



CITY OF NEW ORLEANS  
**CustomerServiceSTAT**

October 1, 2015  
(Reporting Period: August 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 Items	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	J. Cecil, J. Munster, M. Riccardo	Develop alternative measure of days to building inspection requests.	Proposed	311 onboarding Safety & Permits building inspection service request to capture accurate request date to import into LAMA.
8/6/2015	L. Gardere	Find a way to increase integration of information between LAMA and Bureau of Revenue's RCS system.	Ongoing	
9/3/2015	K. Davis	Explore the possibility of adding a member of the Revenue staff to 311 to handle high volume of calls.	Proposed	
9/3/2015	V. Spencer, D. Bidwell	Begin mapping the frequency of calls for large item/ garbage and missed recycling pickups by area.	Proposed	
9/3/2015	R. Samuels, E. Stallworth, M. Riccardo	Create a written set of procedures for members of OSS about their ability to distribute business licenses.	Proposed	



**311**



**Responsible Organization:**  
Information Technology and  
Innovation (ITI)

**Data Source:** 311

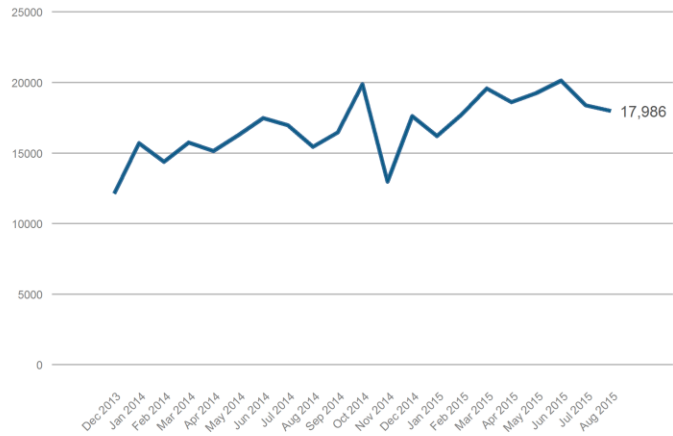
**Definitions**

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 volumes decreased for the second month in a row.

Call Volume



**Responsible Organization:**  
Information Technology and  
Innovation (ITI)

**Data Source:** 311

**Definitions**

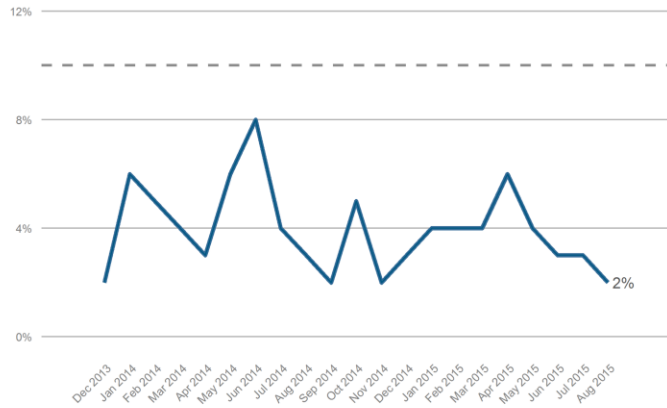
311: telephone number that  
connects customers with  
customer service  
representatives to help with  
non-emergency information and  
service requests  
*Call abandonment:* call where  
the caller hangs up before the  
call is answered

**Target**

Less than 10%

**In August, call abandonment matched its lowest rate  
in the past two years.**

**Abandonment Rate**



**Responsible Organization:**  
Information Technology and  
Innovation (ITI)

**Data Source:** 311

**Definitions**

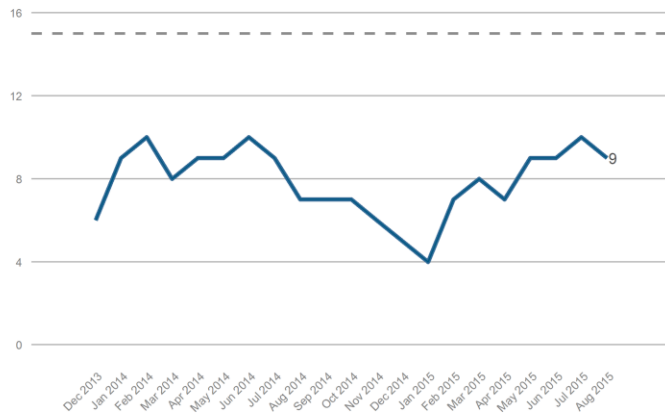
311: telephone number that  
connects customers with  
customer service  
representatives to help with  
non-emergency information and  
service requests.

**Target**

Under 15 seconds

## Average hold times for 311 callers decreased to nine seconds in August.

Average hold time (seconds)





**Responsible Organization:**  
Information Technology and  
Innovation (ITI)

**Data Source:** 311

**Definitions**

311: telephone number that  
connects customers with  
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representatives to help with  
non-emergency information and  
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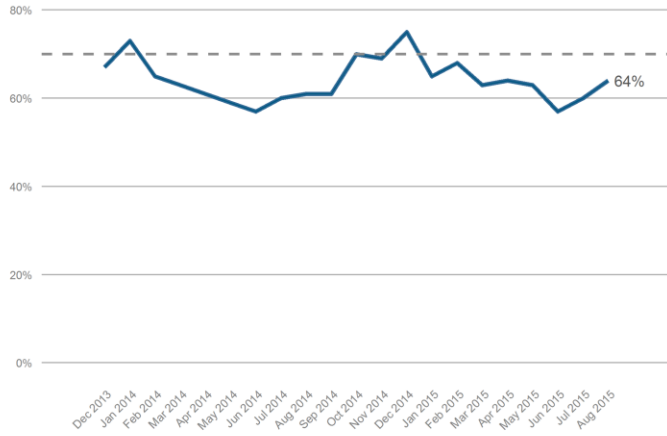
*First call resolution:* information  
requests and undocumented  
calls that are resolved directly  
by the 311 call center. Excludes  
service requests and  
department referrals.

**Target**

Above 70%

## The first call resolution rate has increased for the past two months.

First call resolution 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

**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

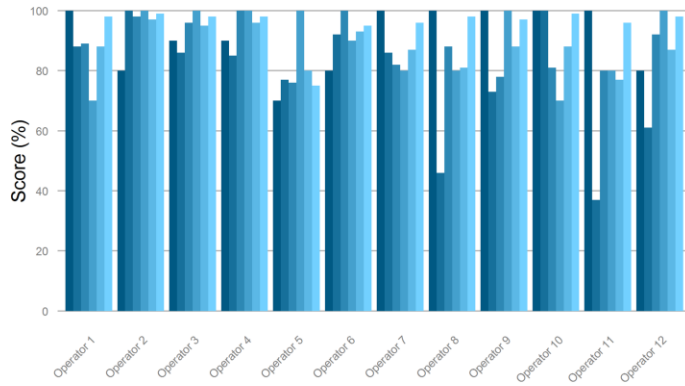
**Quality score:** score assigned  
based on quality of agent calls

