CITY OF NEW ORLEANS

CustomerServiceSTAT

December 3, 2015
(Reporting Period: October 2015)
www.nola.gov/opa

Agenda

- **Introduction and Announcements**
- **Open and Effective Government**: 311
- **Economic Development**: Permitting and Licensing
- **Sustainable Communities**: Land Use

Purpose and Scope

Purpose: The Landrieu Administration developed a strategic framework to map out the City's overall direction. The framework links services, programs, strategies, objectives, and goals to the City's mission, values, and vision, and incorporates performance measures to assess performance.

In CustomerServiceSTAT, City leaders and managers review key performance results related to customer service. In order to improve results, City leaders and managers review and assess progress achieved, overall trend data, and the likelihood of meeting performance targets. For programs at risk of not meeting targets, leaders and managers identify prospects and tactics for performance improvement, and make adjustments to operational plans as needed. To account to citizens and Councilmembers for the spending of resources provided, CustomerServiceSTAT meetings are open to the public.

Scope: CustomerServiceSTAT focuses on Citywide topics that are frequent sources of City interactions with the public, with an initial emphasis on 311 calls, permitting and licensing, and land use issues. CustomerServiceSTAT does not focus on performance managed in other STAT programs or initiatives, nor does it include in depth discussions of complaints about specific interactions.

Questions and Comments: Index cards are available to the public at the sign-in table, which can be used to submit questions and comments or to report specific issues. Throughout the meeting, completed cards will be reviewed. General questions and comments may be discussed by the group and specific issues will be assigned to departments.

Action Items

Assigned	Responsible	Action items	Status
8/6/2015	L. Gardere	Find a way to increase integration of information between LAMA and Bureau of Revenue's RCS system	• ITI has developed business requirements document • Next step is to obtain feedback from relevant departments
12/3/2015	S. Primeaux B. Rivers	Develop customer service metrics for City Planning Commission activities and incorporate into STAT program	• OPA to meet with CPC and determine what can be measured and presented

4

311

311 call volume rose slightly in October

Call Volume

16,812

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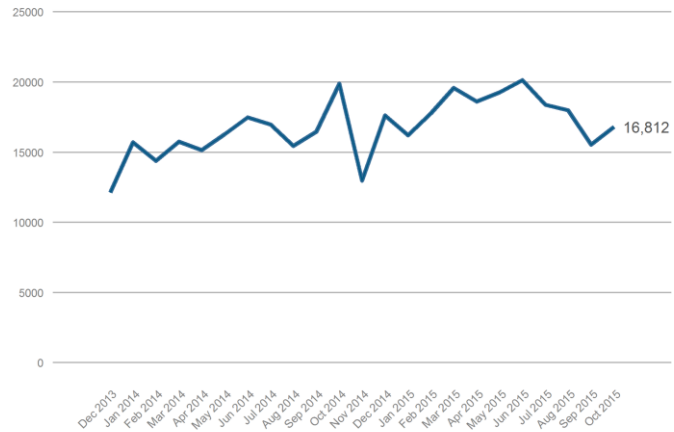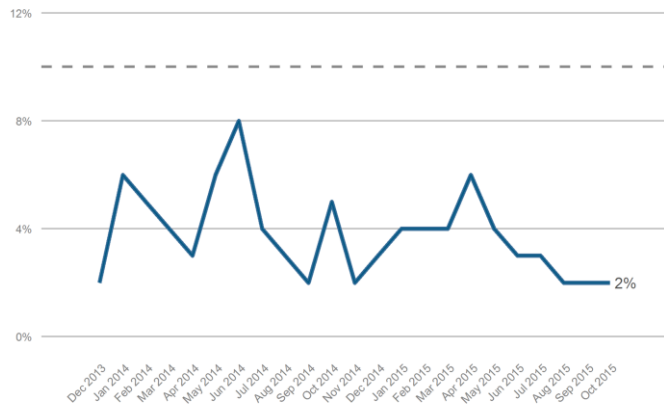
Data Source: 311

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.

Responsible Organization:
Information Technology and
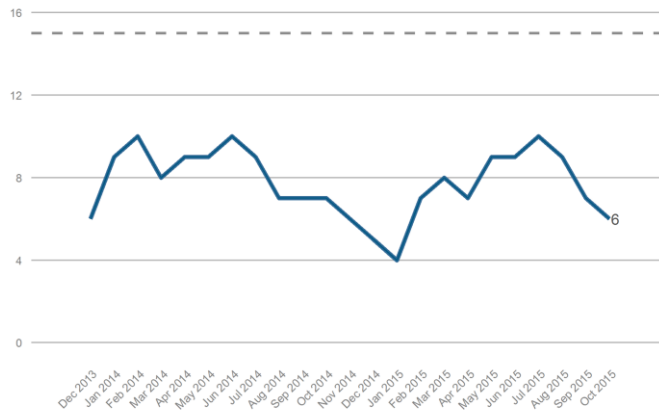Innovation (ITI)

