



CITY OF NEW ORLEANS
CustomerServiceSTAT

April 7, 2016
(Reporting Period: December 2015 to February 2016)

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 met with CPC and Safety & Permits to discuss which items might require changes to LAMA



311



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

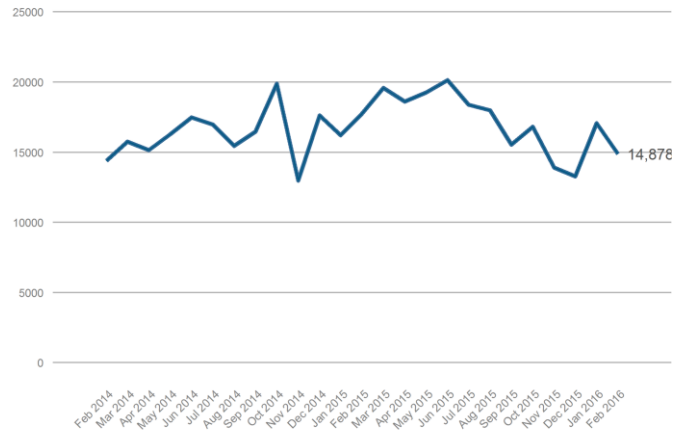
311: telephone number that
connects customers with
customer service
representatives to help with
non-emergency information and
service requests

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.

Call volume has moved between 15,000 and 20,000 per month

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

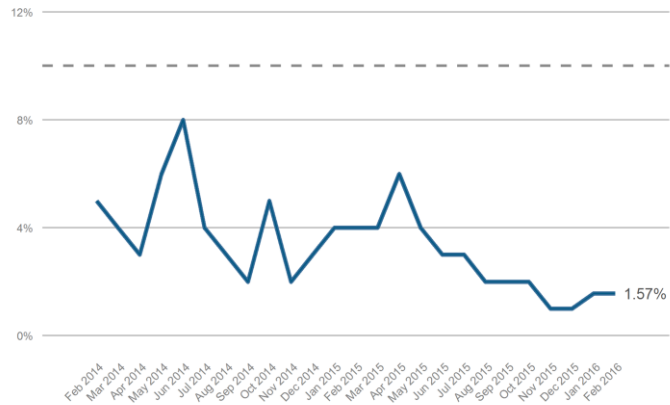
Call abandonment: call where
the caller hangs up before the
call is answered

Target

Less than 10%

Calls abandoned remained below two percent

Abandonment Rate



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

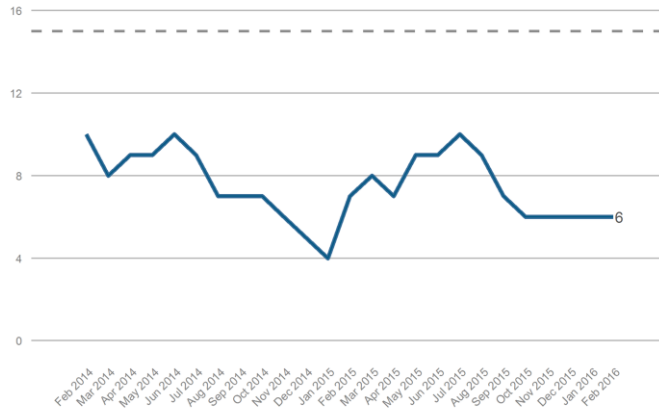
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representatives to help with
non-emergency information and
service requests.

