



CITY OF NEW ORLEANS  
**CustomerServiceSTAT**

July 2, 2015  
(Reporting Period: May 2015)

[www.nola.gov/opa](http://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.



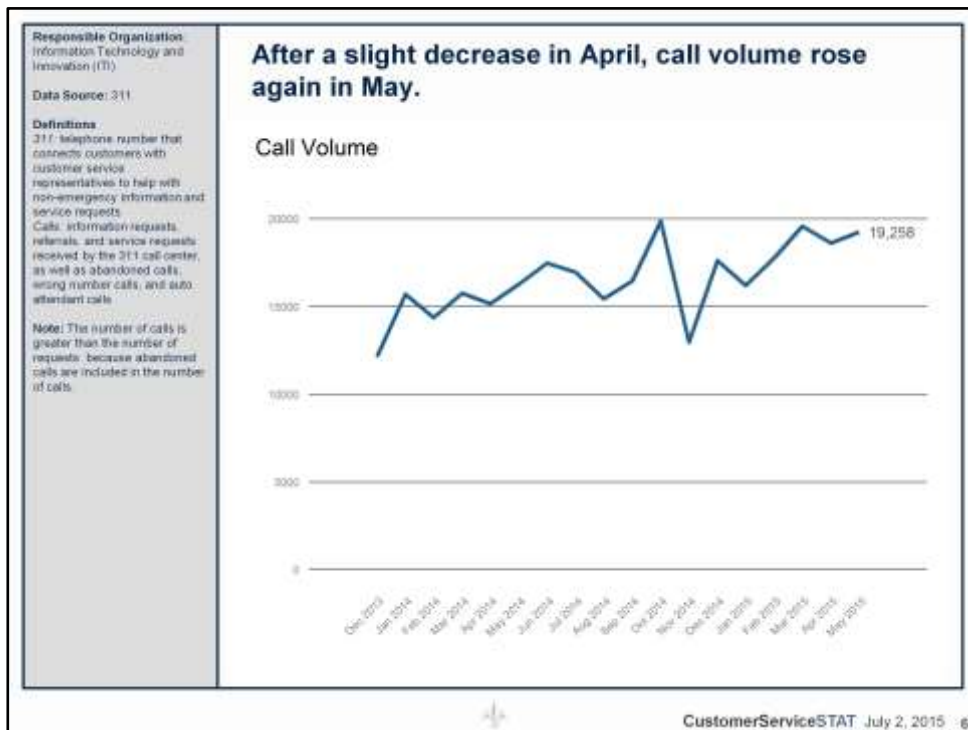
# Action Items

Assigned	Responsible Parties	Action Item	Due	Status
9/4/2014	L. Hesdorffer J. Munster	Align enforcement processes to capture same data as Safety and Permits and Taxi Cab Bureau enforcements	Ongoing	
7/1/2014		Develop alternative measure of days to building inspection requests	Proposed	

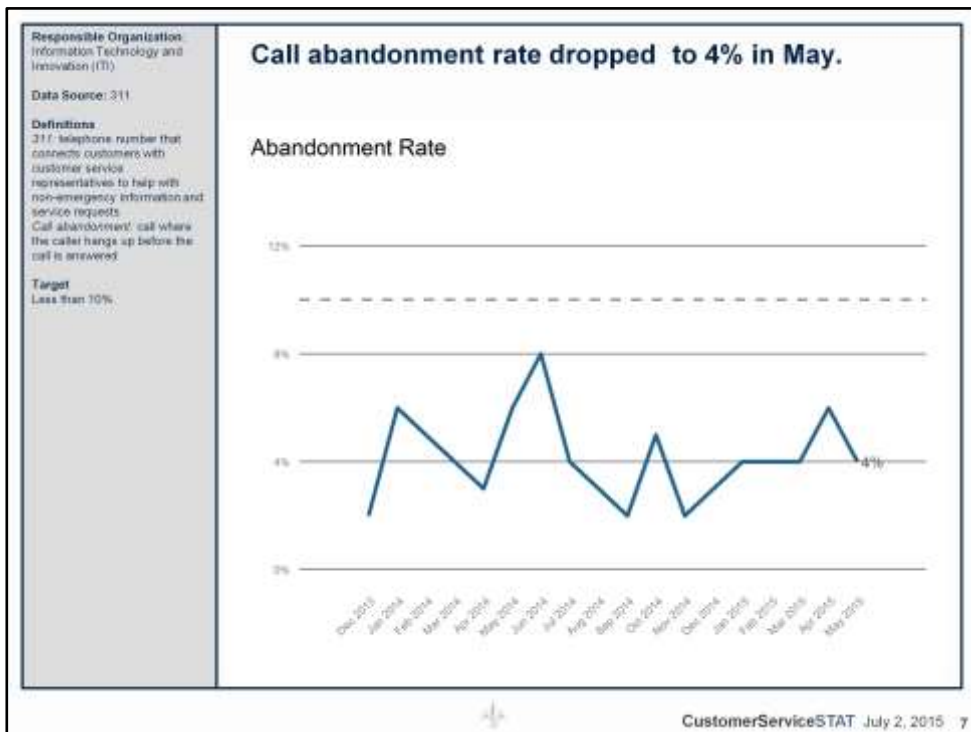


**311**





Calls have continued to increase as more citizens learn about 311. The percentage of calls has increased faster than the percent of the city's population.



While the target is set at 10%, 311 would like to move the target closer to 5%.