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 stable at 2 percent

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 six seconds during October

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
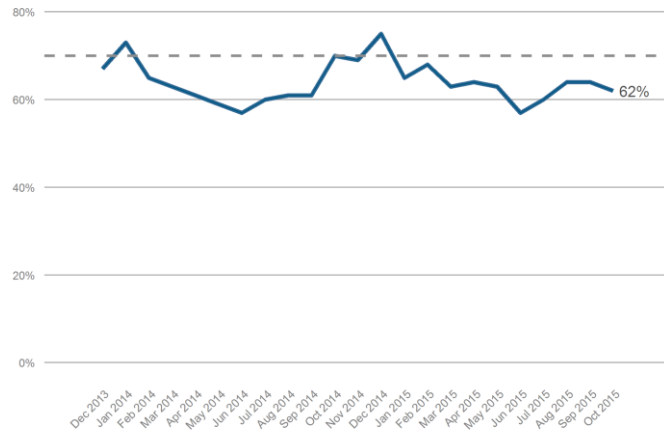*First call resolution:* information requests and undocumented calls that are resolved directly by the 311 call center. Excludes service requests and department referrals.
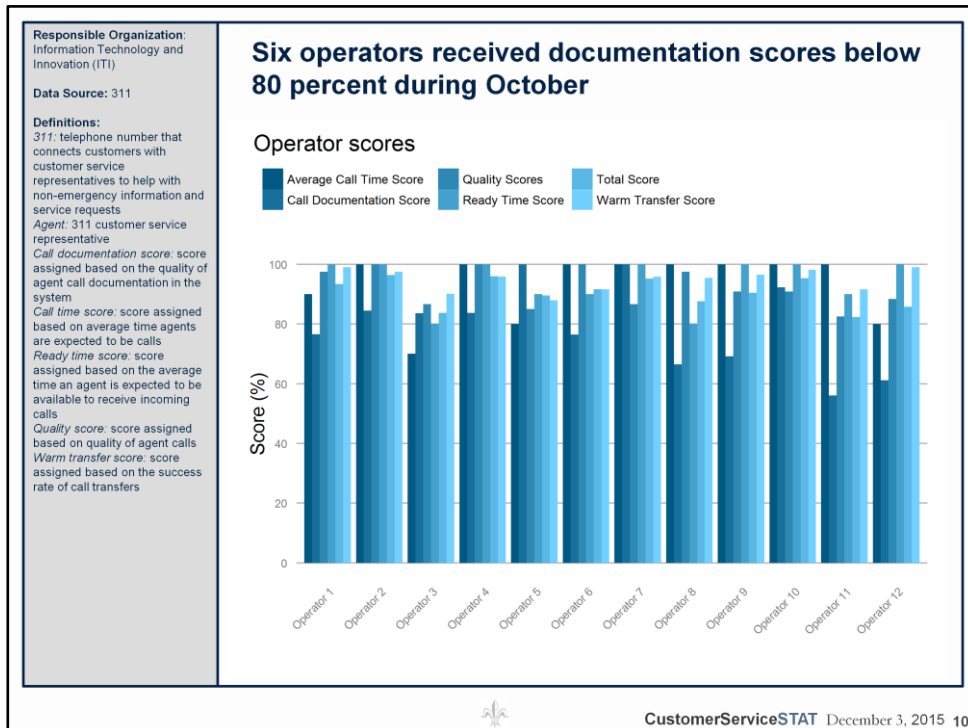
Target
Above 70%

The first-call resolution rate target likely will be updated to 65%

First call resolution rate

62%

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

Six operators received documentation scores below 80 percent during October

Operator scores

CustomerService**STAT** December 3, 2015 **10**

Additional training is ongoing to improve operator 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.
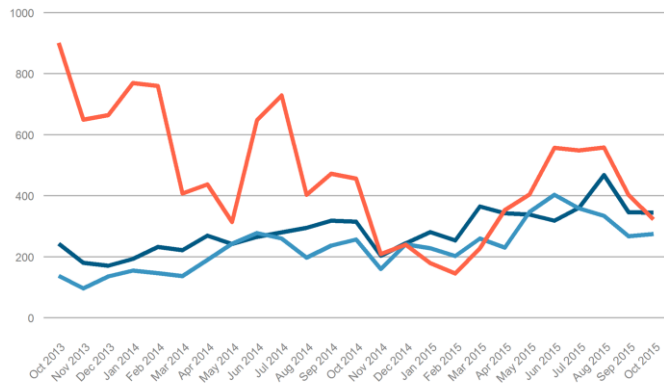
Note:
"Other" service requests are those queues that consistently receive less than 100 requests per month.

Abandoned vehicle issues were the top request in October, but may be flattening out

Top service requests

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

Key Performance Indicators

KPI	2014			2015		
	Actual	Target Met?		Actual	Target	Status
Rate of 311 call abandonment	4.6%	🟢		3.4%	< 10%	🟢
Rate of 311 call resolution	62%	🔺		63.0%	> 70%	🔺

ONE STOP SHOP – SAFETY & 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

Safety and Permit customers have fallen slightly over the year

Safety and Permits customers

1,762
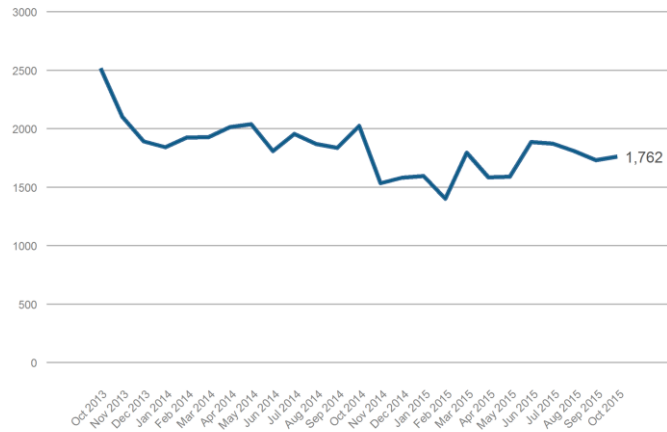
Responsible Organization: Safety and Permits (S&P)