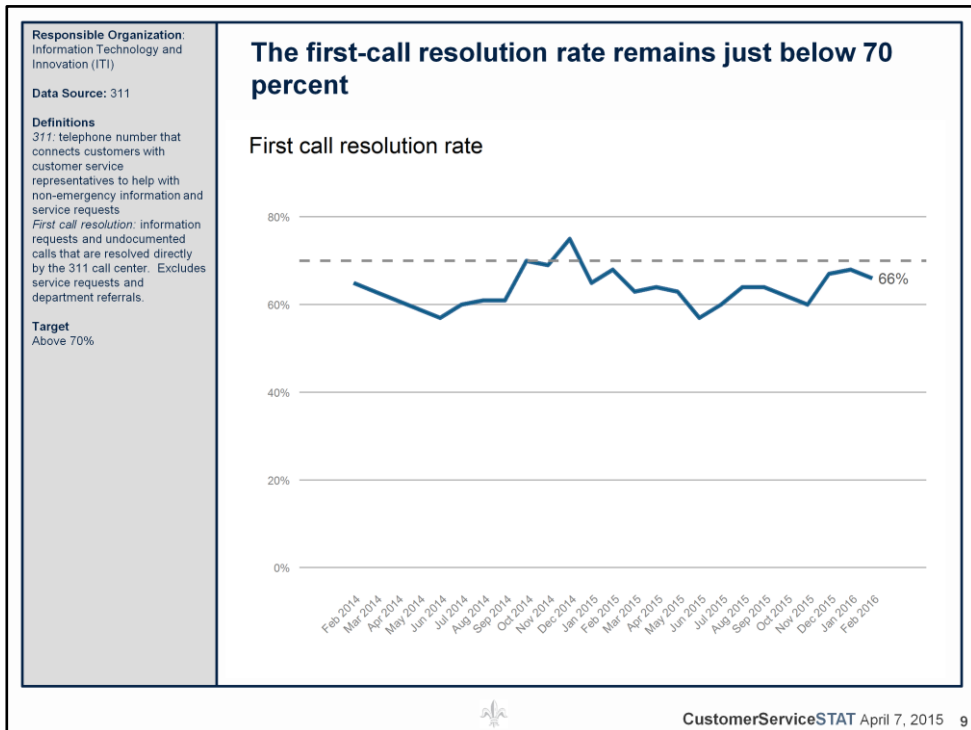
Target

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

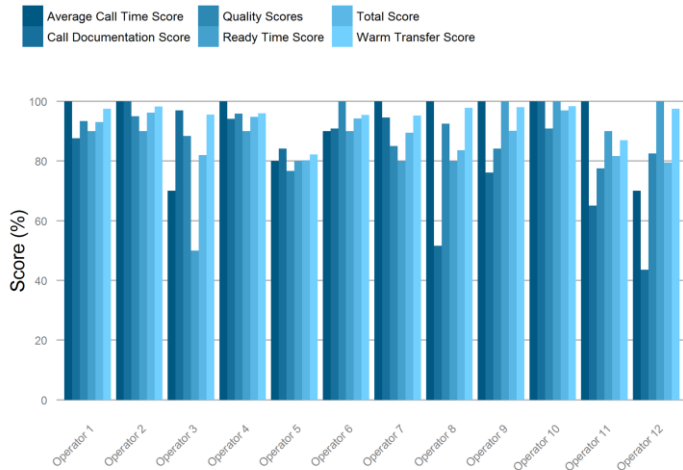
Ready time score: score assigned based on the average time an agent is expected to be available to receive incoming calls

Quality score: score assigned based on quality of agent calls

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

Operator performance was generally good, aside from documentation and ready time scores

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

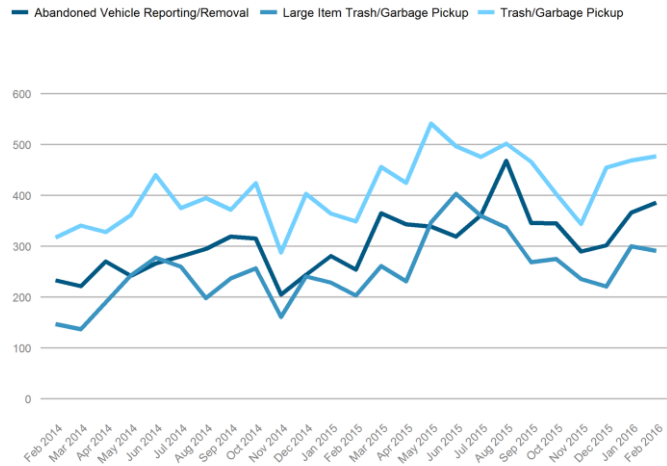
Service request: a 311 call to
request that the City perform a
service. Includes service
requests opened by 311
personnel, department
personnel, and vendors.

Note:

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

Trash pickup issues were the most common request

Top service requests



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ONE STOP SHOP – SAFETY & PERMITS



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Responsible Organization:
Safety and Permits (S&P)

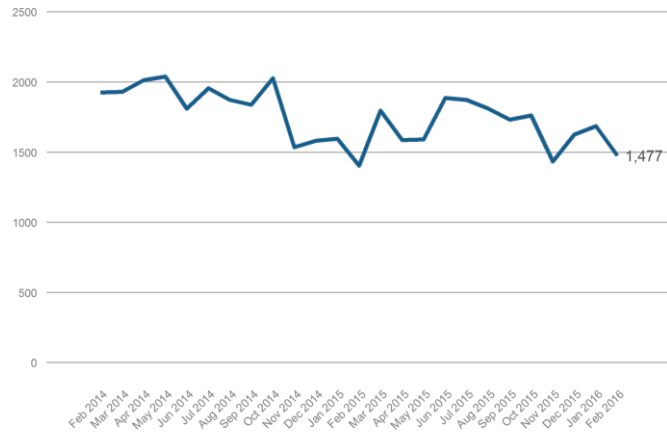
Data Source: Lobby Central

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 are on par with February 2015 figures

Safety and Permits customers



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Responsible Organization:
Safety and Permits (S&P)

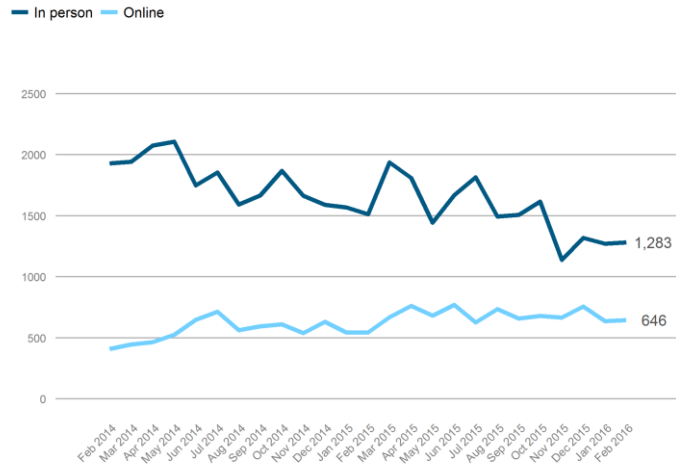
Data Source: LAMA permitting database

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 up slightly over the past year while in-person applications have declined

