CITY OF NEW ORLEANS

CustomerServiceSTAT

August 6, 2015
(Reporting Period: June 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.
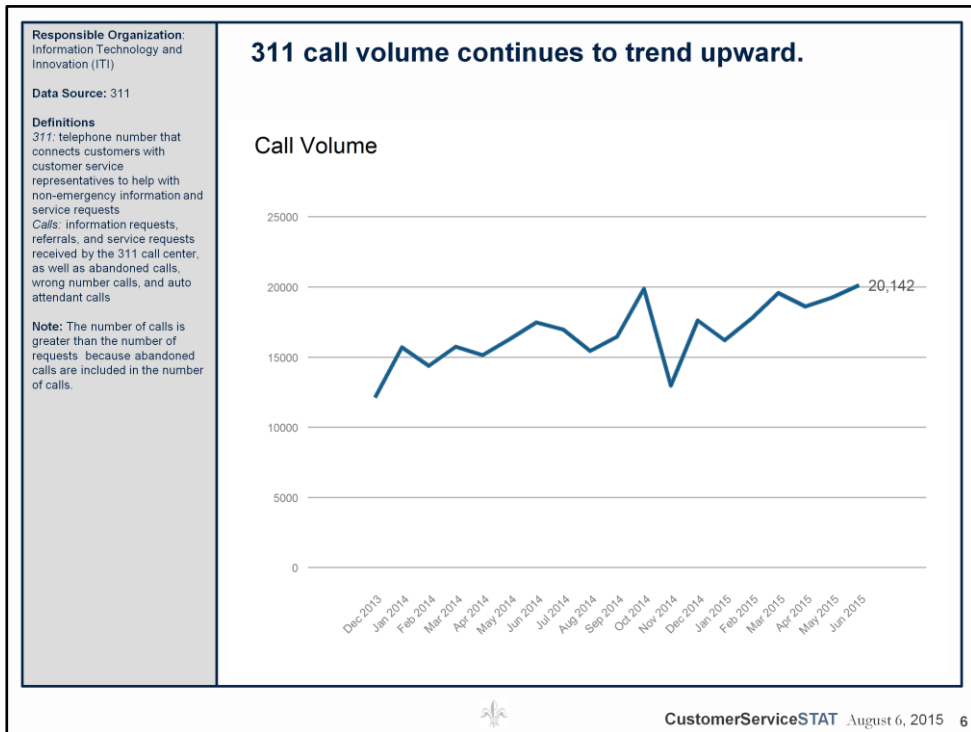
Action Items