**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**

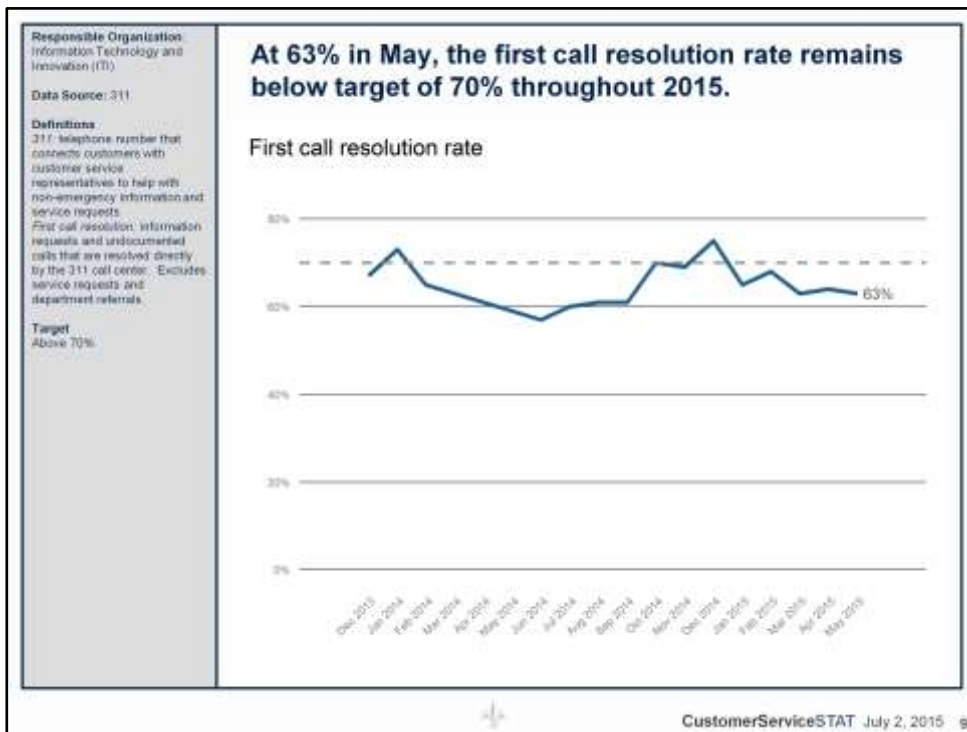
Under 15 seconds

## Average hold time increased to 9 seconds in May.

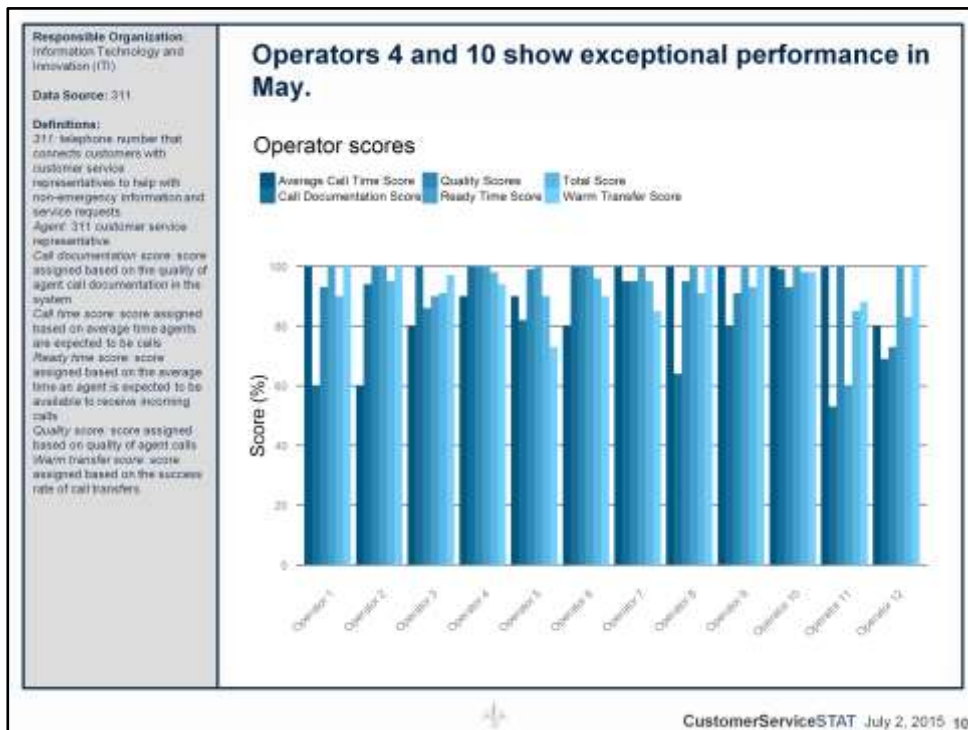
Average hold time (seconds)







While the target will remain set at 70% for now, 311 will gather more information and reevaluate that by the end of the year.



Operators will be undergoing training throughout the summer.

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.

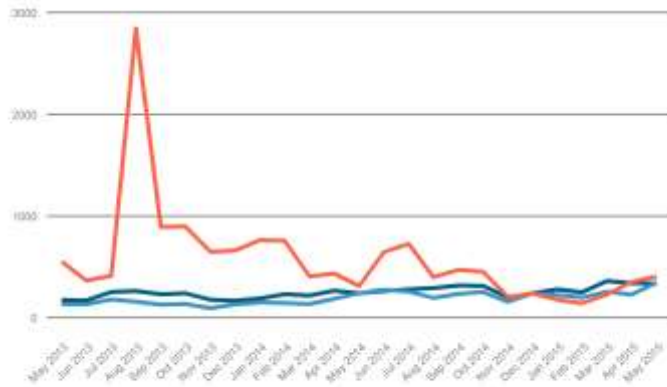
**Note:**

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

## Street light and large item removal requests continued to slowly increase in April and May.

### Top service requests

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



CustomerServiceSTAT July 2, 2015 11

# Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Rate of 311 call abandonment	4.6%	●	4.4%	< 10%	●
Rate of 311 call resolution	62%	▲	65%	> 70%	▲



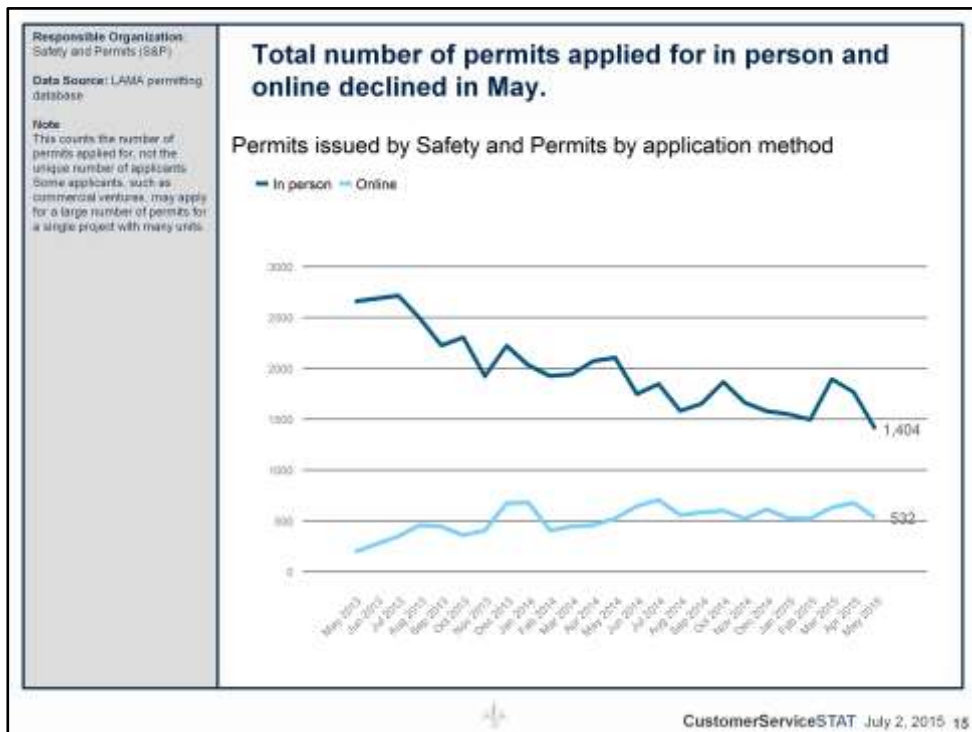
# **ONE STOP SHOP – SAFETY & PERMITS**



CustomerServiceSTAT July 2, 2015 13



The Safety and Permits office expects a decrease in solar residential permits as state tax incentive program becomes less generous. This chart indicates the number of customers, not permits applied for/issued.



In order to get solar panels you need two permits, so as the demand for residential solar panels declines, it is likely that the total number of permits will decline as well.

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.

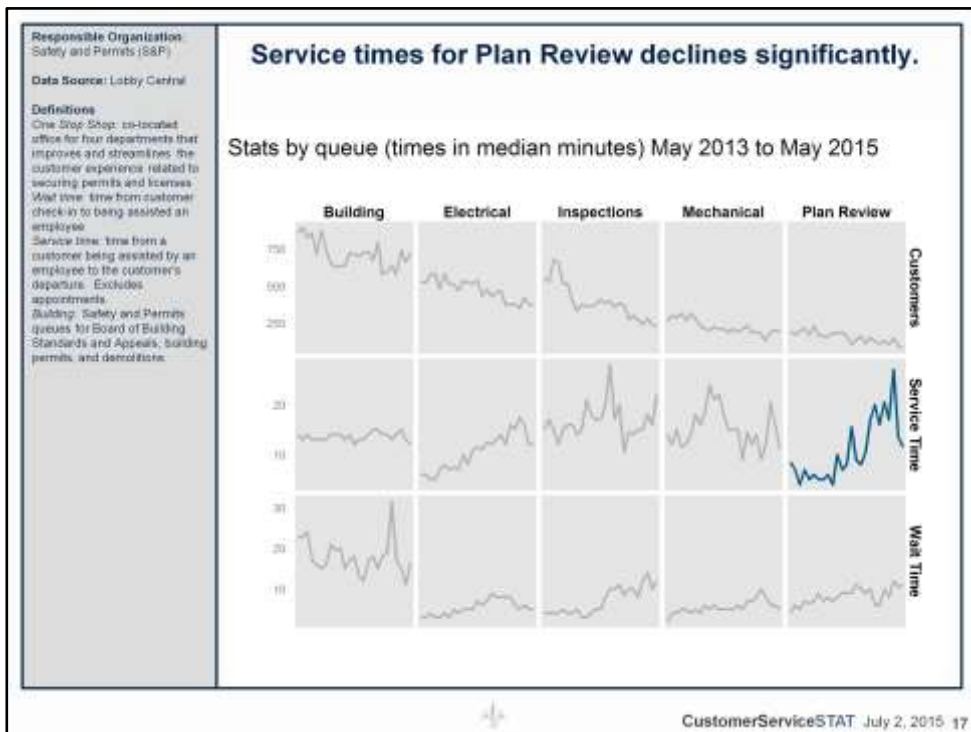
## While service times continued to decline, wait times increased in May.