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 have been mostly flat over the past year while in-person applications have declined

Permits issued by Safety and Permits by application method
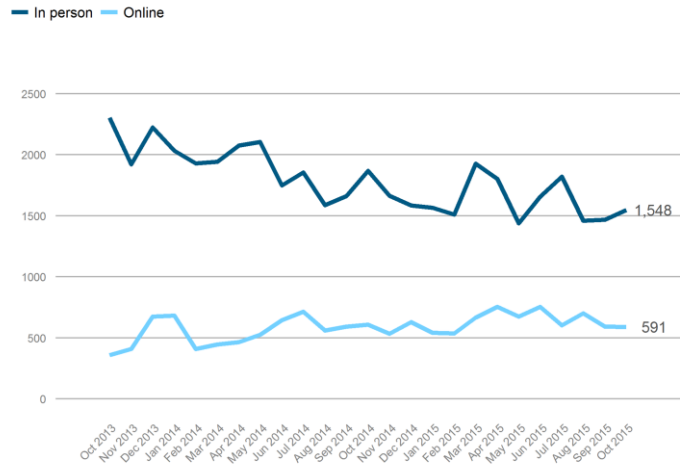
— In person — Online

1,548

591

CustomerServiceSTAT December 3, 2015 **15**

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 times have fallen over the year

Safety and Permits processing times (minutes)
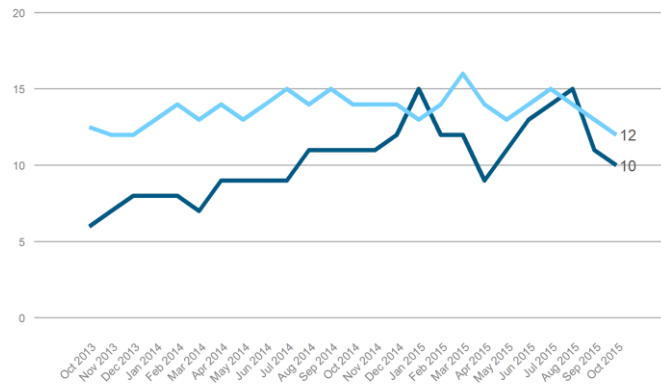
— Median wait time — Median service time

CustomerServiceSTAT December 3, 2015 **16**

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) Oct 2013 to Oct 2015
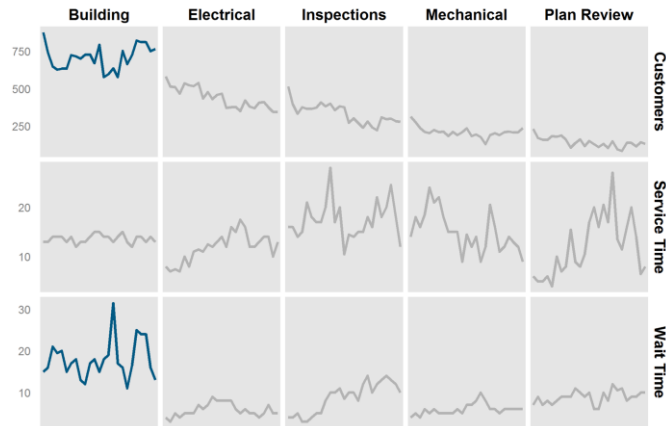
ONE STOP SHOP – TAXI CAB BUREAU

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

Data Source: Lobby Central

Taxi Cab Bureau visitors increased during October

Taxi Cab Bureau customers

1,153

CustomerServiceSTAT December 3, 2015 **19**

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 and service times are down both year-over-year and over the past month

Taxi Cab Bureau processing times (minutes)

— Median wait time — Median service time

CustomerServiceSTAT December 3, 2015 20

Renewals will be staggered going forward, which may help to smooth out processing times.

Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: LAMA permitting and licensing database

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

CPNC and tour guide permit issuances increased both last month and over the year

Number of operator permits issued

Driver CPNC — Tour Guide

174

84
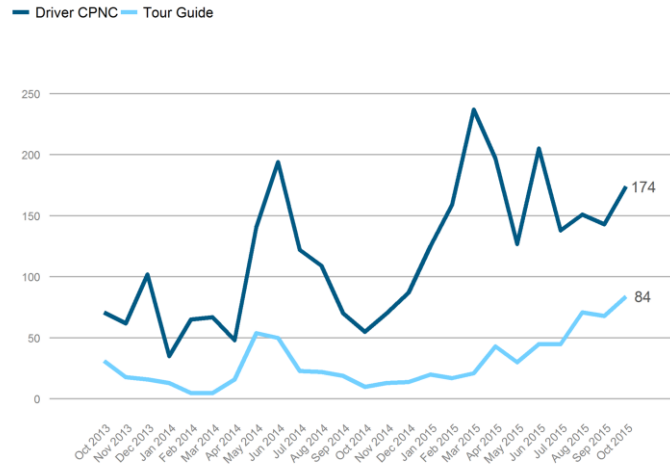
CustomerServiceSTAT December 3, 2015 **22**