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

## Operators 2, 3 and 4 had the highest reviews in August.

### Operator scores

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



**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.

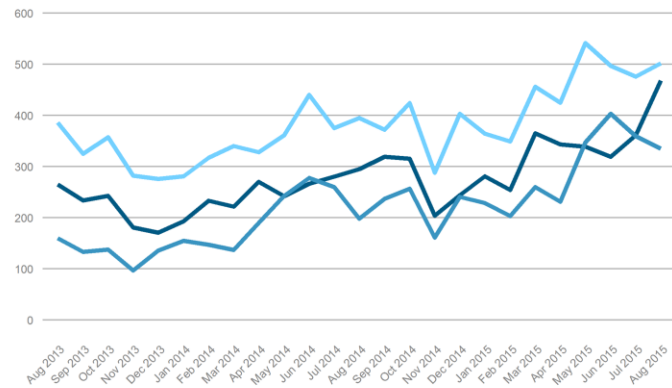
**Note:**

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

## Abandoned vehicle removal requests saw the largest increase from July to August.

### Top service requests

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



# Key Performance Indicators

KPI	2014		2015		Status
	Actual	Target Met?	Actual	Target	
Rate of 311 call abandonment	4.6%	●	3.8%	< 10%	●
Rate of 311 call resolution	62%	▲	63%	> 70%	▲



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



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**Responsible Organization:**  
Safety and Permits (S&P)

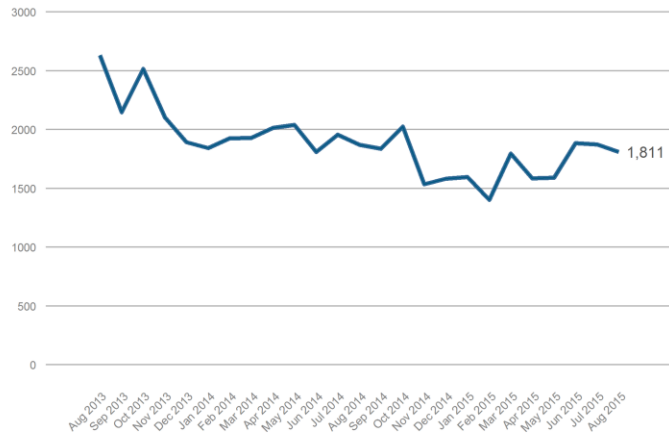
**Data Source:** Lobby Central

**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

## Number of customers to Safety and Permits has seen a slight decrease.

Safety and Permits customers



**Responsible Organization:**  
Safety and Permits (S&P)

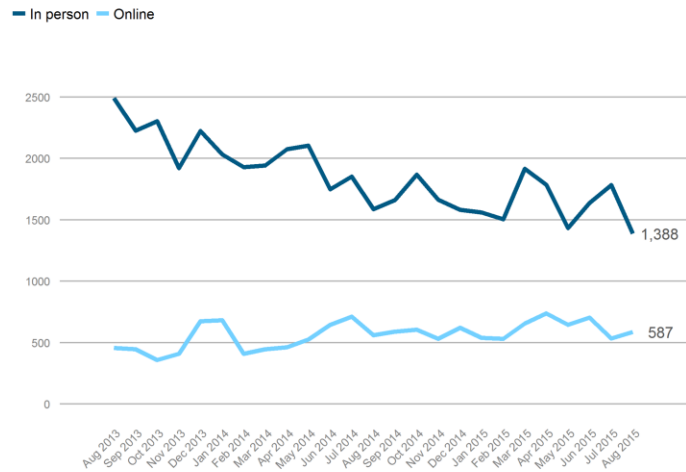
**Data Source:** LAMA permitting database

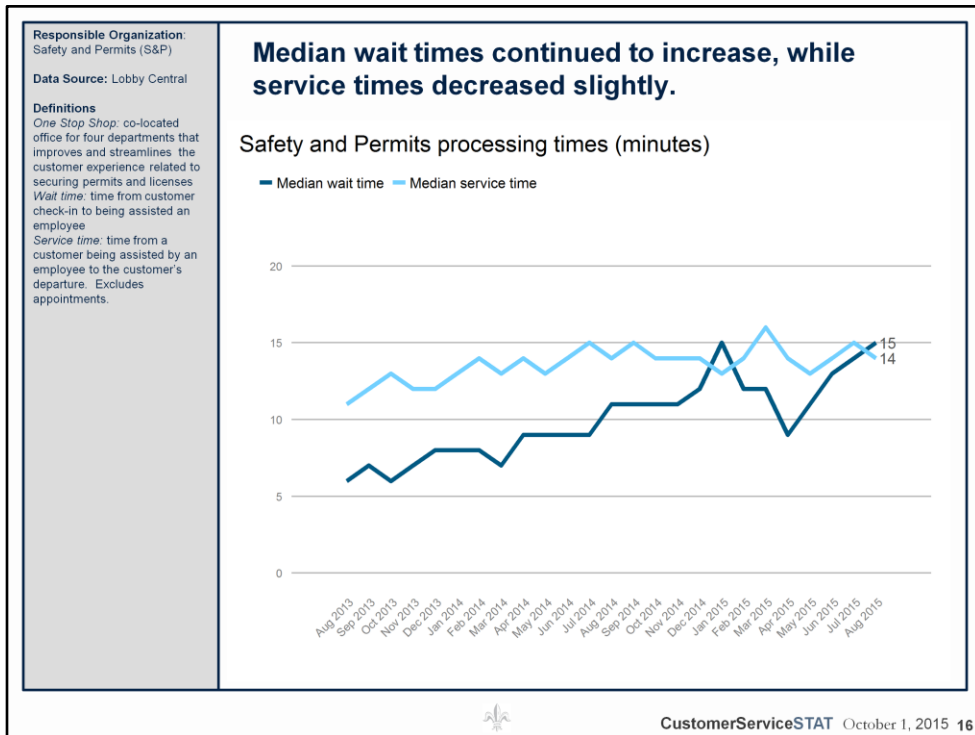
**Note**

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.

## The number of in-person permits issued sharply declined in August.

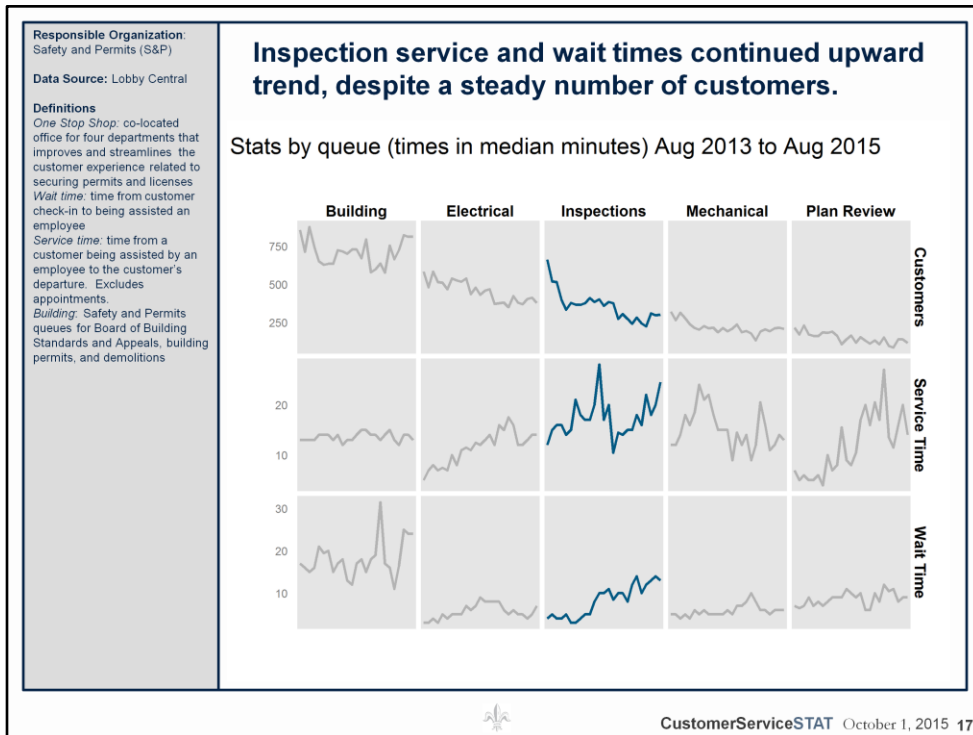
Permits issued by Safety and Permits by application method





The new City Zoning Ordinance went into effect in August. Times should decline as operators and customers become more comfortable with new regulations.