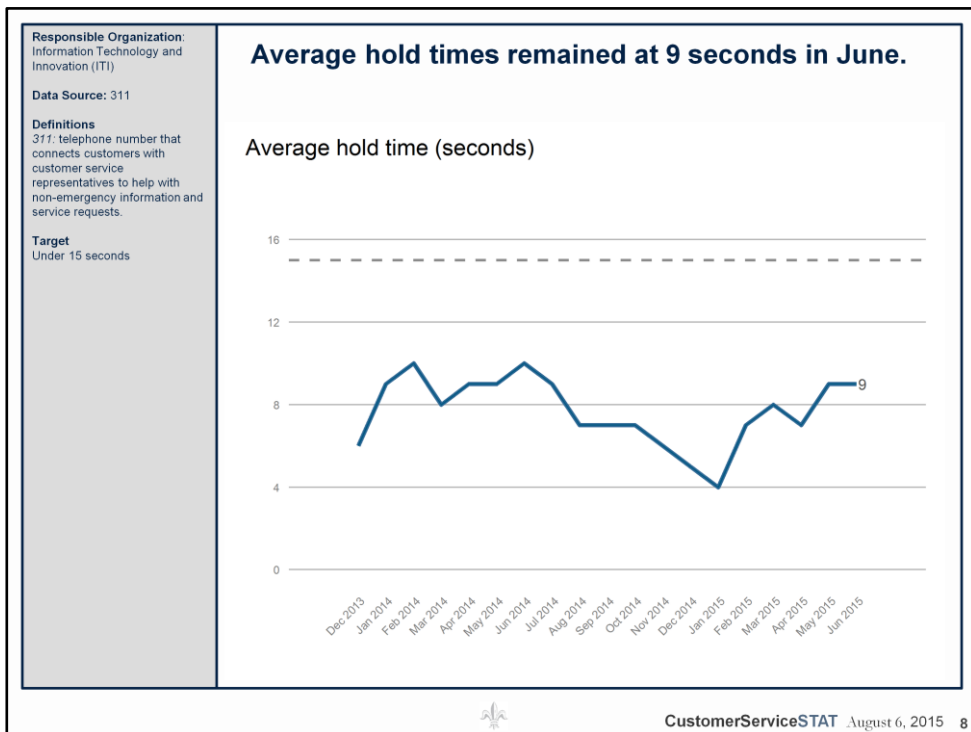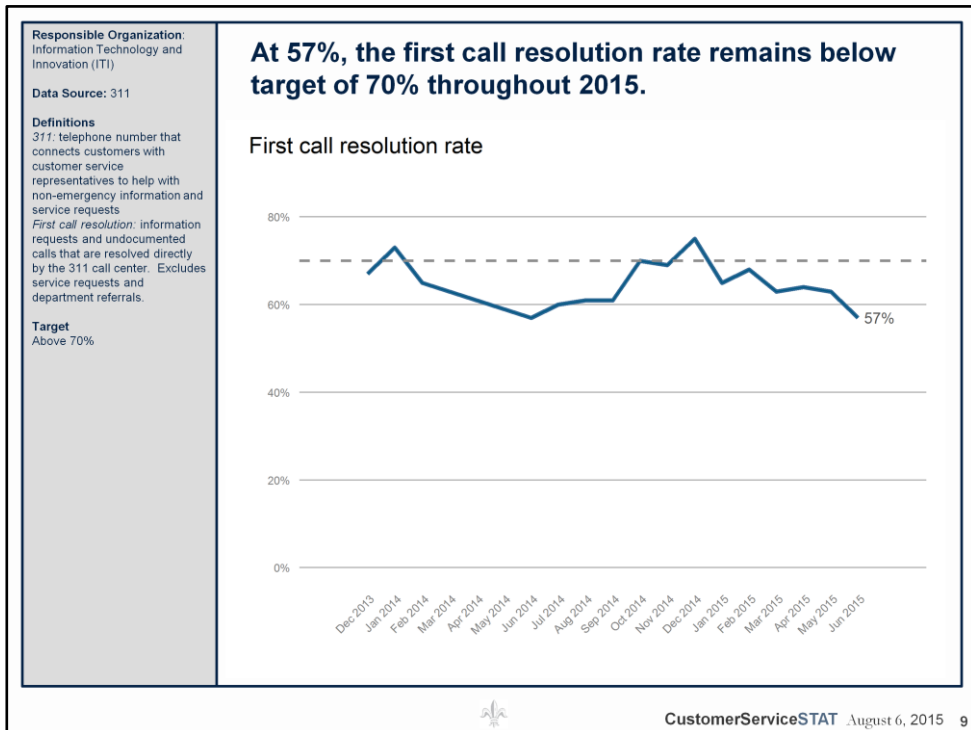| Assigned	Responsible Parties	Action Item	Due	Status
9/4/2014	L. Hesdorffer, J. Munster	Align enforcement processes to capture same data as Safety and Permits and Taxi Cab Bureau enforcements	Ongoing	
7/1/2014	J. Cecil, J. Munster, M. Riccardo	Develop alternative measure of days to building inspection requests	Proposed	311 onboarding Safety & Permits building inspection service request to capture accurate request date to import into LAMA.
8/6/2015	J. Cecil, E. Stallworth, L. Gardere	Find a way to increase integration of information between LAMA and Bureau of Revenue's RCS system.	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 volume continues to trend upward.

Call Volume

20,142

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The increase in call volume can be attributed to the fact that 311 now covers calls for more departments.

The call abandonment rate has dropped for the second month in a row.
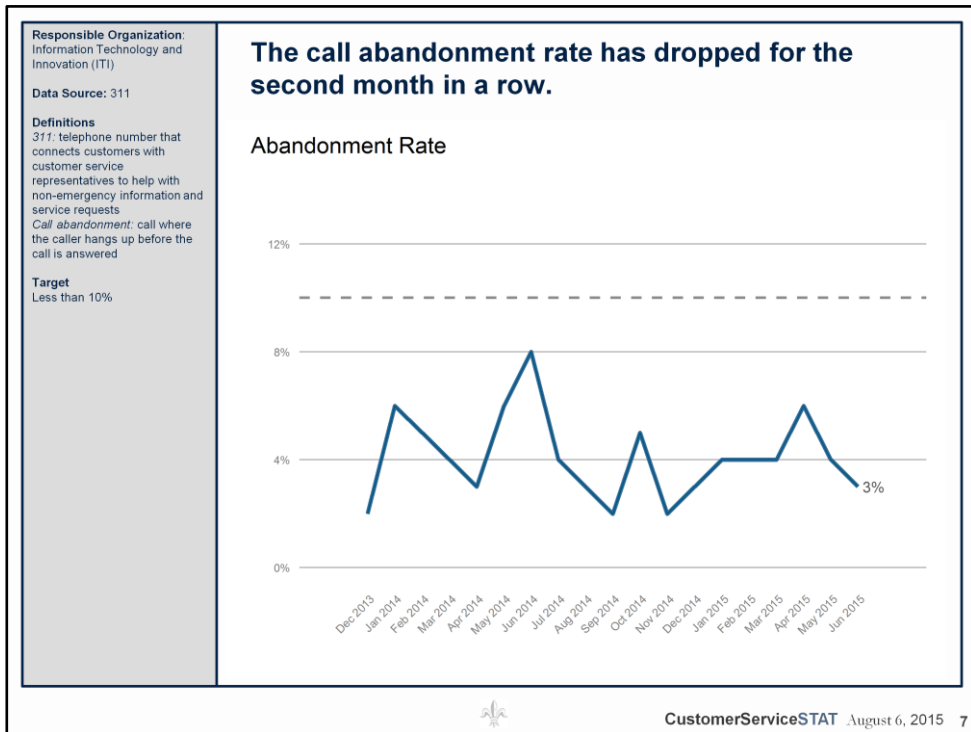
311 plans to decrease their target to 8% in 2016.