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 CPNC and tour guide permits stabilized and fell slightly in October

Average days to issue operator license

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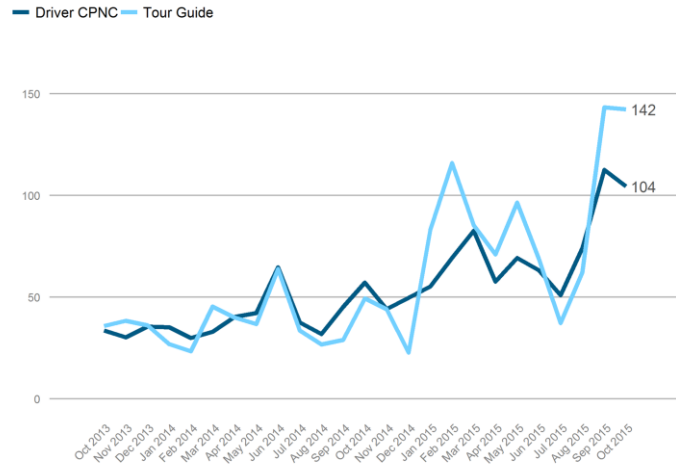
ONE STOP SHOP – VCC, CPC, HDLC

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
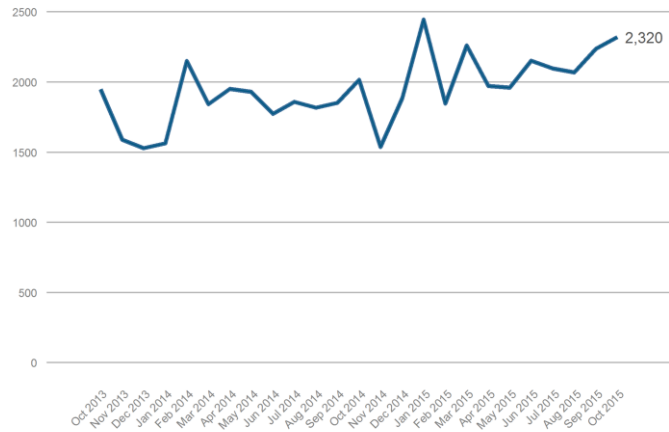
2,320

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 are down since October of 2014, while wait times are up slightly

CPC, VCC, HDLC processing time (minutes)
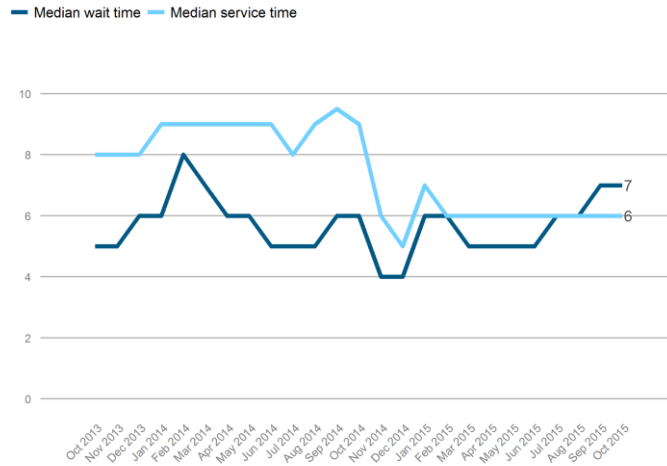
CustomerServiceSTAT December 3, 2015 **26**

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.

Payment service and wait times have remained low even as the number of customers increases

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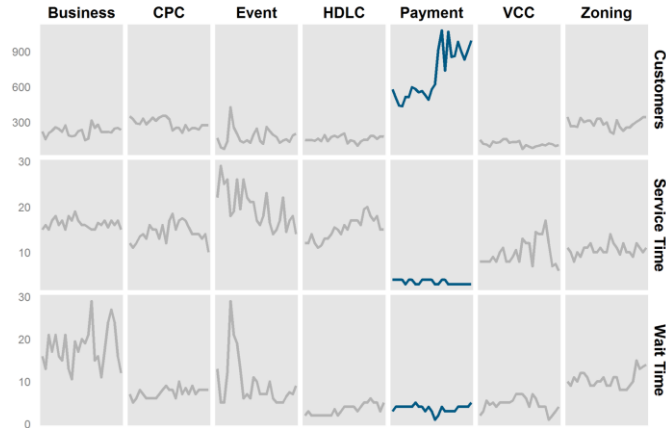
PERMITTING

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)

More commercial than residential permits were issued for the first time in two years

Residential and commercial permits issued
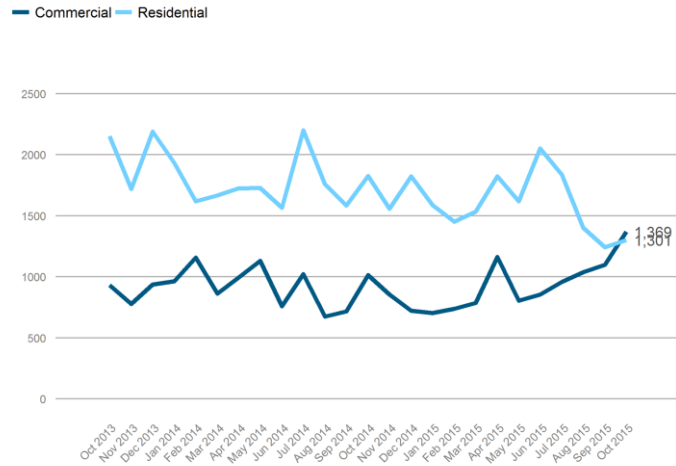
— Commercial — Residential

1,369
1,301

Responsible Organization: Safety and Permits (S&P)

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)

Note: These measures include not only S&P review time, but also Historic District Landmarks Commission sub-permit review time and time spent by applicants in completing architectural revisions and supplying additional required documentation.