Safety and Permits processing times (minutes)

Median wait time Median service time





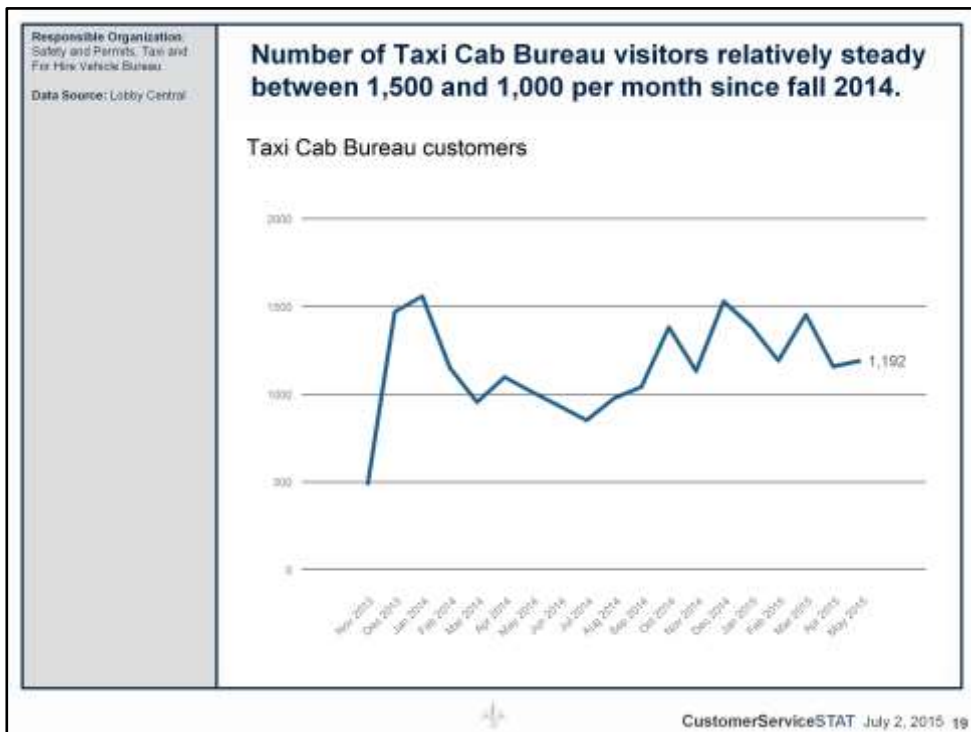


Inspections took longer because a new inspector was trained. Safety and Permits is also hiring five more inspectors.

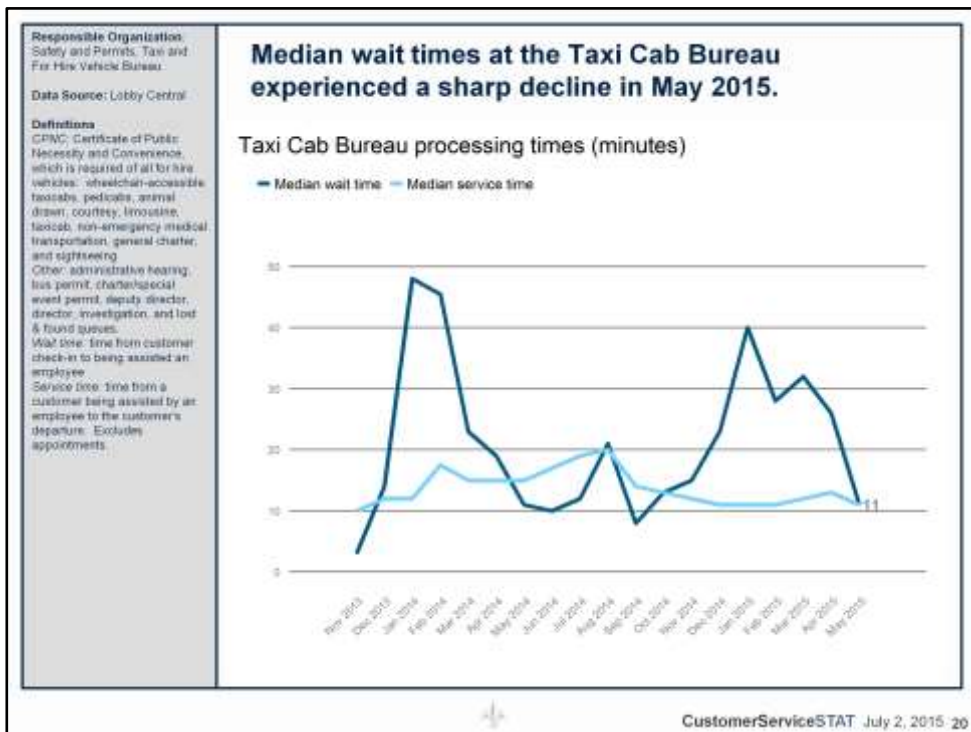
# **ONE STOP SHOP – TAXI CAB BUREAU**



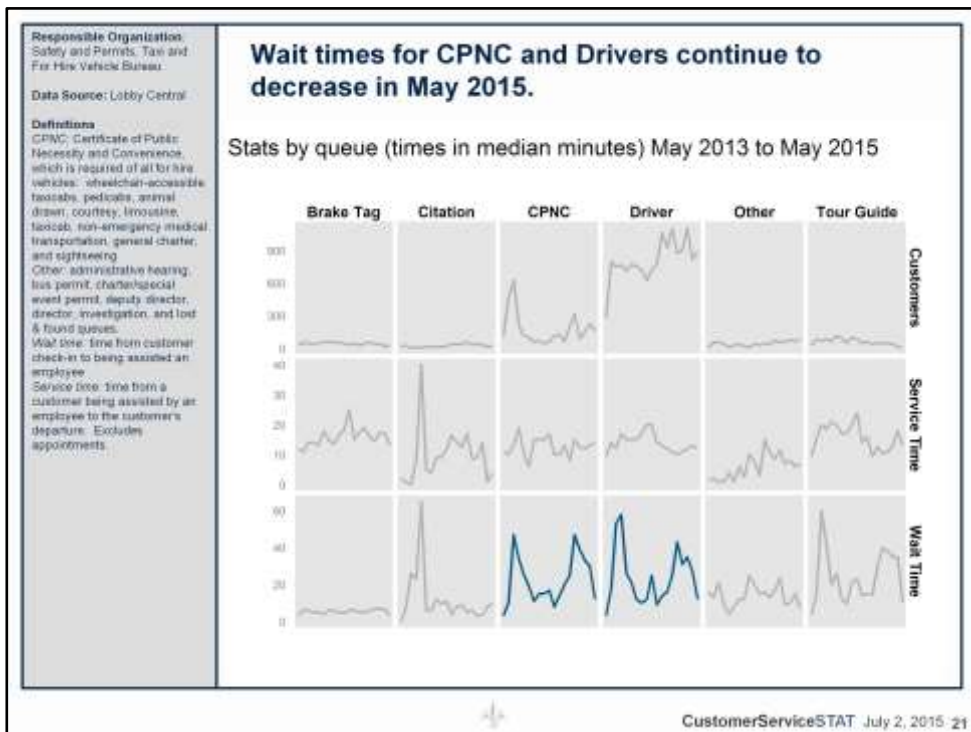
CustomerServiceSTAT July 2, 2015 18



Because CPNC renewals are over, the number of visitors is fairly steady. Issues with federal background checks are also slowing down the process.



Drivers renew their licenses between January and March while Taxi's are done at the end of the year, explaining the abrupt spikes and subsequent drops in wait times during certain times of the year.



The decrease in wait times is attributed to having fewer people with unresolved background check issues.

# **ONE STOP SHOP – VCC, CPC, HDLC.**



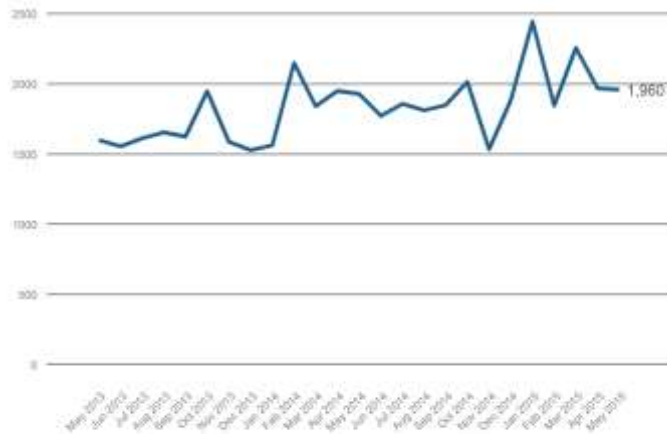
CustomerServiceSTAT July 2, 2015 22

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

**Data Source:** Lobby Central

## One Stop Shop customers for other queues were steady from April to May 2015.

CPC, VCC, HDLC customers



**Responsible Organizations:**  
 Safety and Permits, City  
 Planning Commission (CPC)  
 Historic District Landmarks  
 Commission (HDLC), View  
 Carté 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.