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 remained at 9 seconds in June.

Average hold time (seconds)

While 311 consistently remains below the target of 15 seconds, it will remain the same in 2016 because they will be covering more departments next year.

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%

At 57%, the first call resolution rate remains below target of 70% throughout 2015.

First call resolution rate

57%

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This target will be moved to 65% in 2016.

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 4 has consistently had exceptional reviews.

Operator scores

Legend:
- Average Call Time Score
- Call Documentation Score
- Quality Scores
- Ready Time Score
- Total Score
- Warm Transfer Score
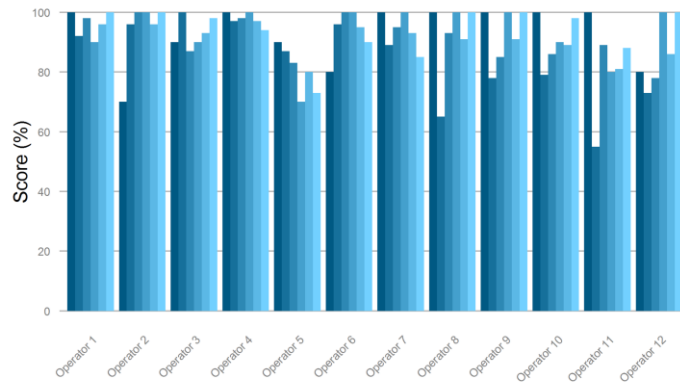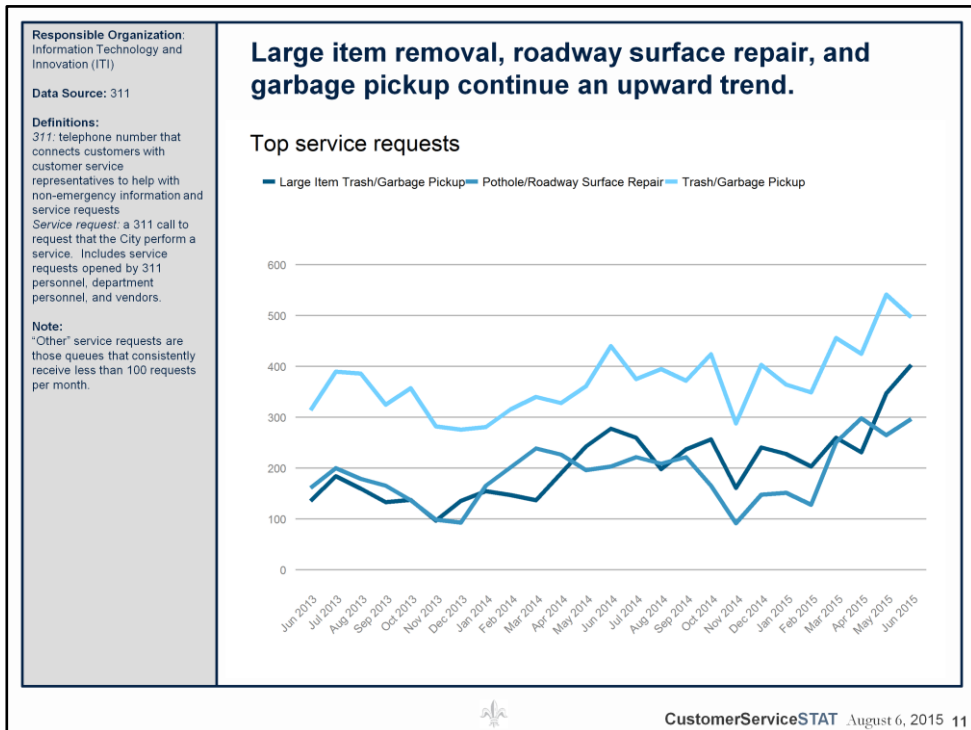
Requests for Pothole/Roadway Surface repair are expected to increase as more citizens see the "Pothole Killer" trucks in action.