Time to issue is up for both permit types – month-to-month and year-over-year

Mean days to issue for residential and commercial permits
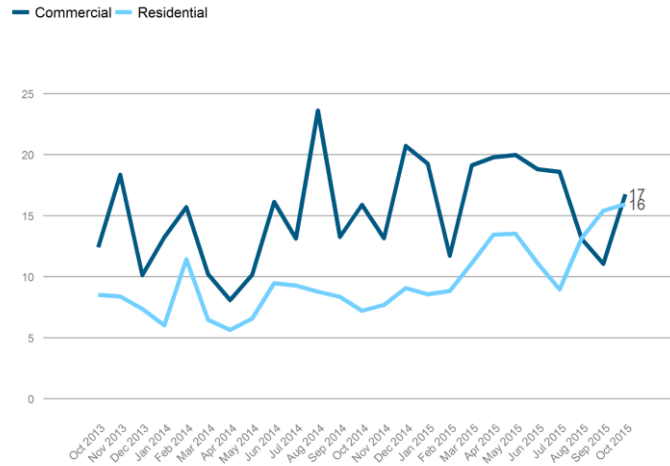
— Commercial — Residential

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Fewer than one-fifth of online applications are issued within 48 hours, likely due to customer delay

Percent of building permits issued within 48 hours of application

In Person — Online

79.7%

18.4%
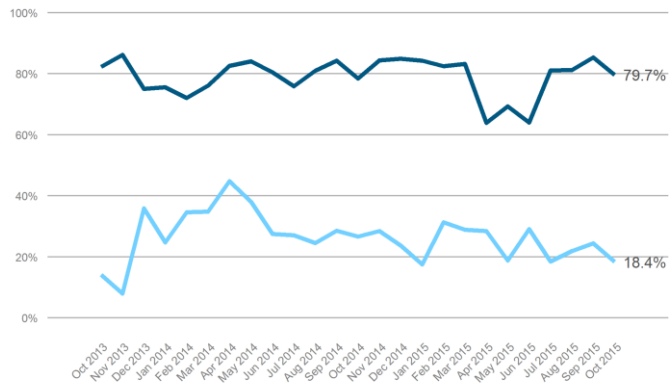
CustomerServiceSTAT December 3, 2015 31

Responsible Organization: Historic District Landmarks Commission (HDLC),

Data Source: LAMA permitting and licensing database

Virtually all HDLC permits are issued within three days of application
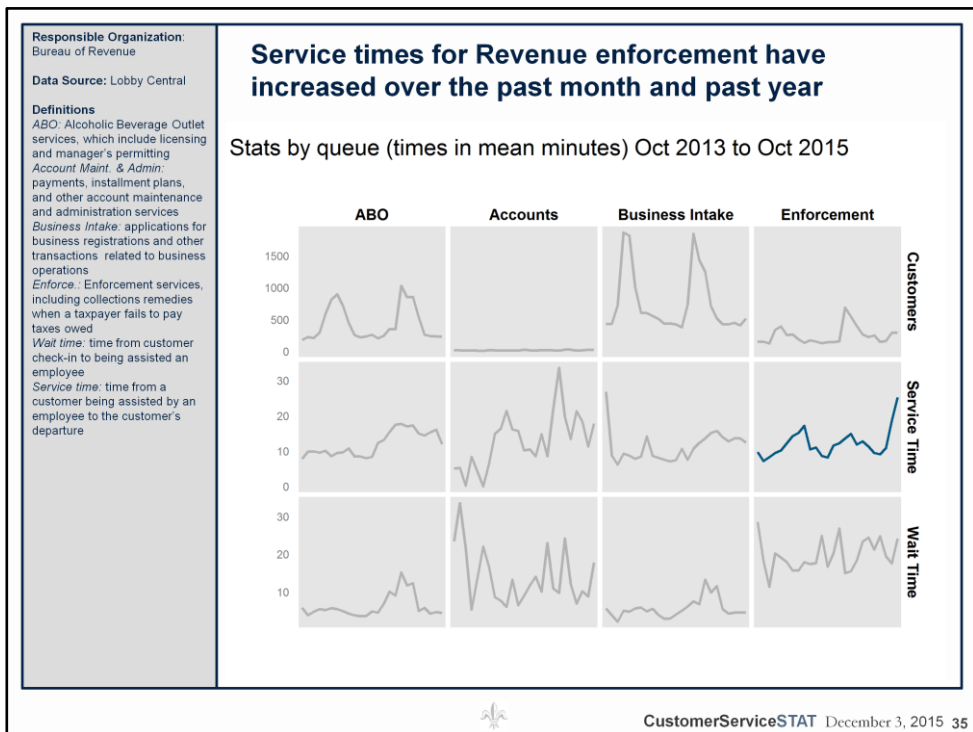
Number and days to issue HDLC permits