Permits issued by Safety and Permits by application method



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Responsible Organization:
Safety and Permits (S&P)

Data Source: Lobby Central

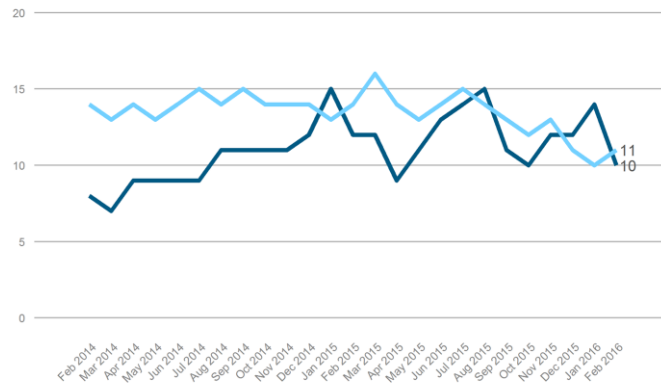
Definitions

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

Wait and service times are both down over the past 12 months

Safety and Permits processing times (minutes)

— Median wait time — Median service time



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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

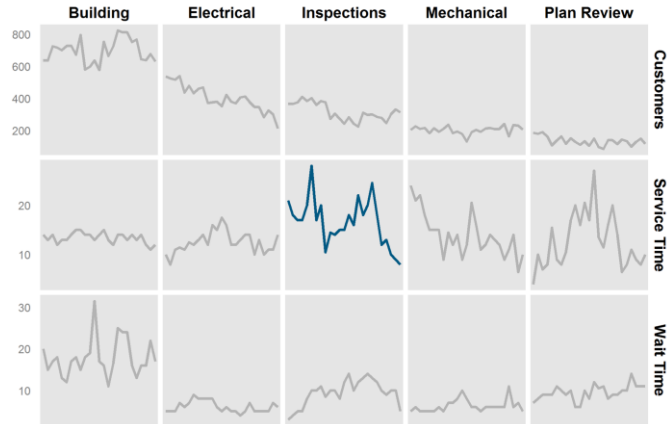
Wait time: time from customer check-in to being assisted an employee

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 time for inspections has reached a two-year low

Stats by queue (times in median minutes) Feb 2014 to Feb 2016



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ONE STOP SHOP – TAXI CAB BUREAU

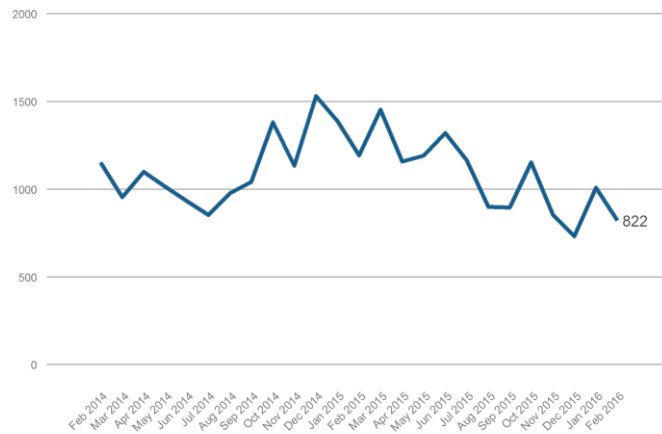


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Responsible Organization:
Safety and Permits, Taxi and
For Hire Vehicle Bureau
Data Source: Lobby Central

Taxi Cab Bureau visitors have decreased over the past 12 months

Taxi Cab Bureau customers



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

Data Source: Lobby Central

Definitions

CPVOC: 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.

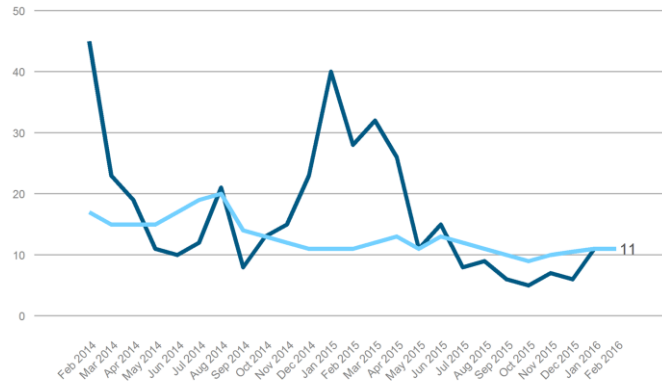
Wait time: time from customer
check-in to being assisted an
employee

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

Wait times are down year-over-year for Taxi Cab Bureau visitors

Taxi Cab Bureau processing times (minutes)

— Median wait time — Median service time



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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

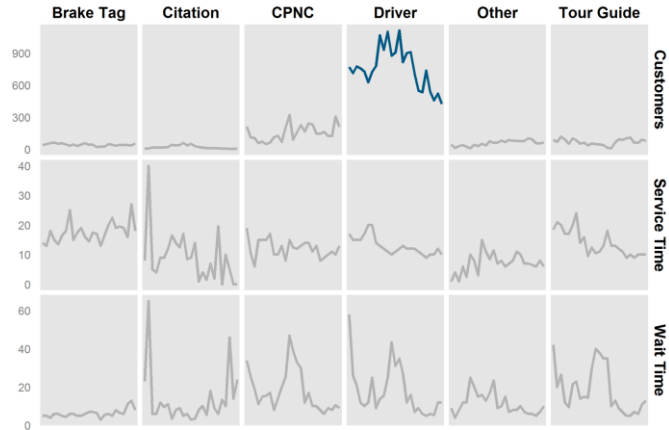
Other: administrative hearing,
bus permit, charter/special
event permit, deputy director,
director, investigation, and lost
& found queues.