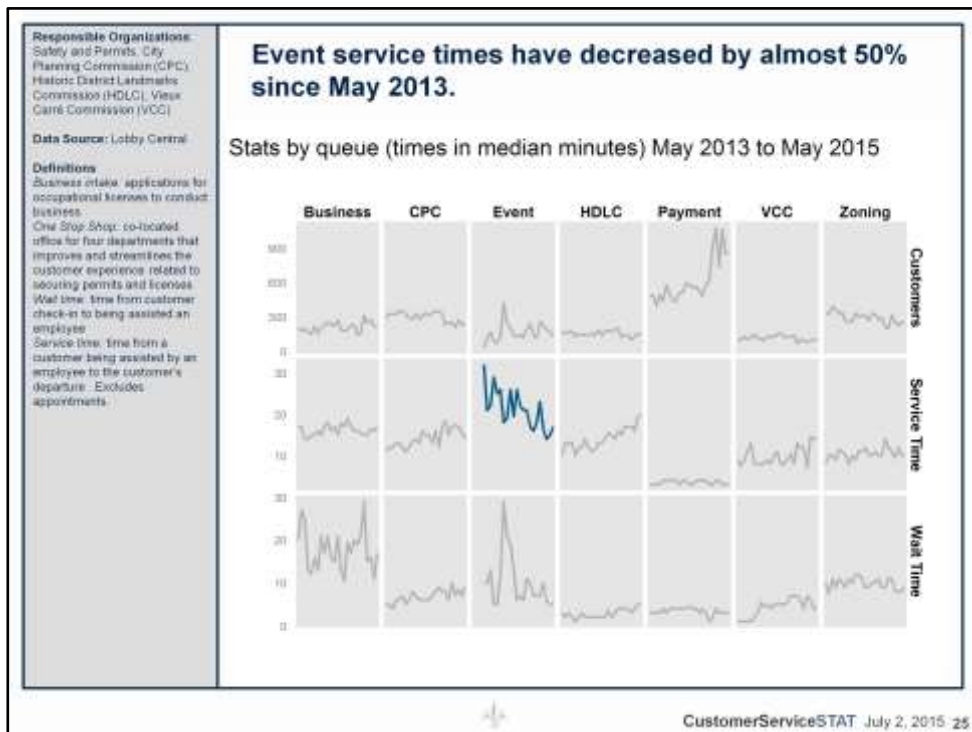
## Median processing times were unchanged in May.

CPC, VCC, HDLC processing time (minutes)

— Median wait time — Median service time



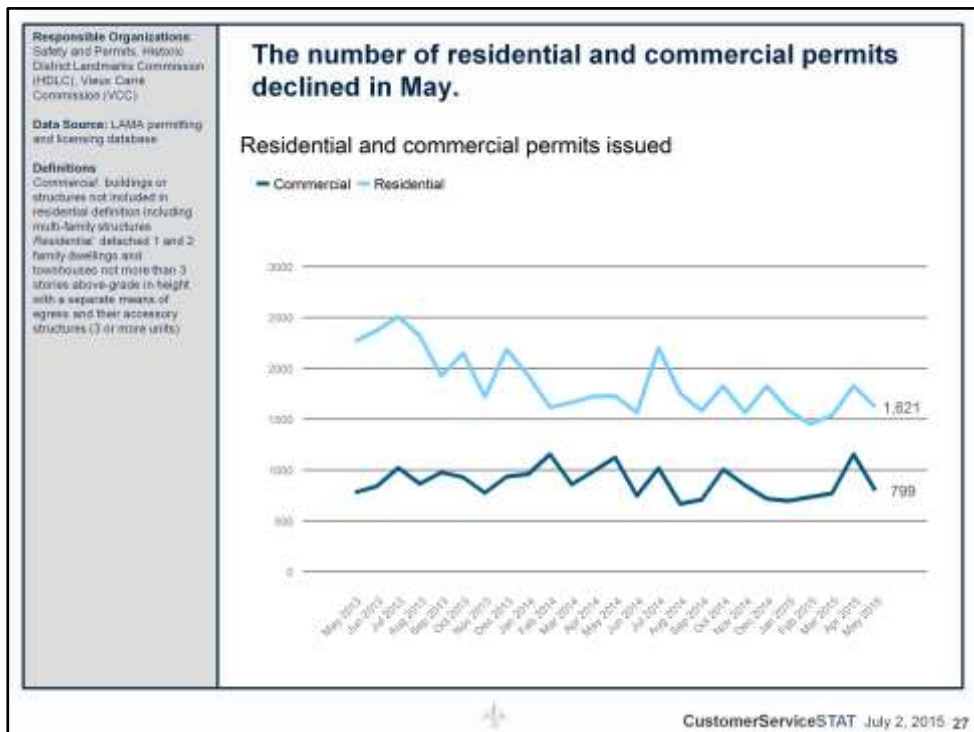




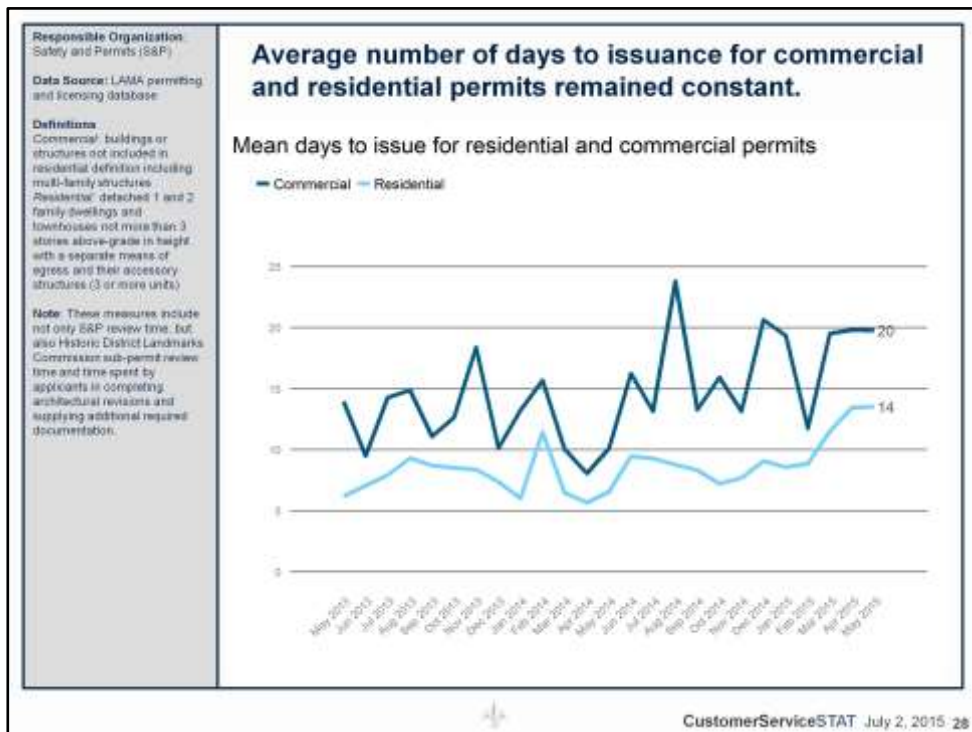
Safety and Permits attempts to keep service times at 20 minutes or less. They are expecting a spike in October larger than Mardi Gras. The high number of customers in Payments is attributed to taking on Taxi Bureau.

# PERMITTING



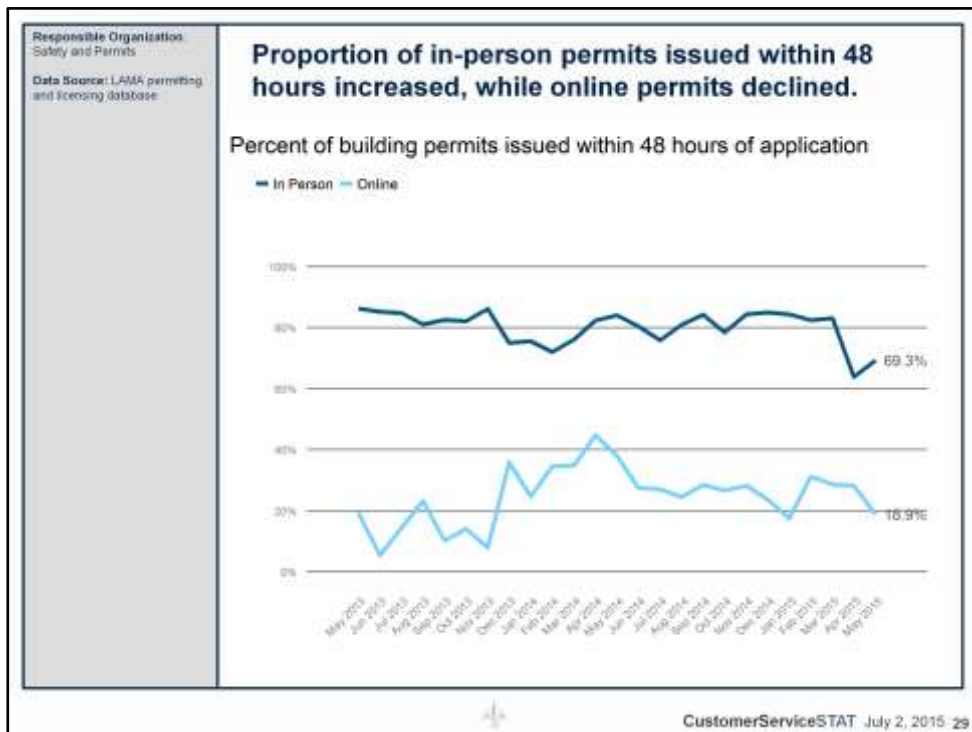


Permits is experiencing a normal volume of customers.