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

Key Performance Indicators

	2014			2015		
KPI	Actual	Target Met?		Actual	Target	Status
Average/median wait time to apply for new building permit (minutes)	33.2	🔴		19	< 18	🔺
Average/median wait time to apply for any license or permit (minutes)	22.5	🔴		10	< 18	🟢
Average/median wait time to apply for new business license (minutes)	31	🔴		18	< 18	🔺
Average/median wait time to make a payment (minutes)	16.9	🔴		4	< 6	🟢
Percent of permit and license applications received online	37.5%	🟢		32.1%	> 20%	🟢
Average number of days to issue commercial permits	13.8	🟢		16.7	< 15	🔴
Average number of days to issue residential permits	7.4	🟢		11.8	< 8	🔴

CustomerServiceSTAT December 3, 2015 33

REVENUE

Responsible Organization: Bureau of Revenue

Data Source: Lobby Central

Definitions
ABO: Alcoholic Beverage Outlet services, which include licensing and manager's permitting
Account Maint. & Admin: payments, installment plans, and other account maintenance and administration services
Business Intake: applications for business registrations and other transactions related to business operations
Enforce.: Enforcement services, including collections remedies when a taxpayer fails to pay taxes owed
Wait time: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure

Service times for Revenue enforcement have increased over the past month and past year

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

Uptick in Revenue service times may be due to mailing out of delinquency letters, which leads to longer times at the service window.

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.

The vast majority of October building inspections were completed within seven days
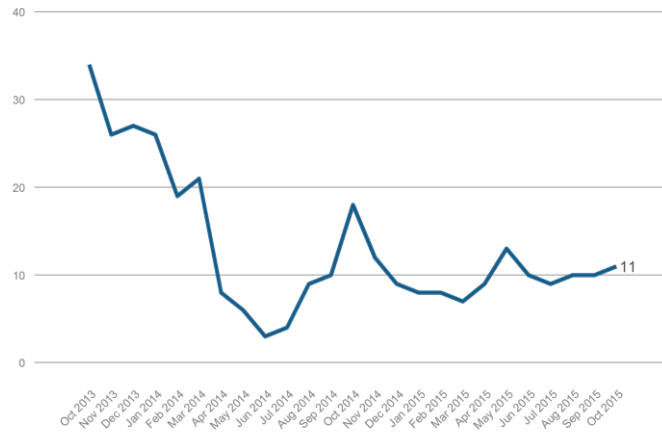
Building inspections, and days to completion
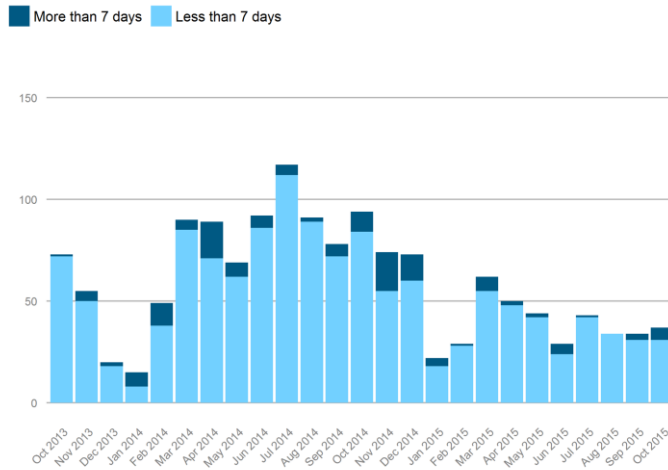
■ More than 7 days ■ Less than 7 days

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

Number of open building complaints at end of each month

Staff are working to identify possible data integrity issues related to age of building complaints

Age statistics on building complaints

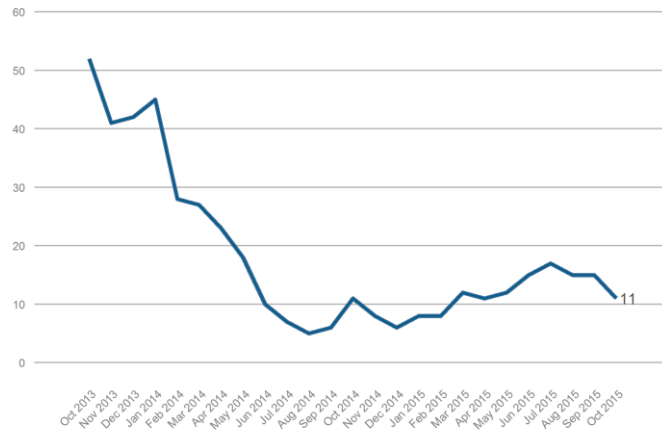— Median age of open complaints — Median days to close complaints

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.

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

Zoning inspections, and days to completion

■ More than 7 days   ■ Less than 7 days

CustomerServiceSTAT December 3, 2015 40

New inspector currently in training.

Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting and licensing database

The zoning complaint backlog is on par with 2014 but down over the past month

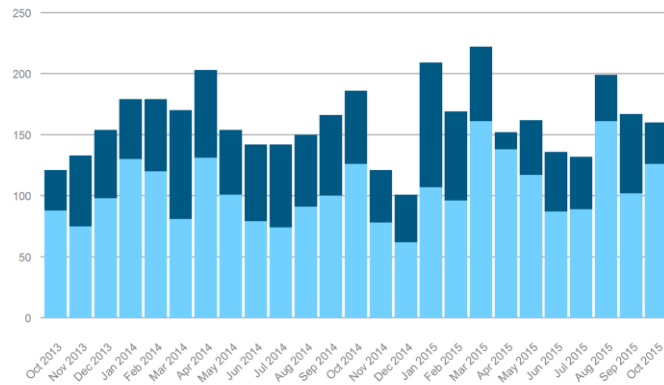Number of open zoning complaints at end of each month

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

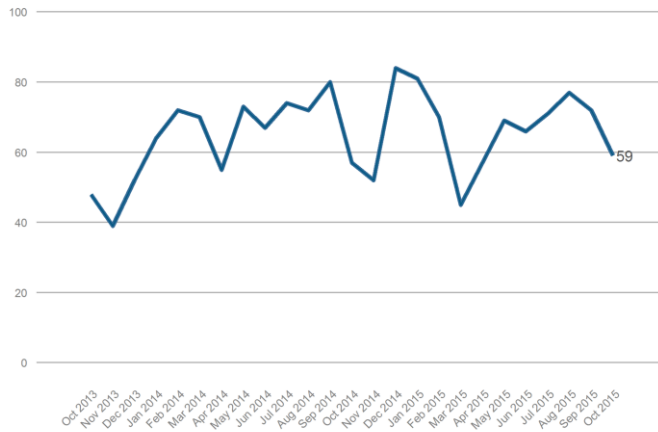■ Inspected in more than 7 days ■ Inspected in 7 days or less

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 inspection requests outstanding at the end of the month has fallen since August

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.

Complaints open with no first inspection within 30 days increased for the second month
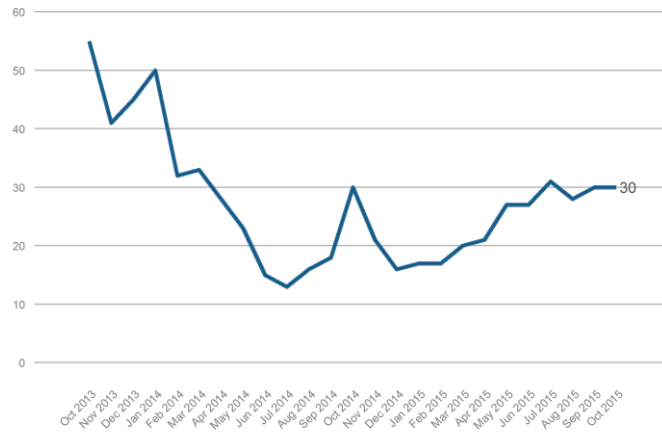
Complaints with no first inspection within 30 days
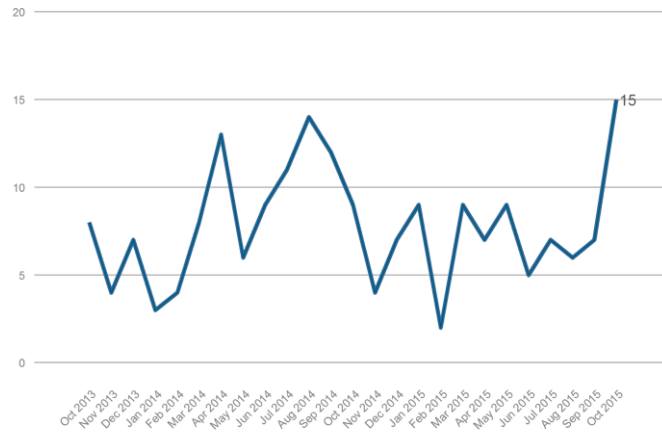
Responsible: Organization: Safety and Permits

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 on par with last year

Number of open complaints at end of each month

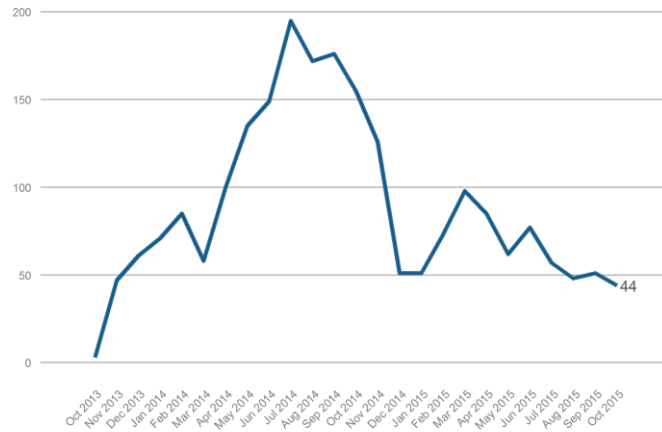**Responsible Organization:** Taxi and For Hire Vehicle Bureau

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 both over the year and since last month