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 but has dipped to a two-year low

Stats by queue (times in median minutes) Feb 2014 to Feb 2016



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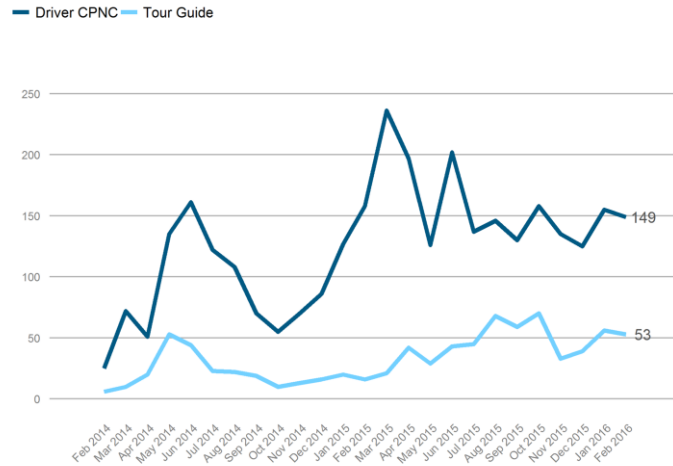
Responsible Organization:
Taxi and For Hire Vehicle
Bureau

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.

Tour guide permit issuances increased over the past twelve months

Number of operator permits issued



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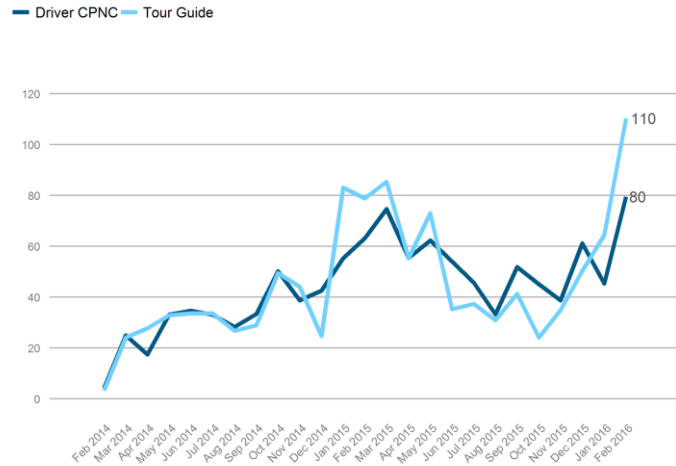
Responsible Organization:
Taxi and For Hire Vehicle
Bureau

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accurately reflects the Bureau's
performance. However, the
issuance dates used to
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days currently reflect the dates
the files were scanned into
LAMA, which typically fall after
the actual permit issuance date.

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



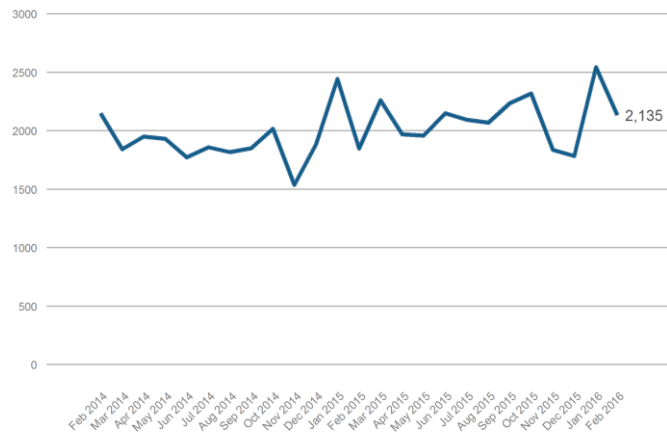
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Responsible Organizations:
Safety and Permits, City
Planning Commission (CPC),
Historic District Landmarks
Commission (HDLC), Vieux
Carré Commission (VCC)

Data Source: Lobby Central

The number of One-Stop Shop customers increased relative to February 2015

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

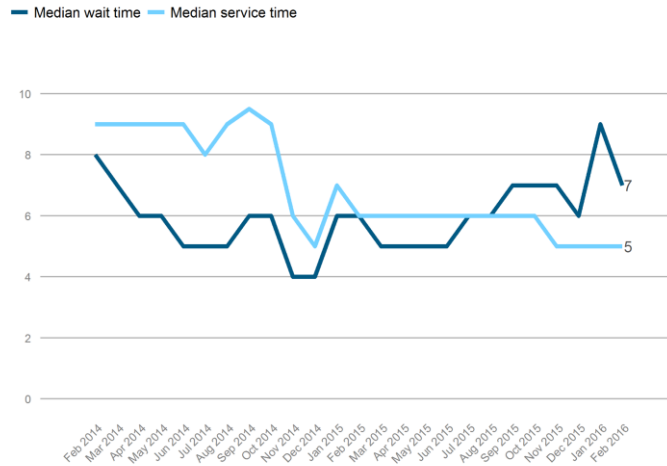
One Stop Shop: co-located
 office for four departments that
 improves and streamlines the
 customer experience related to
 securing permits and licenses

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.