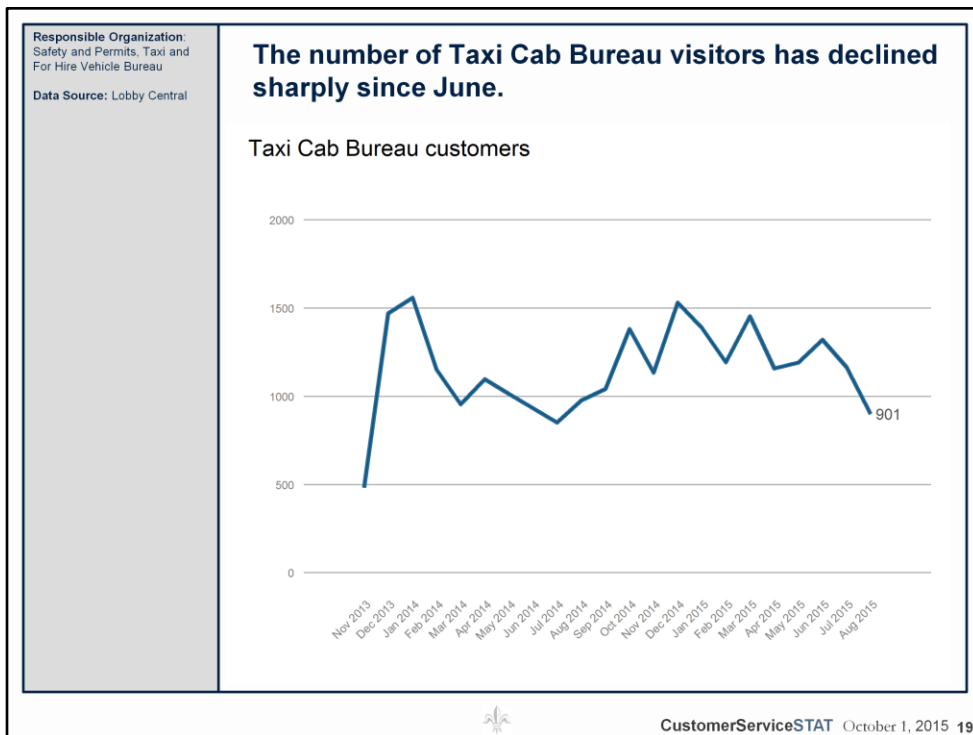




Three new inspectors had been hired within the last month and were training. This caused the significant increase in service time.

# ONE STOP SHOP – TAXI CAB BUREAU





In 2016 the Taxi Cab Bureau will begin renewing CPNC licenses earlier, and staggering the others throughout the rest of the year.

**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.

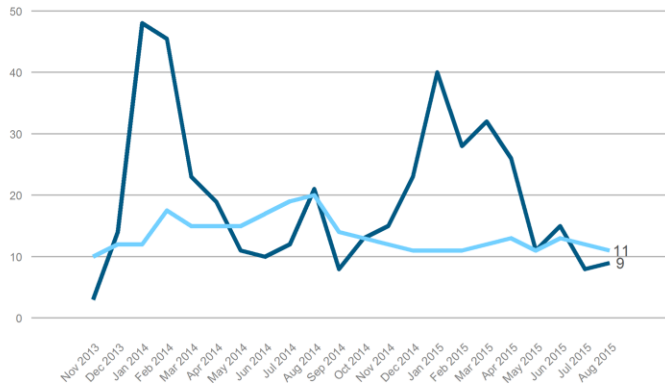
**Wait time:** time from customer  
check-in to being assisted by an  
employee

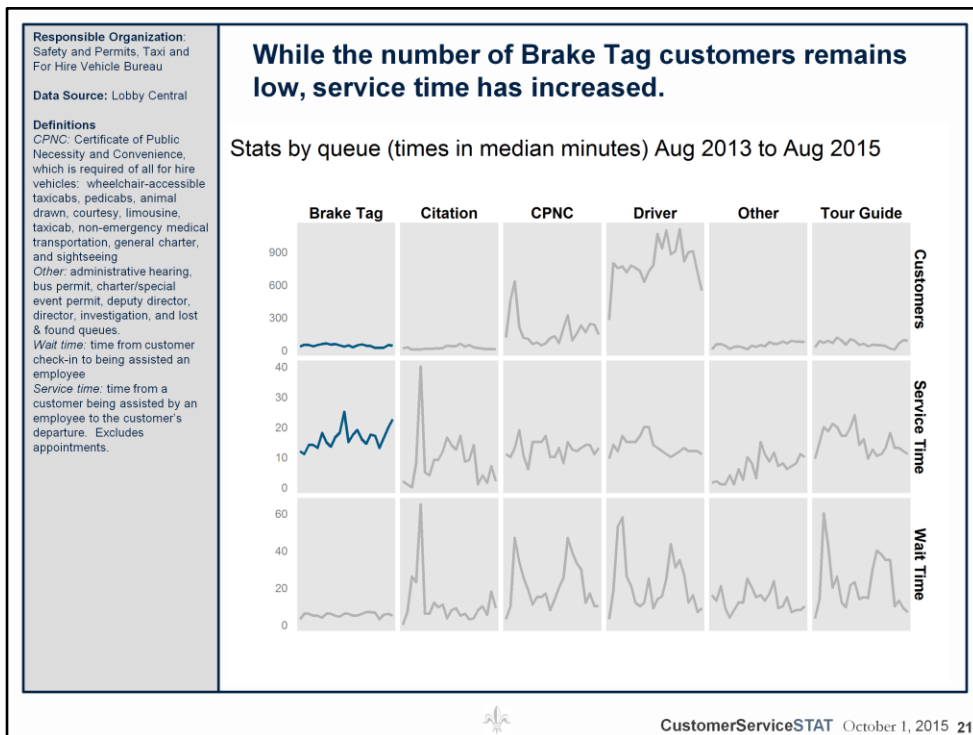
**Service time:** time from a  
customer being assisted by an  
employee to the customer's  
departure. Excludes  
appointments.

## Processing times for the Taxi Cab Bureau remained fairly stable.

Taxi Cab Bureau processing times (minutes)

— Median wait time — Median service time





The number of brake tags will remain low, as it is controlled by the population. However, the process to obtain new brake tags is currently being restructured. Soon, all appointments will be scheduled online for efficiency, which should cause wait and service times to decrease.