Number of open complaints against drivers at end of month

Responsible Organization:
Taxi and For Hire Vehicle Bureau
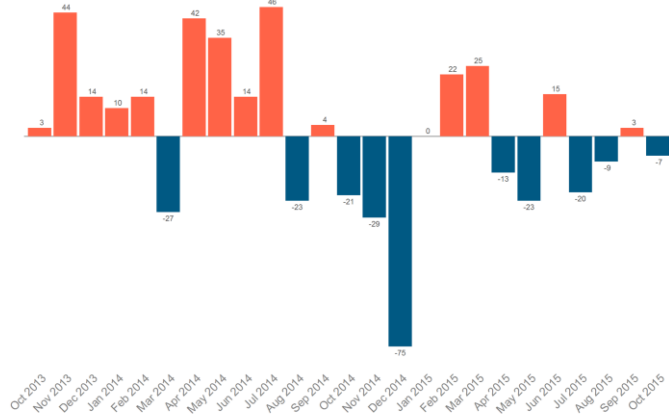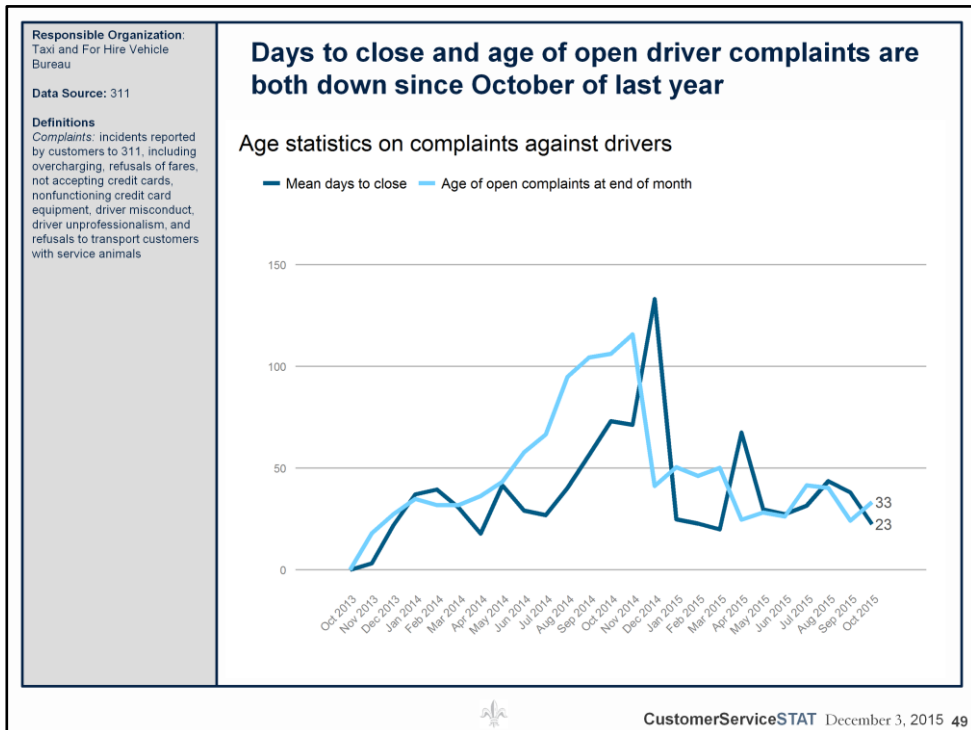
Data Source: 311

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

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

The Taxi Cab Bureau closed more complaints than were received during seven of the last twelve months

Net complaints logged against taxi drivers per month

Responsible Organization: Taxi and For Hire Vehicle Bureau

Data Source: 311

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

Days to close and age of open driver complaints are both down since October of last year

Age statistics on complaints against drivers

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

In the process of hiring two more investigators.

Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average number of days to respond to building complaints	4	🟢	1.9	< 7	🟢
Average number of days to respond to zoning complaints	0.4	🟢	12.1	< 7	🔴
Average number of days to complete business license inspection requests	7.71	🔴	6.8	< 7	🟢

VCC

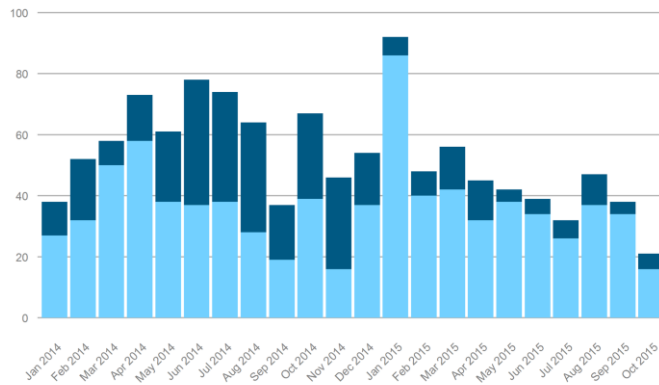**Responsible Organization**:
Vieux Carré Commission (VCC)

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

Target
2014: Under 5 days
2015: Under 7 days

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

Staff approvable reviews finished over and under target time
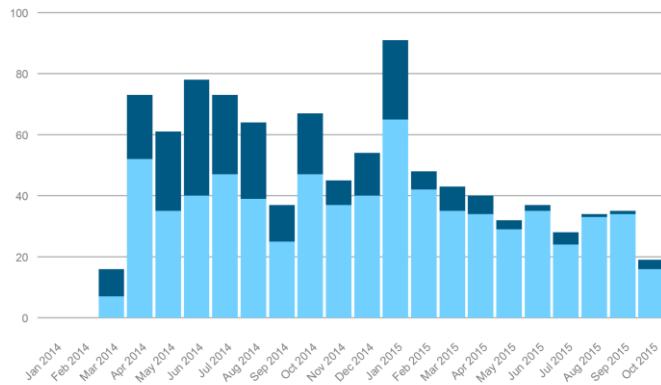
■ Over target time   ■ Under target time

CustomerServiceSTAT December 3, 2015 **52**

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