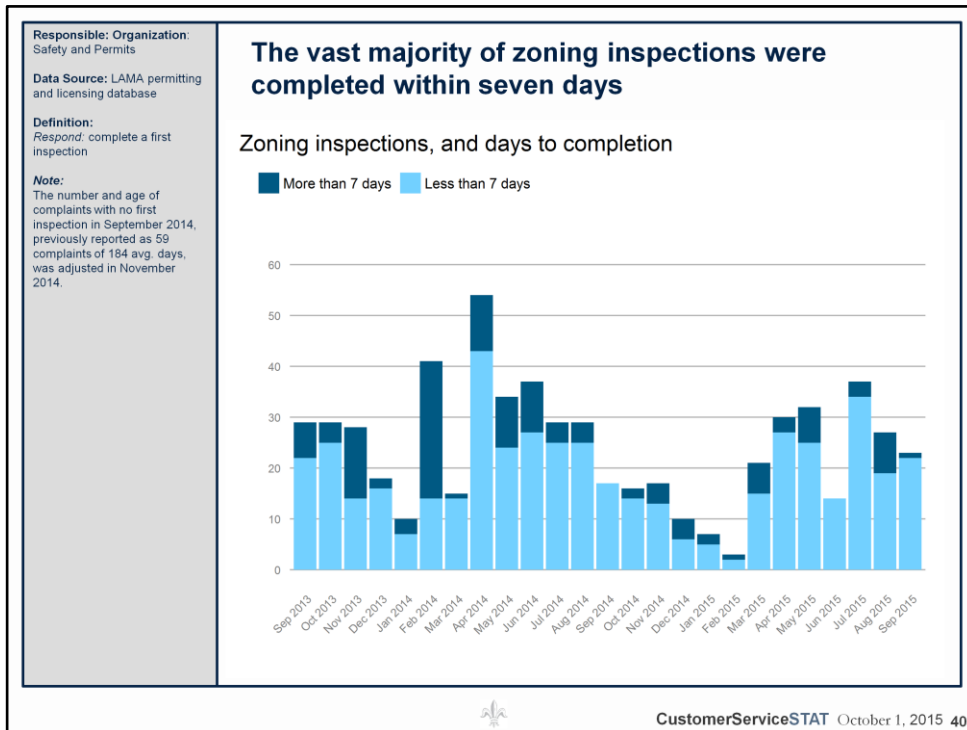
In contrast to building inspections, these inquiries generally do not pose a risk to health or safety and are less time-sensitive.

Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting and licensing database

The zoning complaint backlog has risen slightly but is still much smaller than in September 2013

Number of open zoning complaints at end of each month
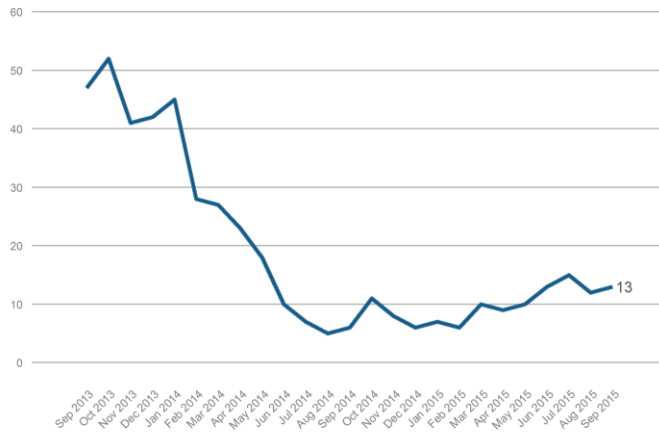
Responsible: Organization:
Safety and Permits
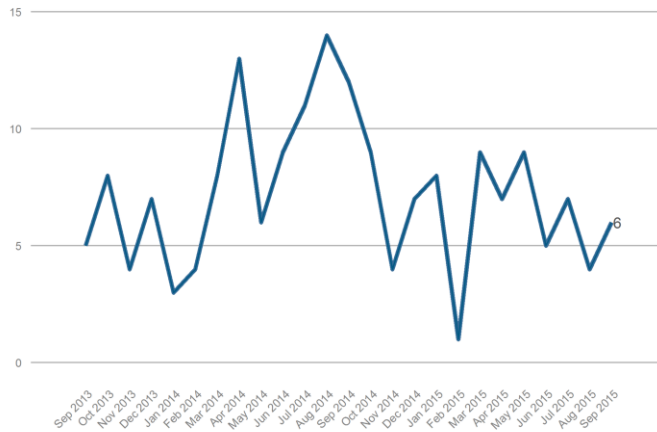
Data Source: LAMA permitting
and licensing database