# **ONE STOP SHOP – VCC, CPC, HDLC.**



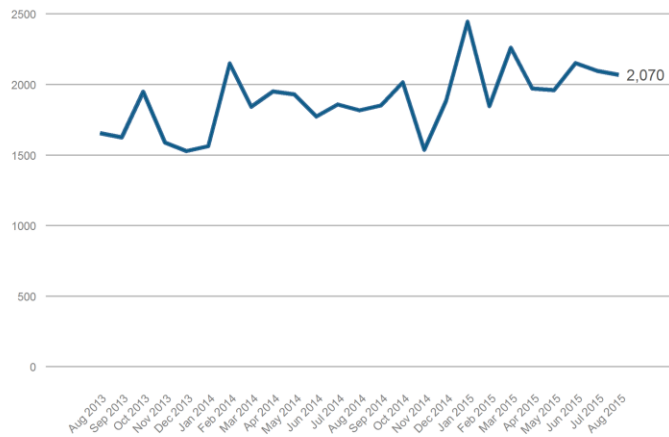
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**Responsible Organizations:**  
Safety and Permits, City  
Planning Commission (CPC),  
Historic District Landmarks  
Commission (HDLC), Vieux  
Carré Commission (VCC)

**Data Source:** Lobby Central

## The number of One Stop Shop customers for other queues did not vary much from July to August.

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

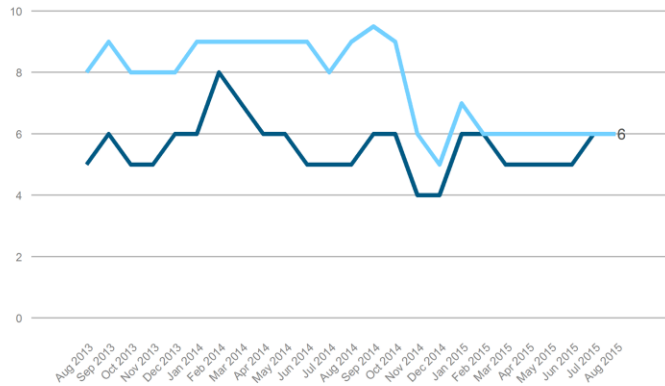
*One Stop Shop:* co-located  
 office for four departments that  
 improves and streamlines the  
 customer experience related to  
 securing permits and licenses

*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 remained constant since February, while wait times have fluctuated slightly.

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**

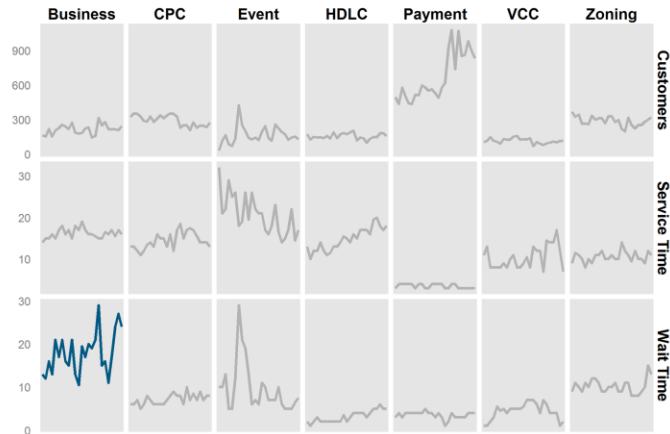
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*Wait time:* time from customer  
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 employee  
*Service time:* time from a  
 customer being assisted by an  
 employee to the customer's  
 departure. Excludes  
 appointments.

## Business wait times remain high even though the number of customers has not changed significantly.

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



# PERMITTING



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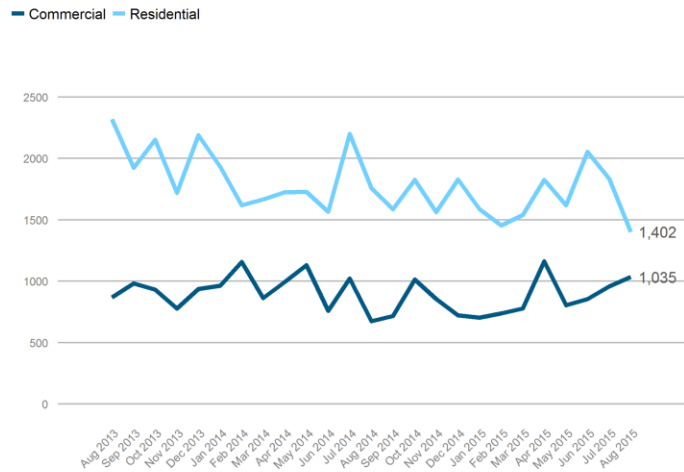
**Responsible Organizations:**  
Safety and Permits, Historic  
District Landmarks Commission  
(HDLIC), Vieux Carré  
Commission (VCC)

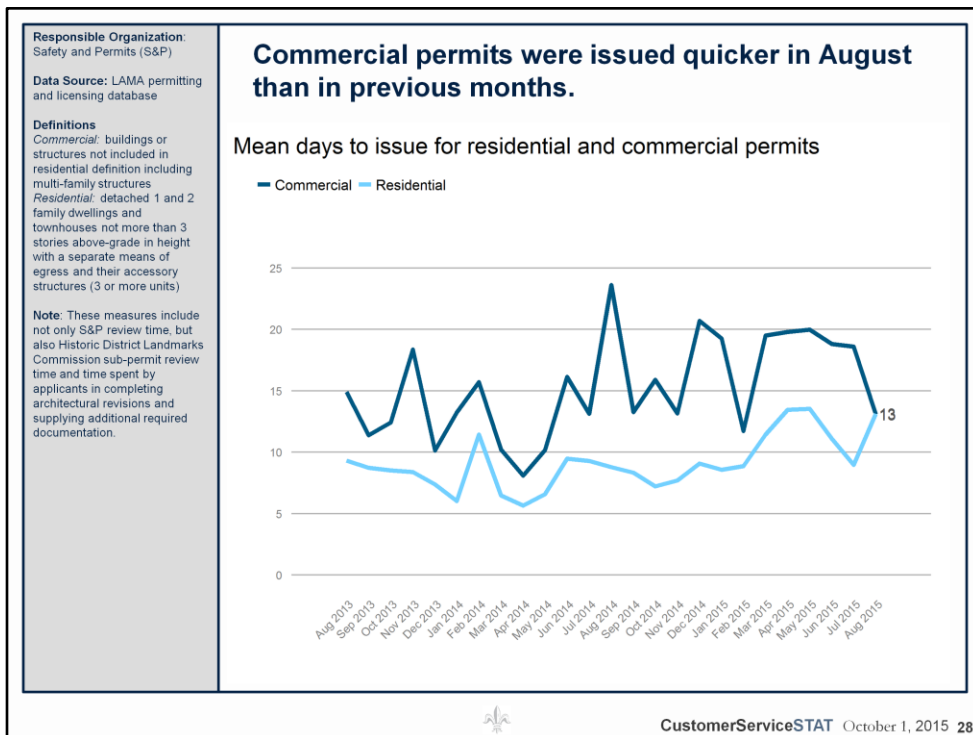
**Data Source:** LAMA permitting  
and licensing database

**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 number of residential permits issued continued to sharply decline in August.