Wait times are down after rising through much of 2015

CPC, VCC, HDLC processing time (minutes)



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

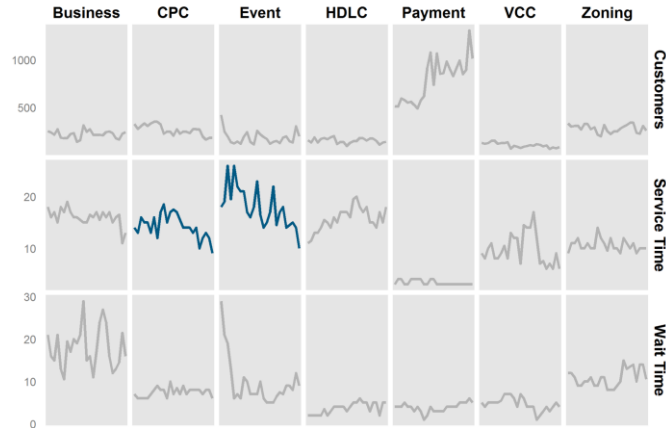
One Stop Shop: co-located
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 securing permits and licenses

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 CPC and event permits have reached a two-year low

Stats by queue (times in median minutes) Feb 2014 to Feb 2016



PERMITTING



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

Data Source: LAMA permitting
and licensing database

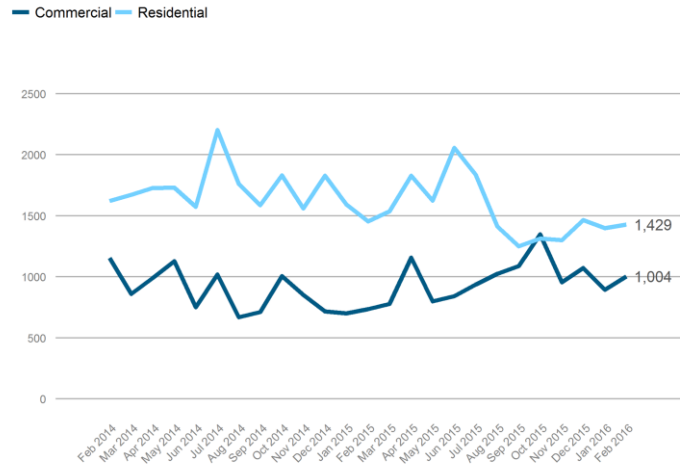
Definitions

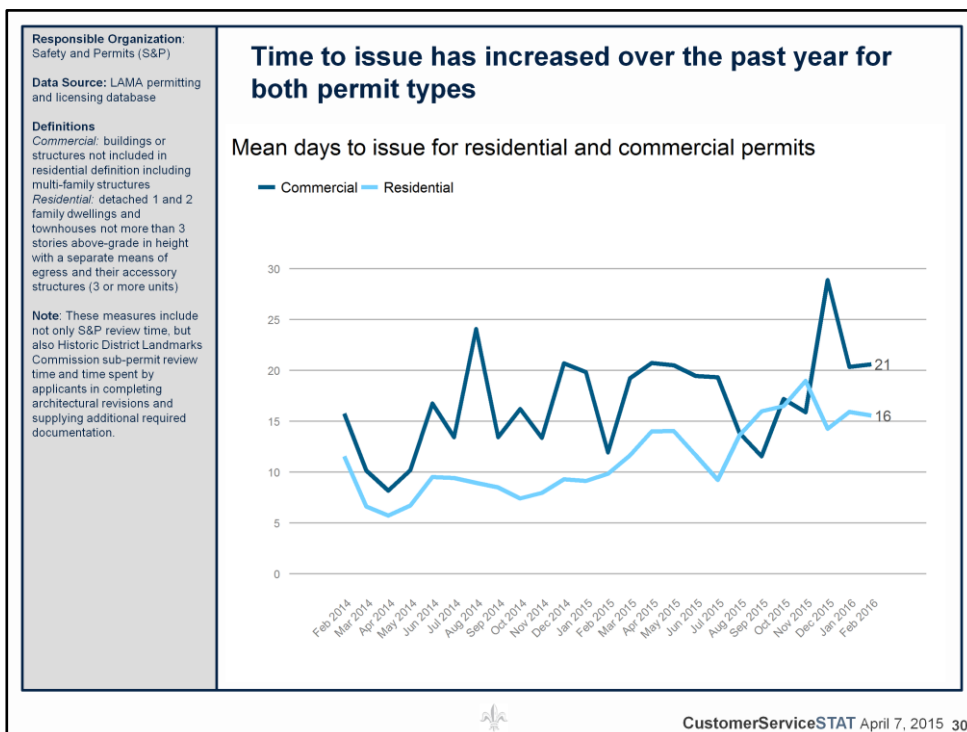
Commercial: buildings or
structures not included in
residential definition including
multi-family structures

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 increased slightly over 12 months

Residential and commercial permits issued





Department lost chief plan reviewer, and this fact may have contributed to increase in issuance times.