Definition:
Respond: complete a first
inspection

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

A small number of open zoning complaints are driving up the median age

Age statistics on zoning complaints

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

104

1

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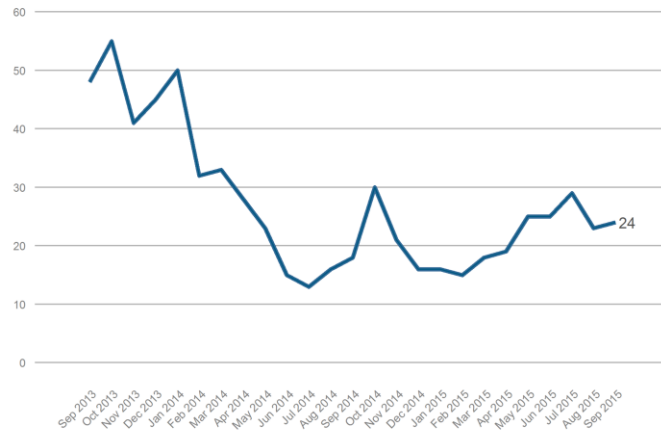Additional analysis needed to understand September figures.

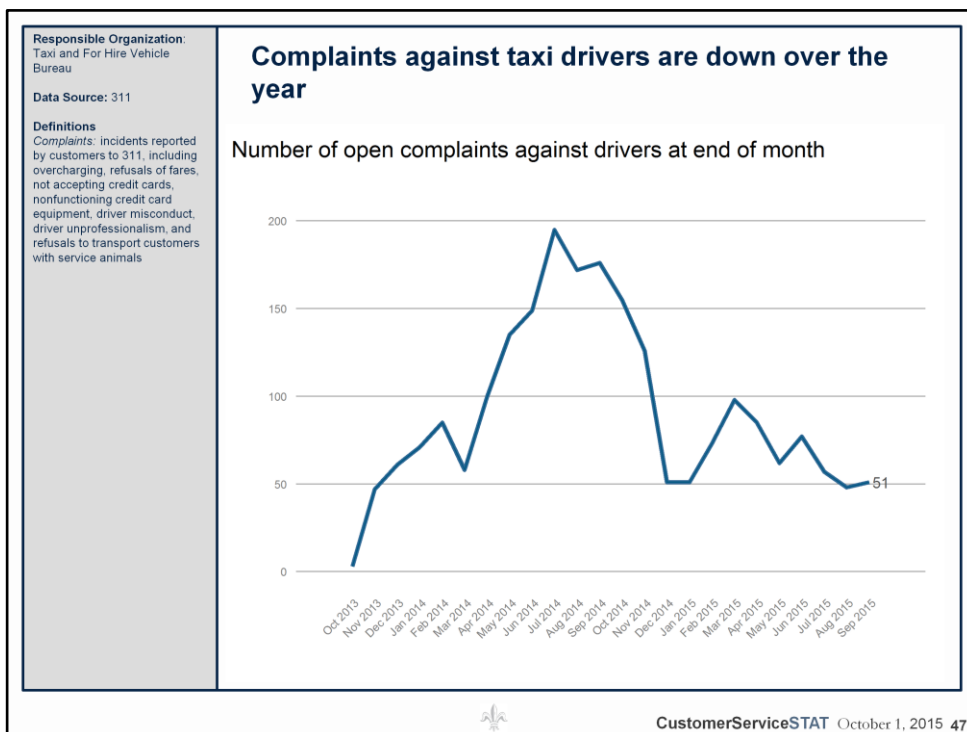**Responsible Organization**: Safety and Permits

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 has fallen since July

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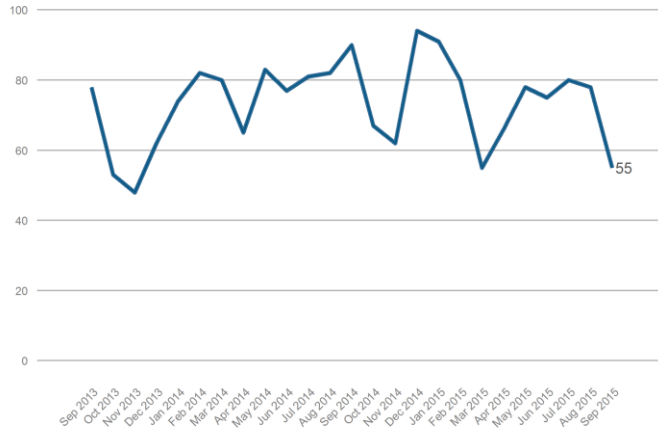
Responsible: Organization: Safety and Permits

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 this measure may have been represented inaccurately in previous months.