The Safety and Permits office aims to have all residential permits issued within one week, and commercial permits in two weeks. However, they have also been performing reviews for HDLC.

The line indicating commercial permits is more erratic than residential because there are a higher volume of applications that vary in complexity.



Most applications for the installation of solar panels are applied for online. This correlates with the decline in solar panel permits mentioned earlier.

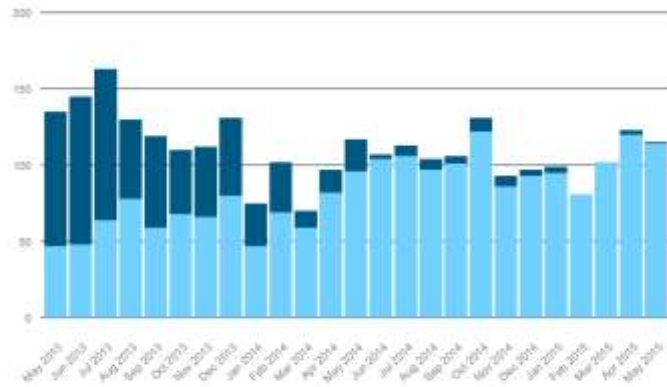
**Responsible Organization:**  
Historic District Landmarks  
Commission (HDLC).

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

## Almost all HDLC permits issued have been done within target of three days since February 2015.

Number and days to issue HDLC permits

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



# Key Performance Indicators

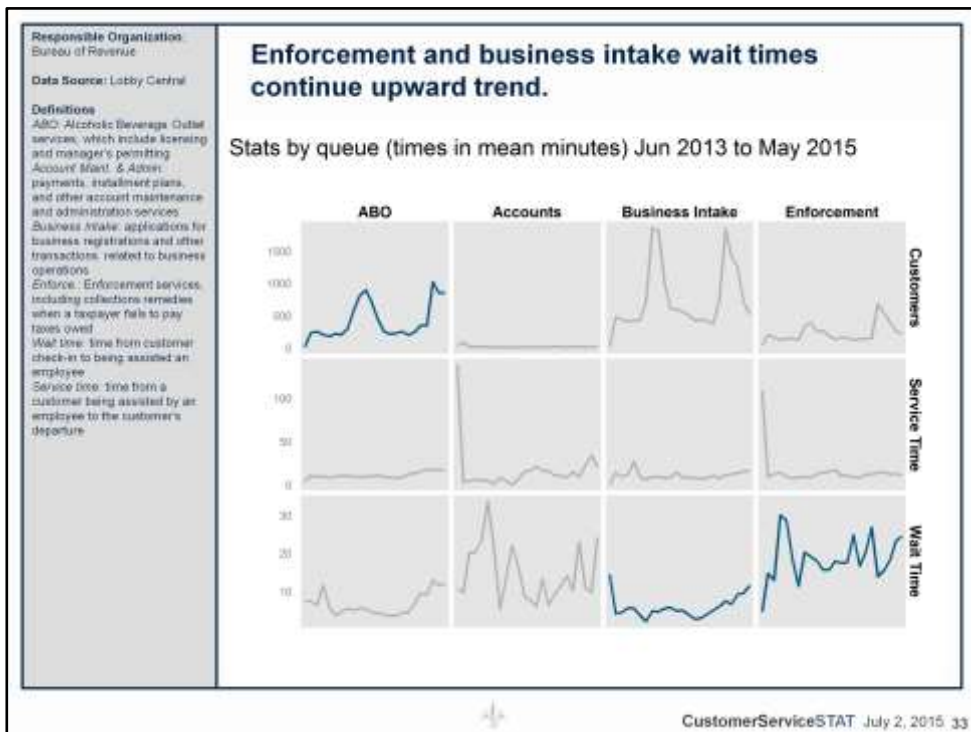
KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average/median wait time to apply for new building permit (minutes)	33.2		17	< 18	
Average/median wait time to apply for any license or permit (minutes)	22.5		11	< 18	
Average/median wait time to apply for new occupational license (minutes)	31		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







Alcohol permits expire at the end of May, which explains the recent spike in ABO customers.

# LICENSES



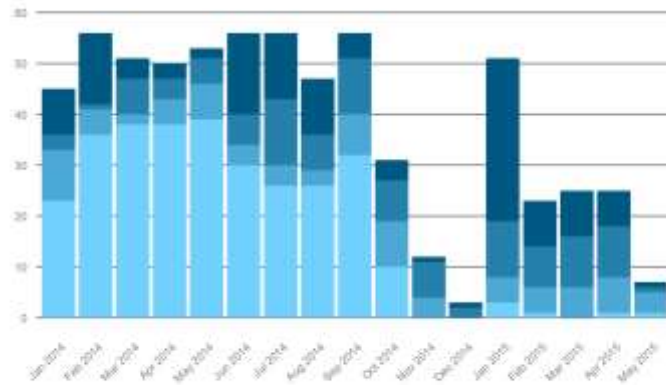
Responsible Organization:  
Safety and Permits, Bureau of  
Revenue

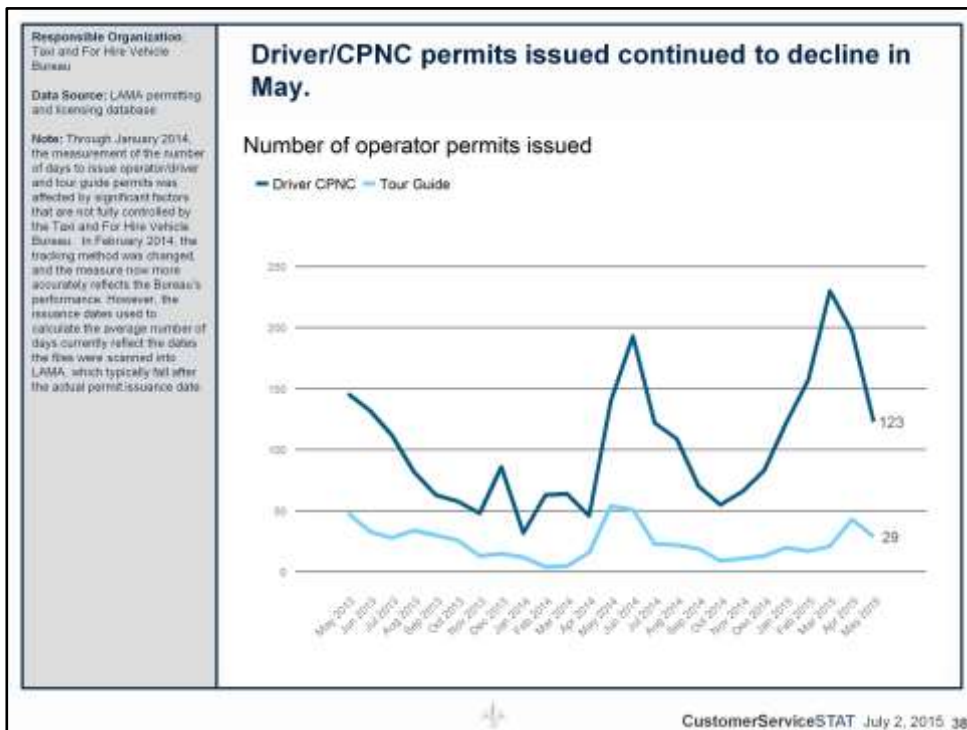
Data Source: LAMA permitting  
and licensing database