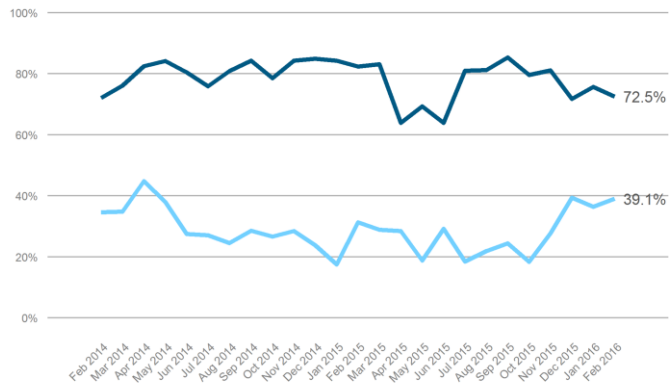
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Almost 40 percent of online applications are now issued within 48 hours, even with customer delay

Percent of building permits issued within 48 hours of application

— In Person — Online



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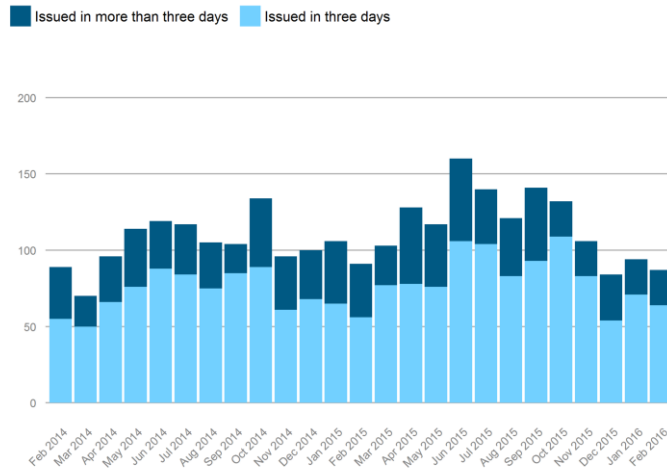
Responsible Organization:
Historic District Landmarks
Commission (HDLC).

Data Source: LAMA permitting
and licensing database

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

The vast majority of HDLC permits are issued in less than three days

Number and days to issue HDLC permits



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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

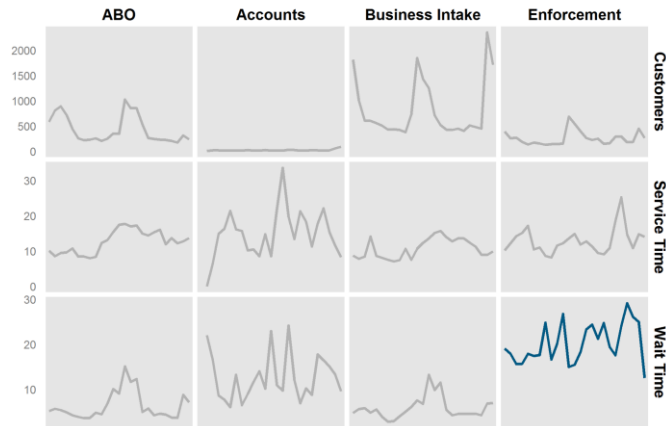
Enforce: Enforcement services, including collections remedies when a taxpayer fails to pay taxes owed

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

Wait times for the Revenue enforcement queue appear to be at a two-year low

Stats by queue (times in mean minutes) Feb 2014 to Feb 2016



COMPLAINTS



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Responsible Organization:
Safety and Permits

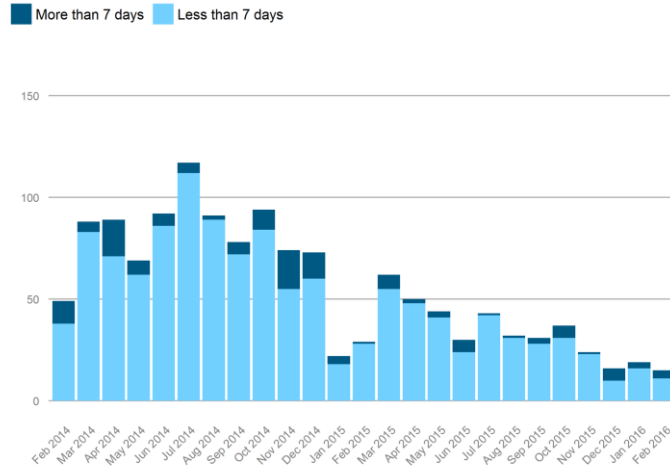
Data Source: LAMA permitting
and licensing database

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.

The vast majority of building complaint inspections are now completed within seven days

Days to carry out building complaint inspections



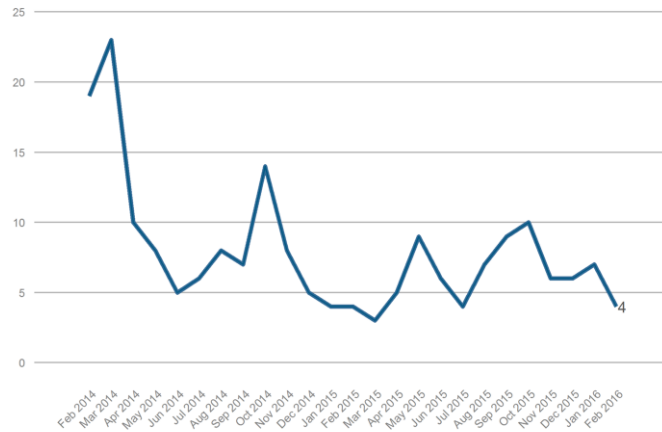
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Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Safety & Permits has been able to push down the number of open building complaints