Residential and commercial permits issued





While the number of permits issued has declined, the number of large projects has increased.

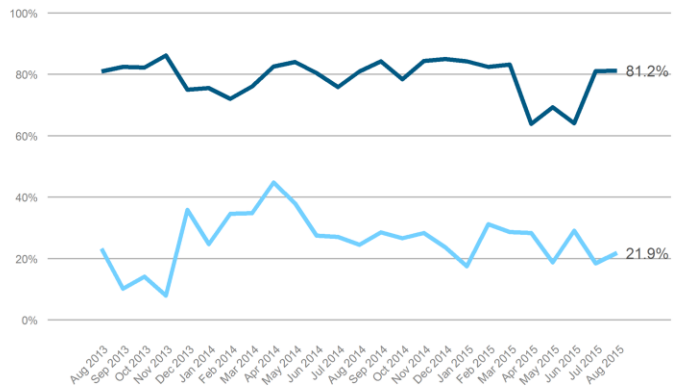
Responsible Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

## The majority of in-person building permit applications continue to be issued within 48 hours.

Percent of building permits issued within 48 hours of application

■ In Person ■ Online



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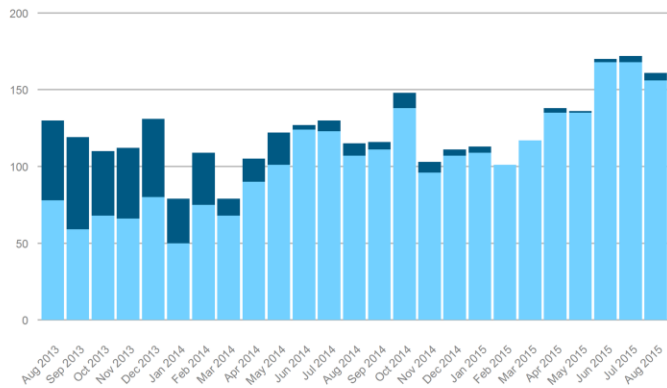
**Responsible Organization:**  
Historic District Landmarks  
Commission (HDLC).

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

## Almost all HDLC permits issued were 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



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New members of the HDLC staff are currently being trained.

# Key Performance Indicators

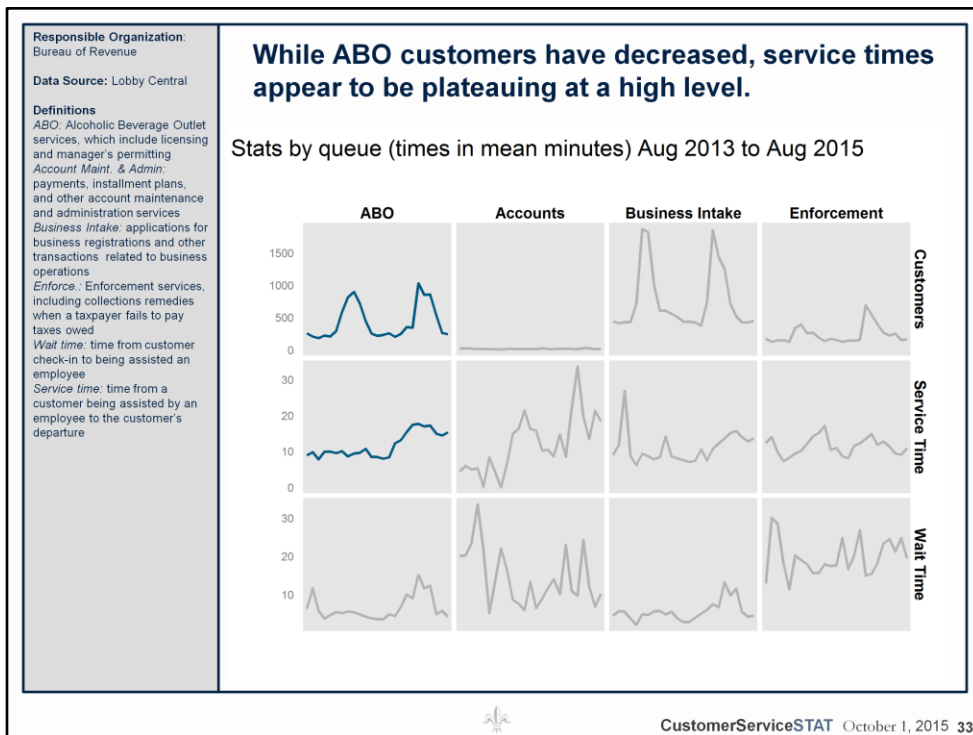
KPI	2014		2015		Status
	Actual	Target Met?	Actual	Target	
Average/median wait time to apply for new building permit (minutes)	33.2	❖	20	< 18	❖
Average/median wait time to apply for any license or permit (minutes)	22.5	❖	10	< 18	●
Average/median wait time to apply for new business license (minutes)	31	❖	20	< 18	❖
Average/median wait time to make a payment (minutes)	16.9	❖	3	< 6	●
Percent of permit and license applications received online	37.5%	●	30	> 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







ABO customers are typically responding to the Bureau of Revenue regarding multiple infractions. Also, high wait times for Enforcement have been attributed to the fact the most agents are in the field while one is left in the office to address customers.

# LICENSES



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

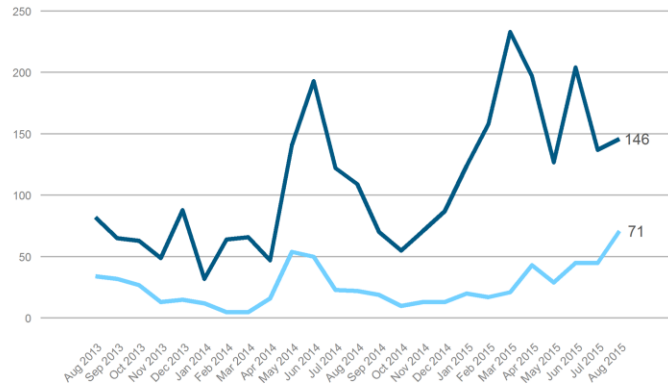
**Data Source:** LAMA permitting  
and licensing database