## Total number of business licenses issued declined sharply in May 2015.

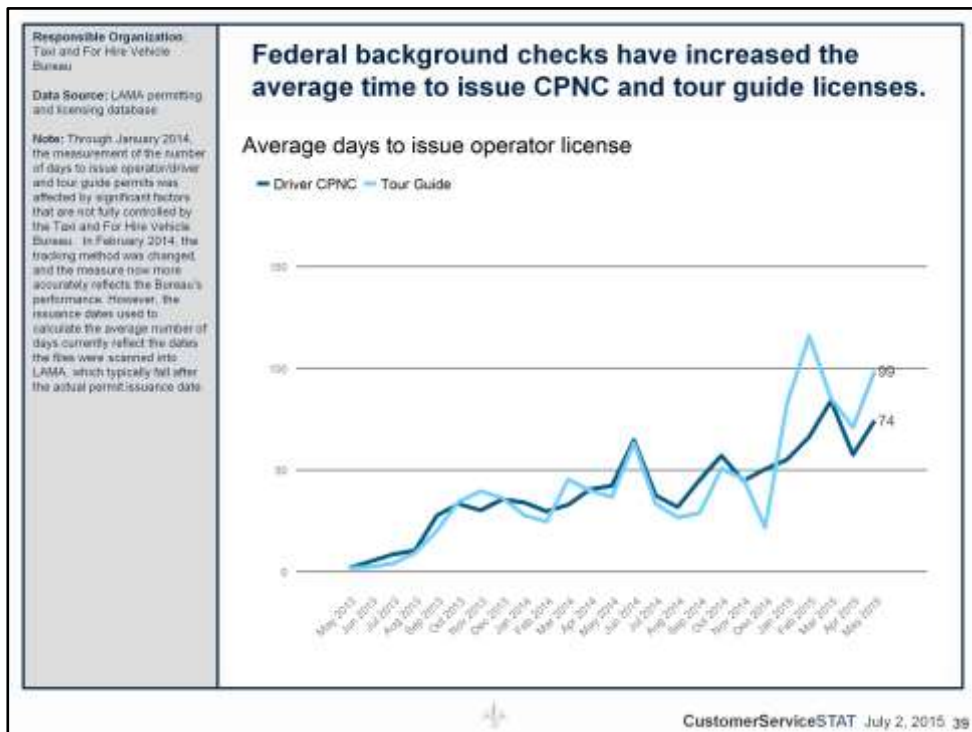
Business licenses, number and days to issue

More than ten days Ten days Five days One day





Most license renewals are done, except for new citizens who are given a default birthdate of January 1, by the State Department.

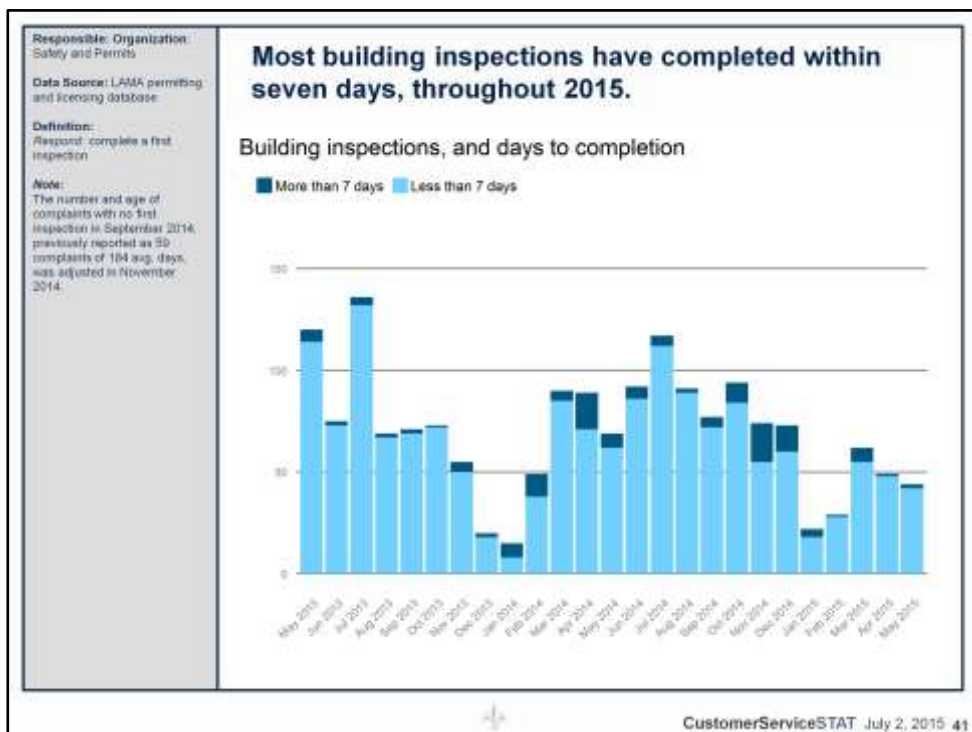


Customers having background checks with ink and paper finger printing are taking longer. However, some individuals are still choosing to go through with them because expedited checks are more costly.

# COMPLAINTS



CustomerServiceSTAT July 2, 2015 40



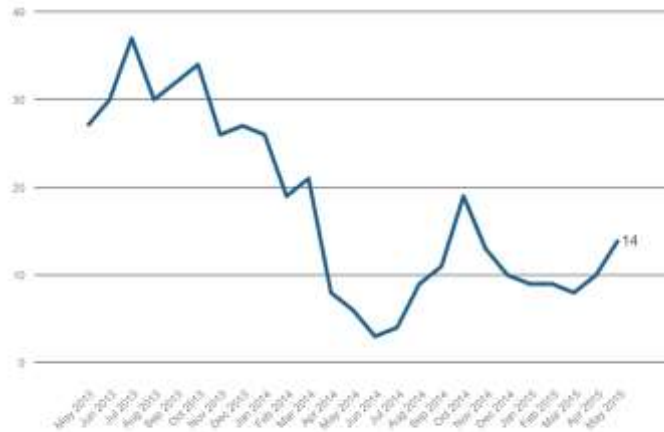
The goal is to get all inspections done within 7 days, including dumpsters inspections.

Responsible Organization:  
Safety and Permits

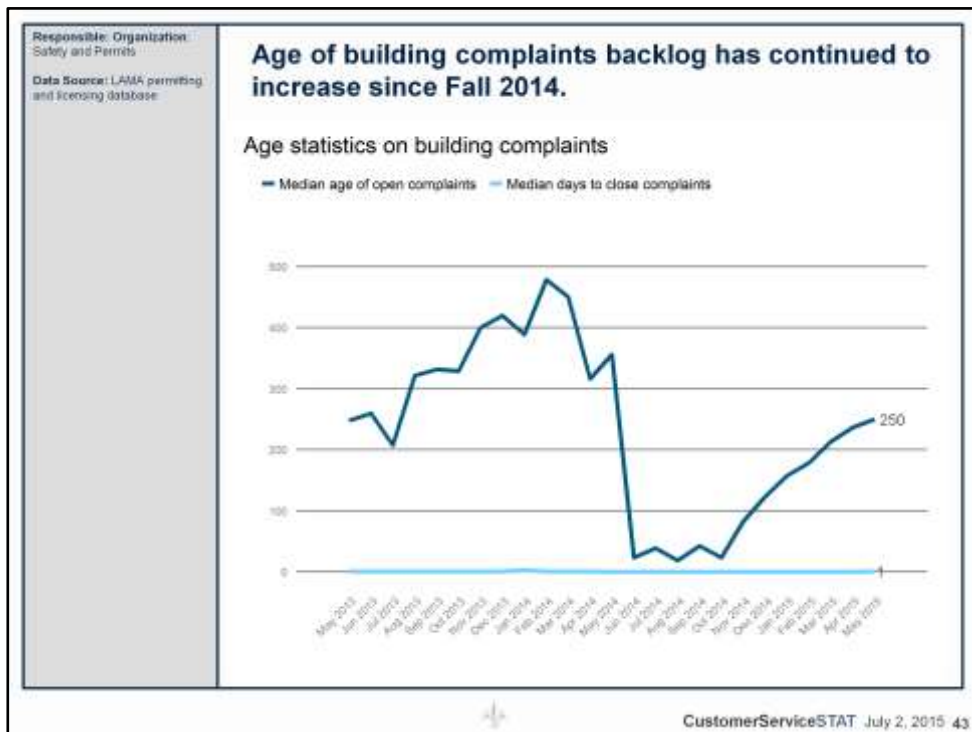
Data Source: LAMA permitting  
and licensing database

## Open building complaints have continued to slowly increase since March 2015.

Number of open building complaints at end of each month







As the total number of backlogged complaints goes down, the older complaints drive up the average days of open complaints.