Number of open building complaints at end of each month



Responsible Organization:
Safety and Permits

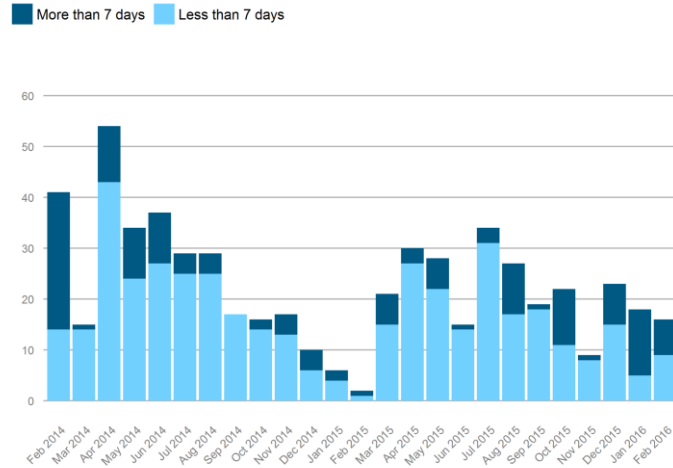
Data Source: LAMA permitting
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Definition:
Respond: complete a first
inspection

Note:
The number and age of
complaints with no first
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complaints of 184 avg. days,
was adjusted in November
2014.

Most zoning inspections were completed within seven days during December and February

Zoning inspections, and days to completion

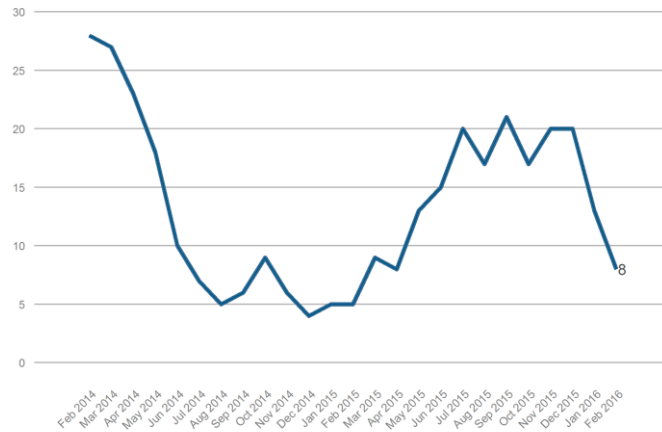


Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Safety & Permits has been able to work down the backlog of zoning complaints

Number of open zoning complaints at end of each month



Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

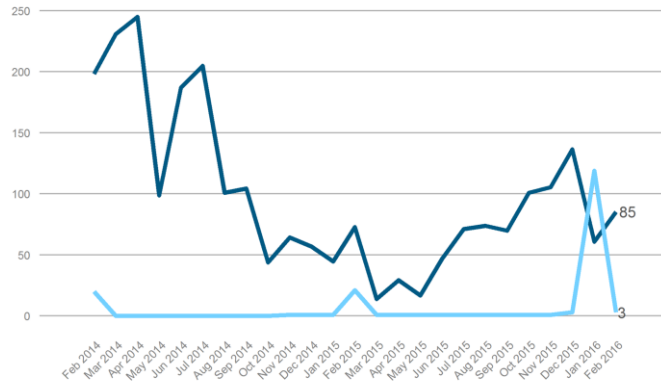
Definition:
Respond: complete a first
inspection

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

Most zoning complaints are resolved within 3 days, with a small number of outliers remaining in LAMA

Age statistics on zoning complaints

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



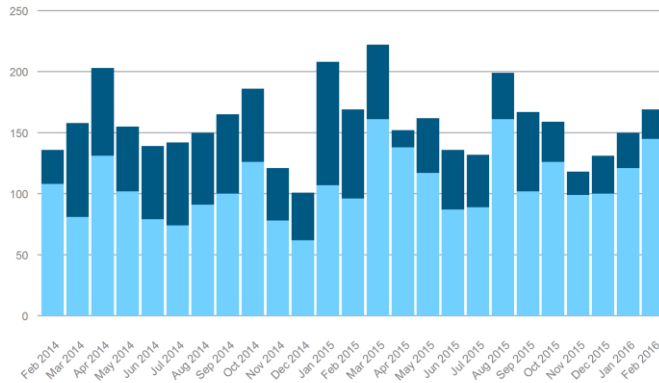
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

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



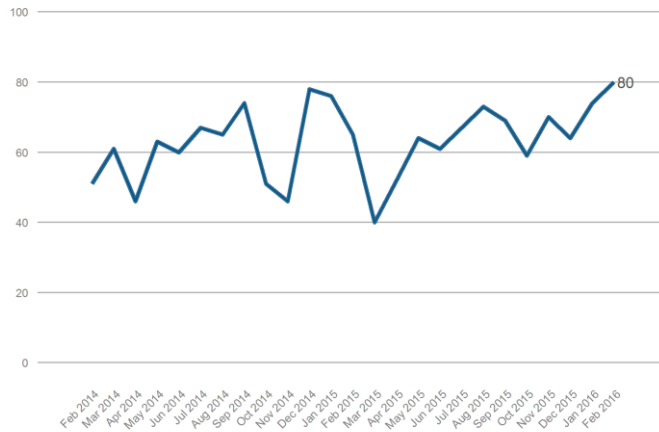
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