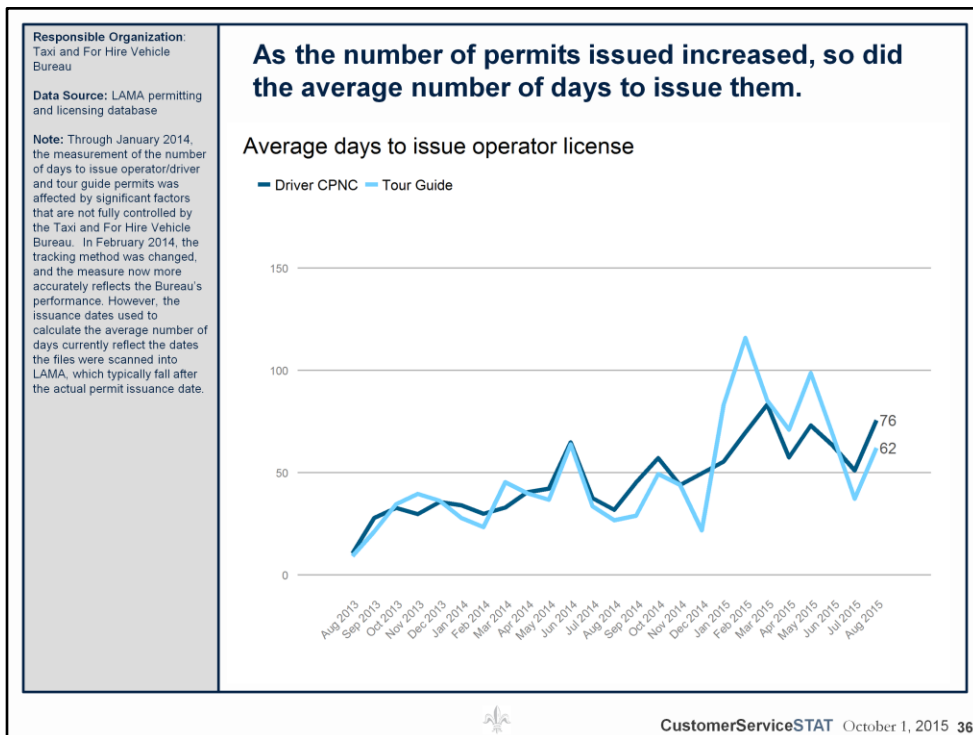
**Note:** Through January 2014,  
the measurement of the number  
of days to issue operator/driver  
and tour guide permits was  
affected by significant factors  
that are not fully controlled by  
the Taxi and For Hire Vehicle  
Bureau. In February 2014, the  
tracking method was changed,  
and the 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 CPNC and Tour Guide permits issued both increased in August.

Number of operator permits issued

■ Driver CPNC ■ Tour Guide





Inaccurate finger printing during FBI background checks led to an increased backlog of applicants.

# COMPLAINTS



**Responsible: Organization:**  
Safety and Permits

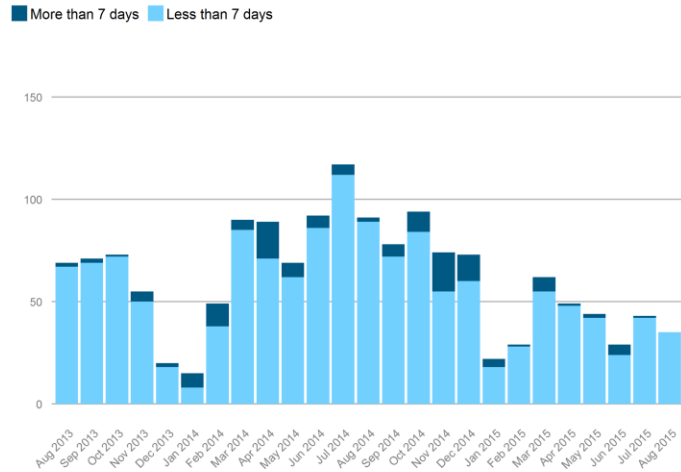
**Data Source:** LAMA permitting  
and licensing database

**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.

## In August, all building inspections were completed within seven days.

Building inspections, and days to completion

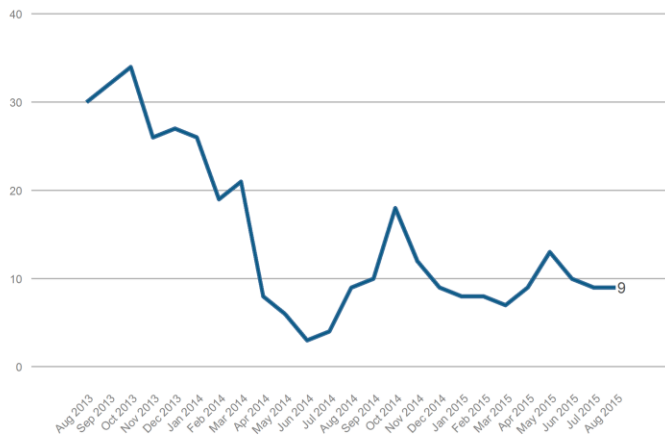


Responsible: Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

## The number of open building complaints remained at nine between July and August.

Number of open building complaints at end of each month



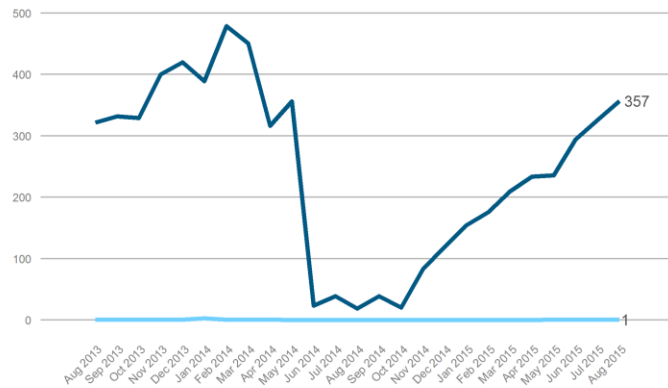
Responsible: Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

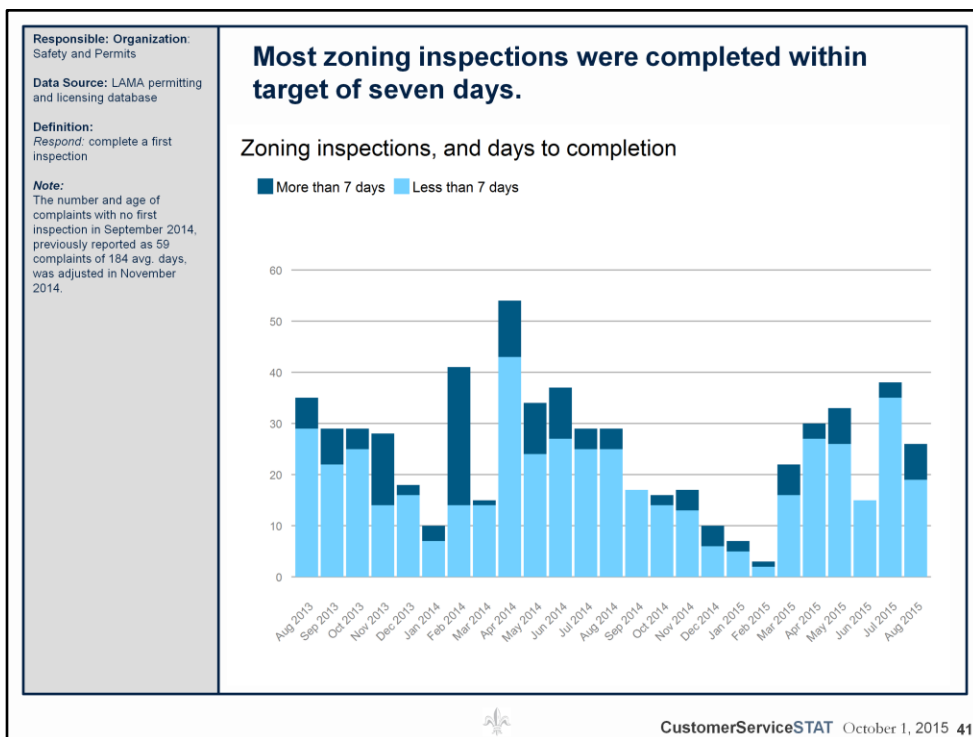
## A small number of unaddressed cases continues to drive up the median age of open complaints.