The number of complaints open with no first inspection within 30 days edged up in September

Complaints with no first inspection within 30 days

The number of open complaints increased in September and is up year-over-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

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Trend may reflect that there are fewer drivers overall. Because figure only represents cases open at the end of the month, trend may not be representative of the full set of complaints.

Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: 311

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

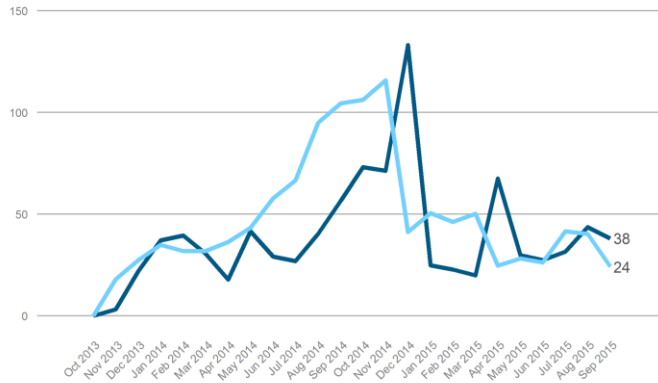**Definitions**
Complaints: incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service animals

The Taxi Cab Bureau received more complaints than were able to be closed in September

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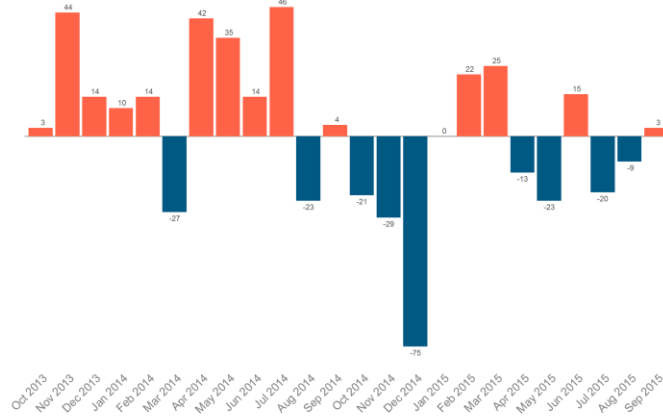
Responsible Organization:
Taxi and For Hire Vehicle
Bureau

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 since September of last year

Age statistics on complaints against drivers

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

Key Performance Indicators

	2014		2015		
KPI	Actual	Target Met?	Actual	Target	Status
Average number of days to respond to building complaints	4	🟢	1.7	< 7	🟢
Average number of days to respond to zoning complaints	0.4	🟢	10.5	< 7	🔴
Average number of days to complete business license inspection requests	7.71	🔴	6.7	< 7	🟢

VCC

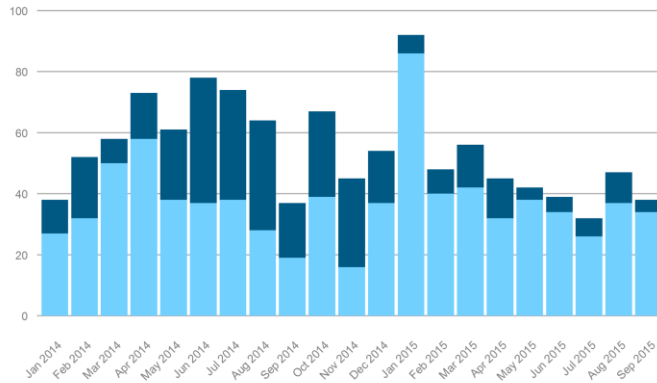**Responsible Organization:**
Vieux Carré Commission (VCC)

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 are completed within the target time

Staff approvable reviews finished over and under target time

■ Over target time ■ Under target time

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Responsible Organization: Vieux Carré Commission (VCC)

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

The vast majority of VCC applications approved during September were not in response to a violation

Number of applications approved due to violations

Not in response to violations ■ In response to violations