Responsible Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

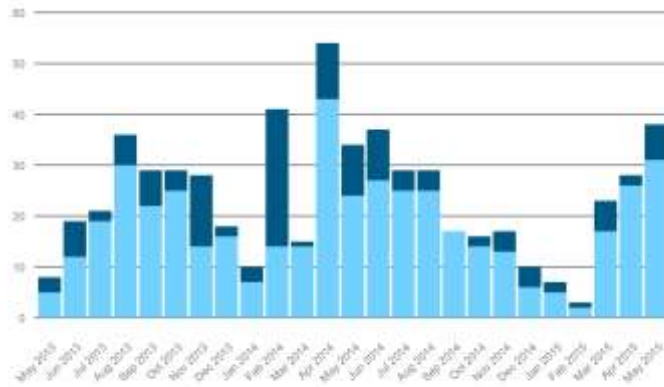
Definition:  
Respond: complete a first  
inspection

Note:  
The number and age of  
complaints with no first  
inspection in September 2014,  
previously reported as 50  
complaints of 104 avg. days,  
was adjusted in November  
2014.

## Most zoning inspections were still completed within target of seven days in May.

Zoning inspections, and days to completion

More than 7 days Less than 7 days

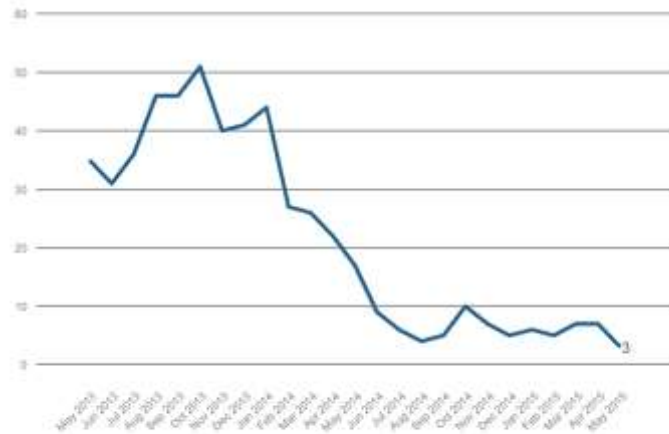


Responsible Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

## The number of zoning complaints in backlog has continued a downward trend.

Number of open zoning complaints at end of each month



CustomerServiceSTAT July 2, 2015 45



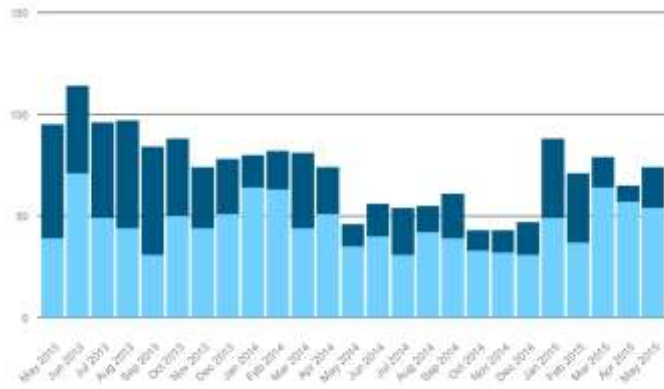
While the overall number of backlogged complaints had greatly decreased over the past two years, the cases that are still open are very old.

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

## Proportion of business license inspection requests completed after seven days increased in May.

Business license inspections and days to inspection

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

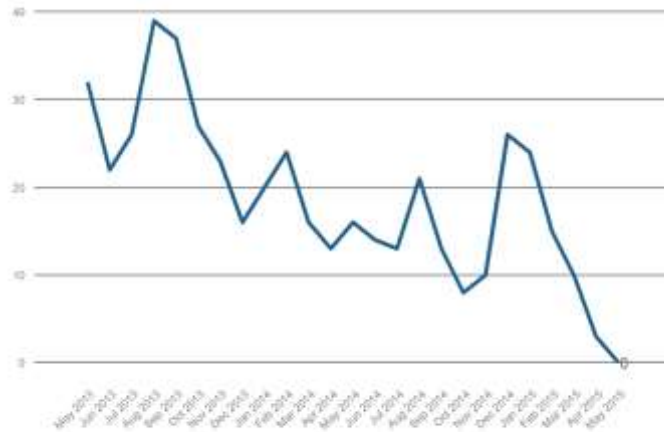


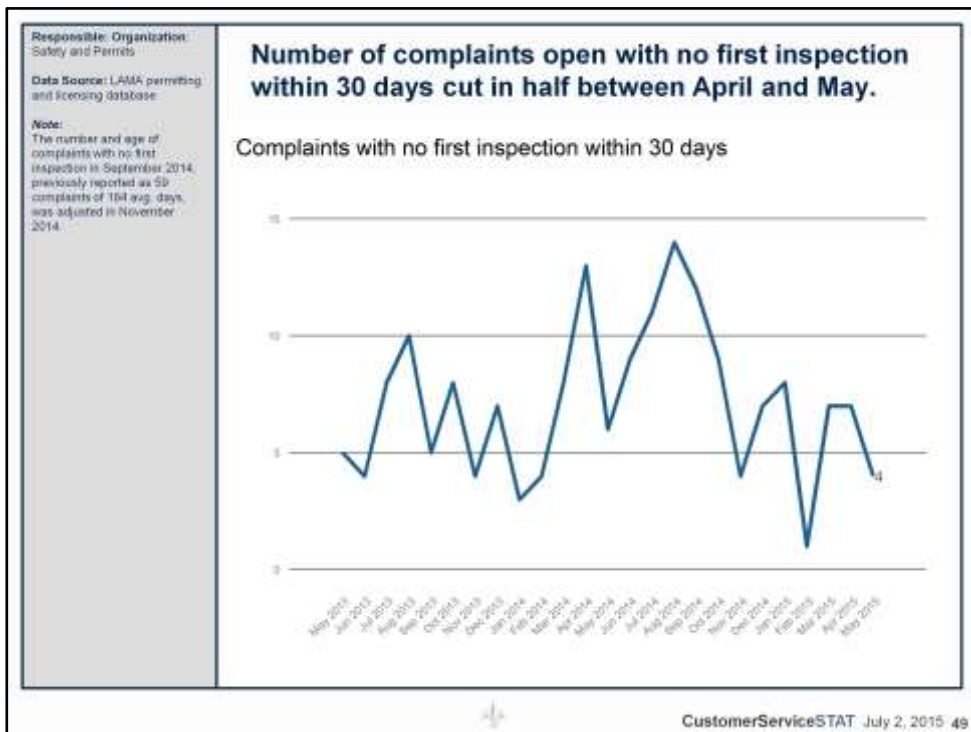
Responsible Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

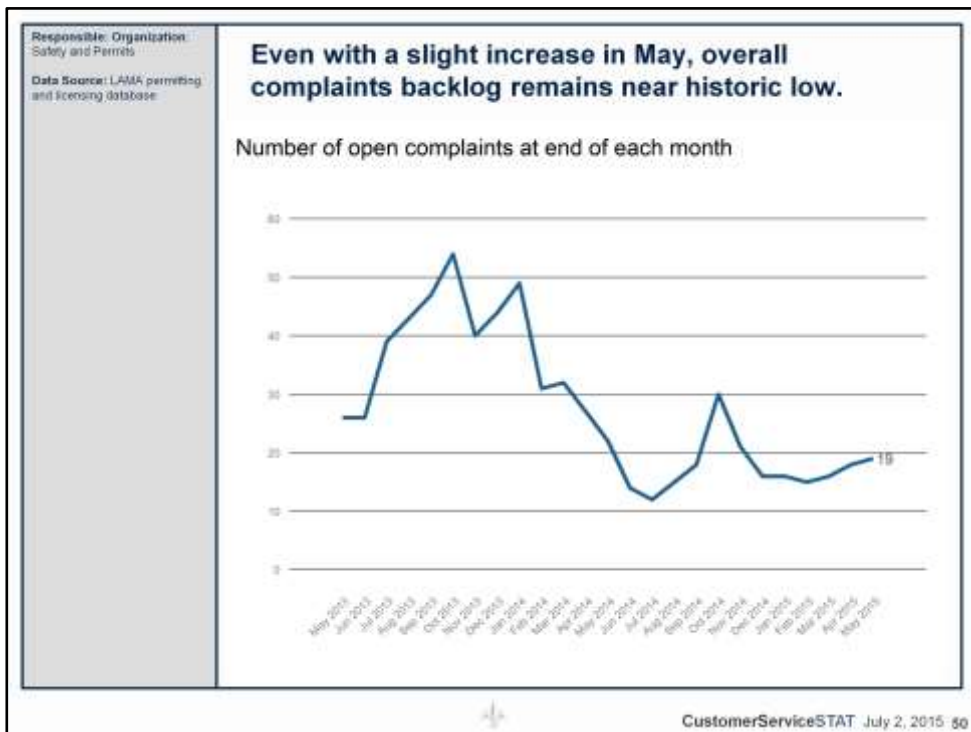
## No business license inspection requests in backlog at end of May.