### Age statistics on building complaints

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







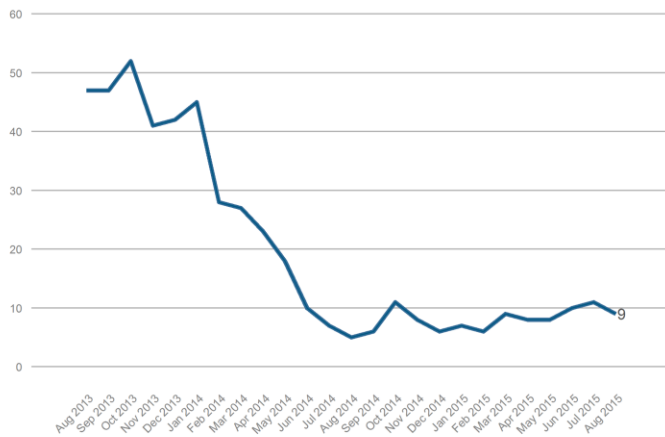
A new zoning inspector was hired (number four of the proposed five).

Responsible: Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

## The number of zoning complaints in backlog decreased slightly.

Number of open zoning complaints at end of each month



**Responsible Organization:**  
Safety and Permits

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

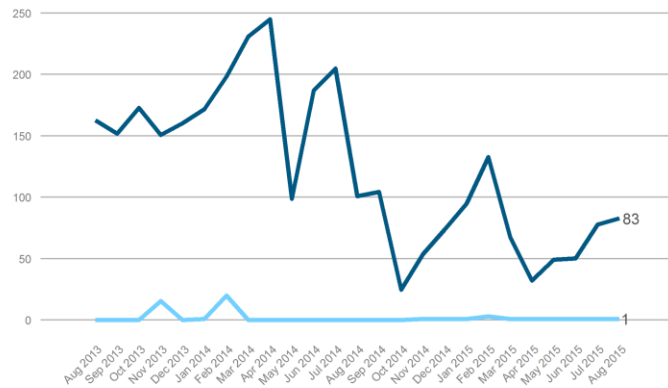
**Definition:**  
Respond: complete a first  
inspection

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

## Remaining zoning complaints in the S&P backlog had a median age of 83 days.

Age statistics on zoning complaints

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



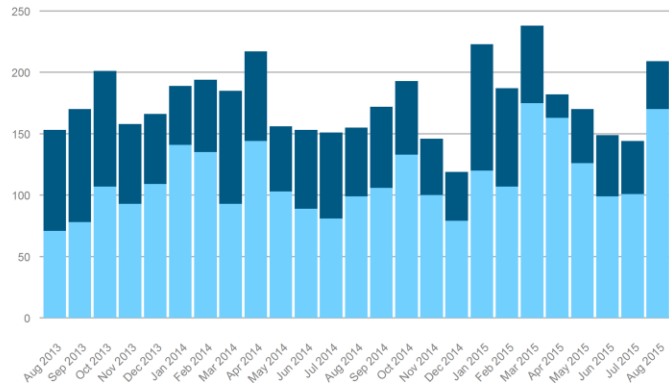
Responsible Organization:  
Safety and Permits

Data Source: LAMA permitting  
and licensing database

## The majority of business license inspections were completed in seven days or less.

Business license inspections and days to inspection

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



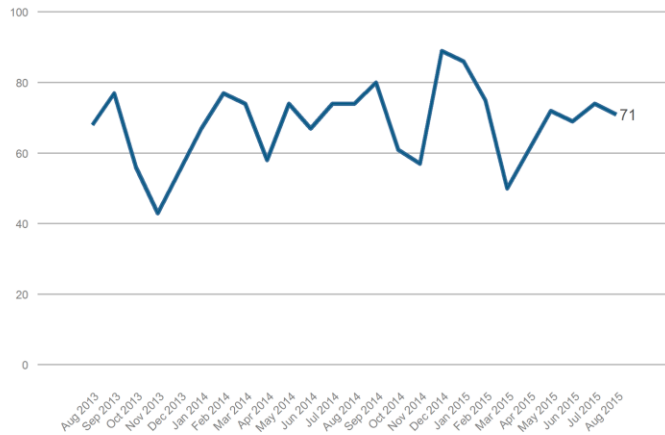
**Responsible Organization:**  
Safety and Permits

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

**Disclaimer:** Historical data on  
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represented inaccurately in  
previous months.

## The number of inspection requests outstanding at the end of the month experienced a slight decrease.

Business licenses inspection requests outstanding at end of month



**Responsible: Organization:**  
Safety and Permits

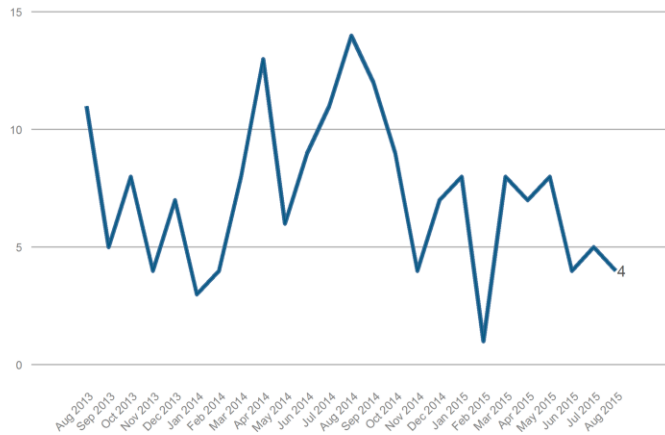
**Data Source:** LAMA permitting  
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**Note:**  
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complaints with no first  
inspection in September 2014,  
previously reported as 59  
complaints of 184 avg. days,  
was adjusted in November  
2014.

**Disclaimer:** Historical data on  
this measure may have been  
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previous months.

## The number of complaints open with no first inspection within 30 days decreased slightly.

Complaints with no first inspection within 30 days



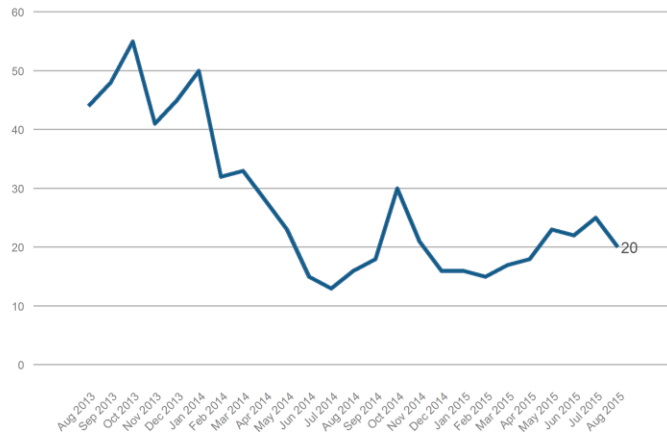
**Responsible: Organization:**  
Safety and Permits

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

**Disclaimer:** Historical data on  
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represented inaccurately in  
previous months.