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

The number of business license inspection requests outstanding reached a two-year high

Business licenses inspection requests outstanding at end of month



Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

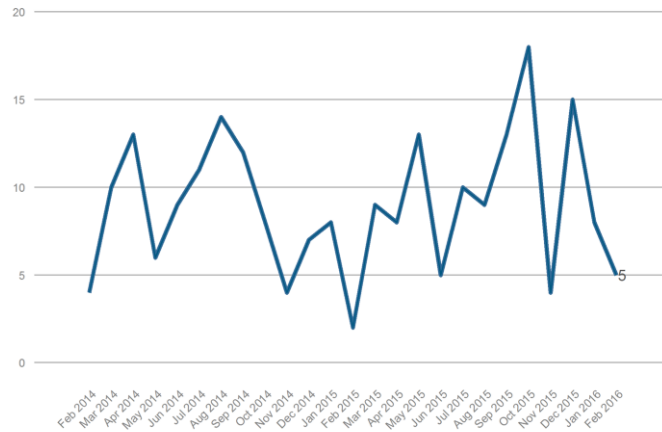
Note:

The number and age of
complaints with no first
inspection in September 2014,
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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 have decreased since December

Complaints with no first inspection within 30 days



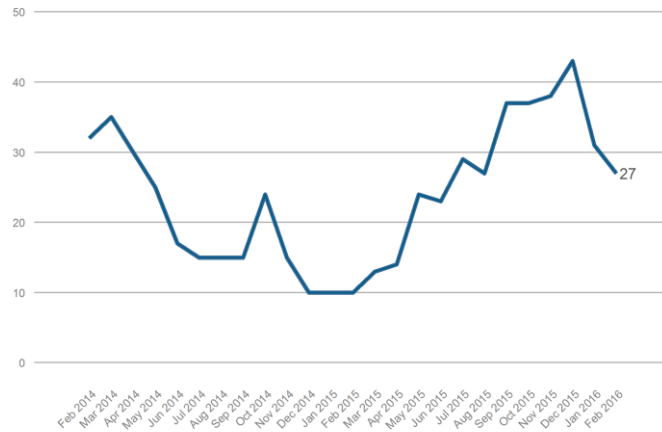
Responsible: Organization:
Safety and Permits

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 compared to last year

Number of open complaints at end of each month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

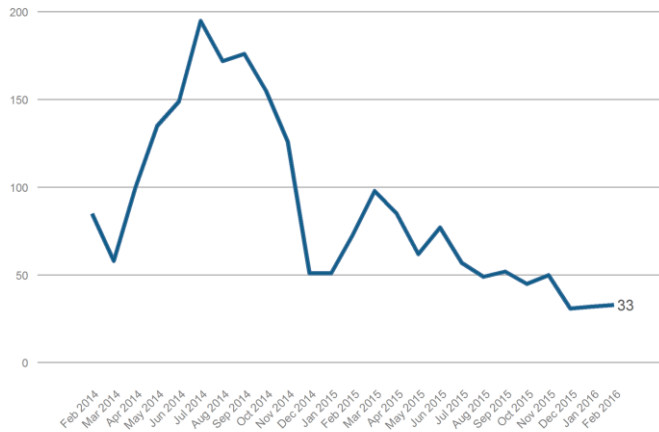
Data Source: 311

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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Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

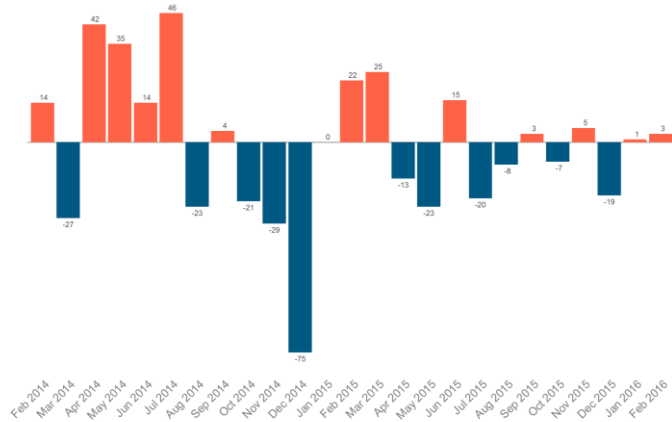
Note: This measure is
calculated by subtracting the
number of complaints closed
from the number opened per
month.

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

Net new taxicab complaints has been held near zero (or below) since July 2015

Net complaints logged against taxi drivers per month



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Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

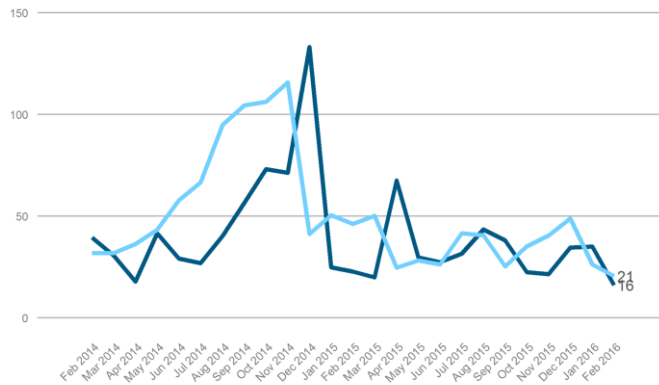
Definitions

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

Age of open driver complaints has decreased 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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