Business licenses inspection requests outstanding at end of month





Even if they are not closed, some work has been done on most open complaints.



None of the complaints above are for business licenses.



**Responsible Organization:**  
Taxi and For Hire Vehicle  
Bureau

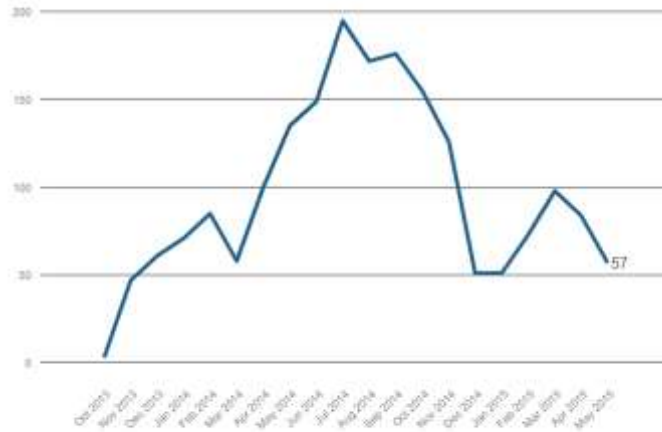
**Data Source:** 311

**Definitions:**

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

## Number of open 311 complaints against taxi drivers continued to decline in May.

Number of open complaints against drivers at end of month



**Responsible Organization:**  
Taxi and For Hire Vehicle  
Bureau

**Data Source:** 311

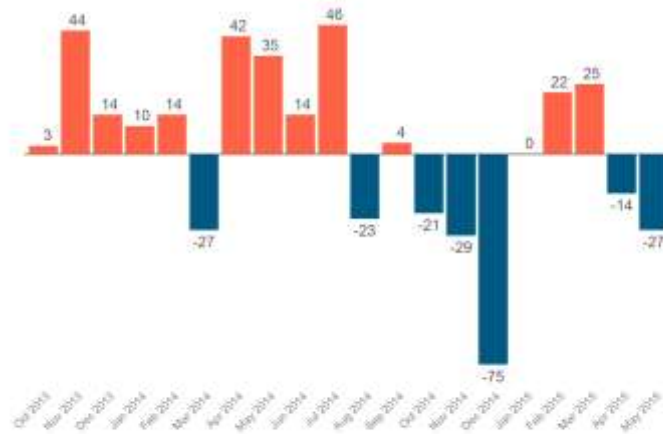
**Note:** This measure is  
calculated by subtracting the  
number of complaints closed  
from the number opened per  
month.

**Definitions**

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

## Net closure of 27 complaints against taxi drivers in May.

Net complaints logged against taxi drivers per month



CustomerServiceSTAT July 2, 2015 52

**Responsible Organization:**  
Taxi and For Hire Vehicle  
Bureau

**Data Source:** 311

**Definitions:**

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

## The average age of complaints (in days) closed out by the Taxi Cab Bureau and 311 sharply decreased.







### Age statistics on complaints against drivers

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



CustomerServiceSTAT July 2, 2015 83

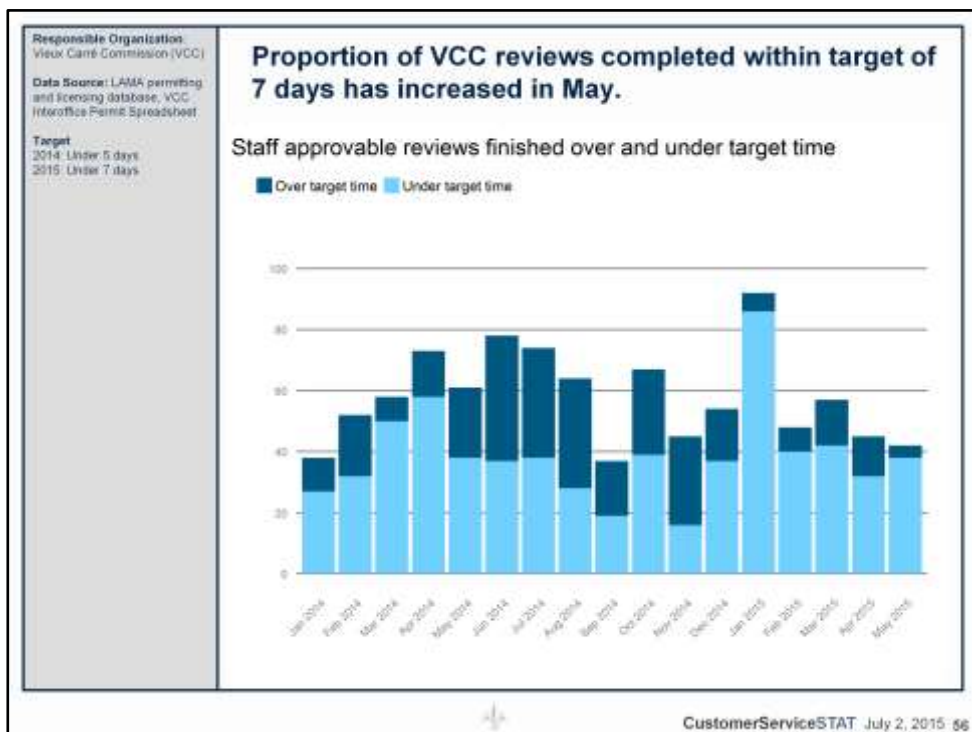
# Key Performance Indicators

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		7	< 7	
Average number of days to complete business license inspection requests	7.71		7	< 7	

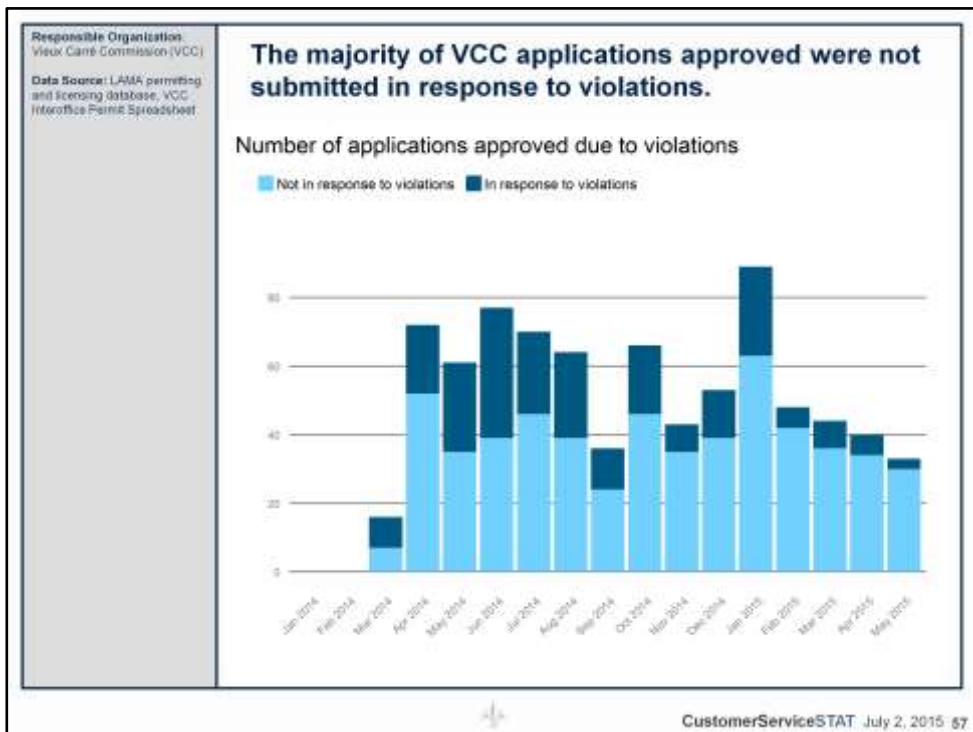


**VCC**





The improvements are attributed to productivity improvements in new staff members.



Some violations may be addressed more than once.

# 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?