## The number of open complaints at the end of August trended down.

Number of open complaints at end of each month



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

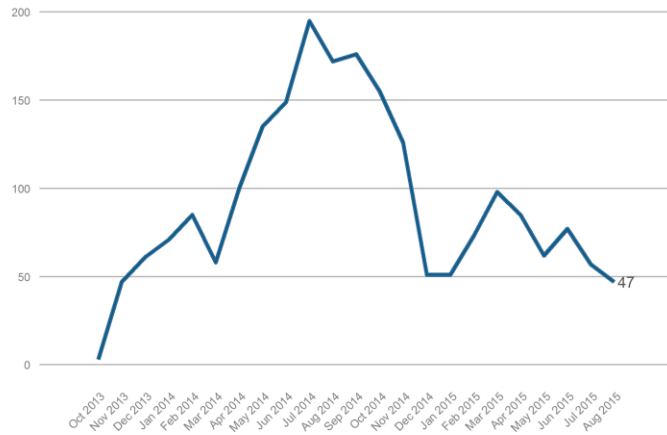
**Data Source:** 311

**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

## The number of complaints filed against taxi drivers decreased during the summer months.

Number of open complaints against drivers at end of month





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

**Data Source:** 311

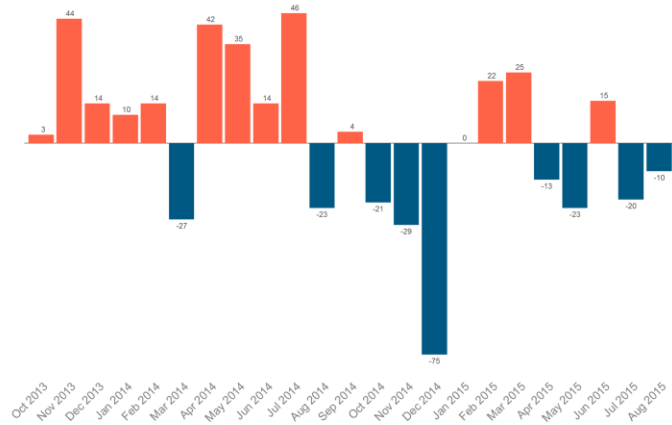
**Note:** This measure is  
calculated by subtracting the  
number of complaints closed  
from the number opened per  
month.

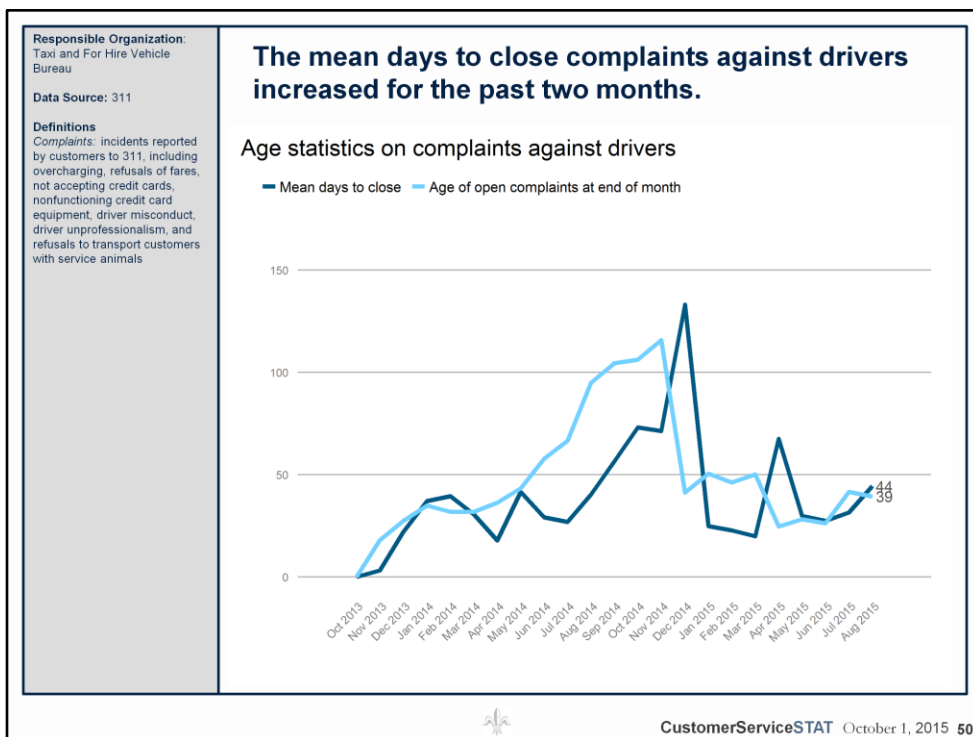
**Definitions**

**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 was able to close more complaints than they received in August.







Net complaints logged against taxi drivers per month





The rise in days to close complaints against drivers is attributed to the hearing process that takes place before a judgement is made.

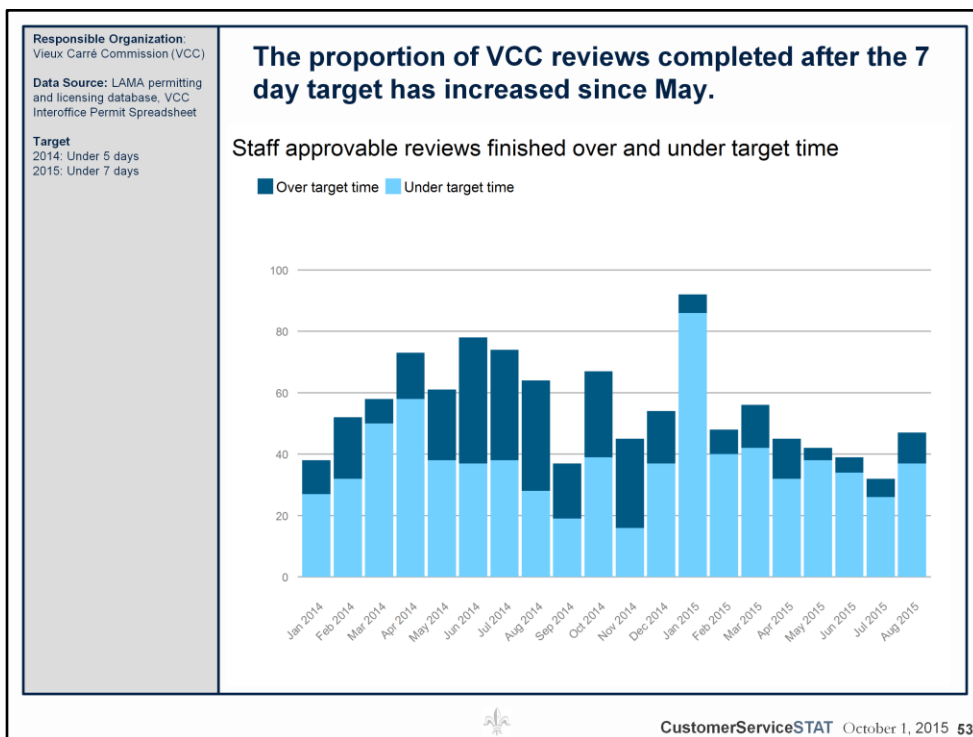
# Key Performance Indicators

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		11	< 7	
Average number of days to complete business license inspection requests	7.71		6	< 7	



**VCC**





In August, the Director of VCC was out of the office for a week and they lost an intern.

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

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

## The vast majority of VCC applications approved were not submitted in response to violations.

Number of applications approved due to violations