Key Performance Indicators

KPI	2014			2015		
	Actual	Target Met?		Actual	Target	Status
Rate of 311 call abandonment	4.6%	🟢		4.2%	< 10%	🟢
Rate of 311 call resolution	62%	🔺		63%	> 70%	🔺

Call resolution percentages are expected to continue to decrease if 311 has to continue transferring calls from other departments.

ONE STOP SHOP – SAFETY & PERMITS

The total number of One Stop Shop customers in June was 5360.

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 at One Stop Shop saw a significant jump in June.

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.

In-person permits have trended downward, while online permits have remained consistent.

Permits issued by Safety and Permits by application method

- In person - Online

1,604

569

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It has been stated that applying for permits in-person is better for individuals that need more information on the process, however, many repeat customers submit their applications online.
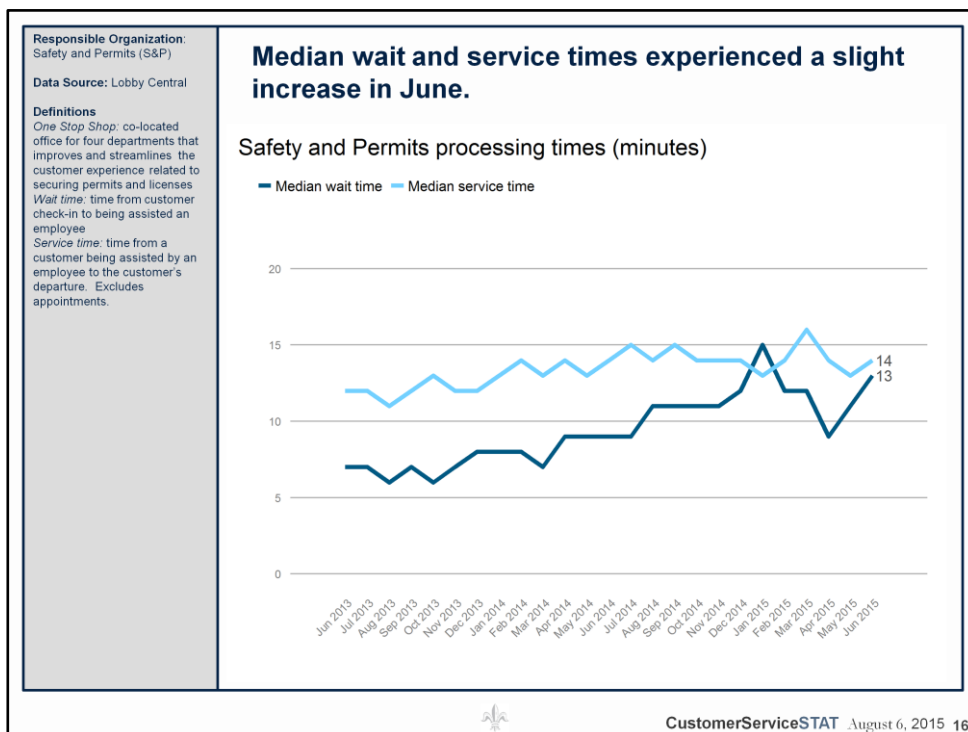
Wait and service times increased as the volume of building permits customers increased (see next chart).

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
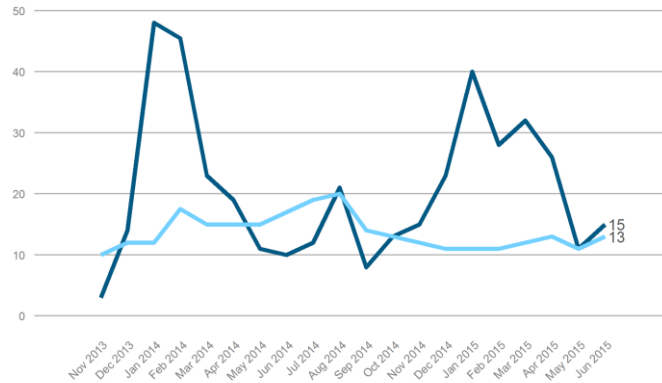*Wait time*: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure. Excludes appointments.
Building: Safety and Permits queues for Board of Building Standards and Appeals, building permits, and demolitions

Wait times for building permits increased with the increase in customers.

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

Building	Electrical	Inspections	Mechanical	Plan Review	
					Customers
					Service Time
					Wait Time
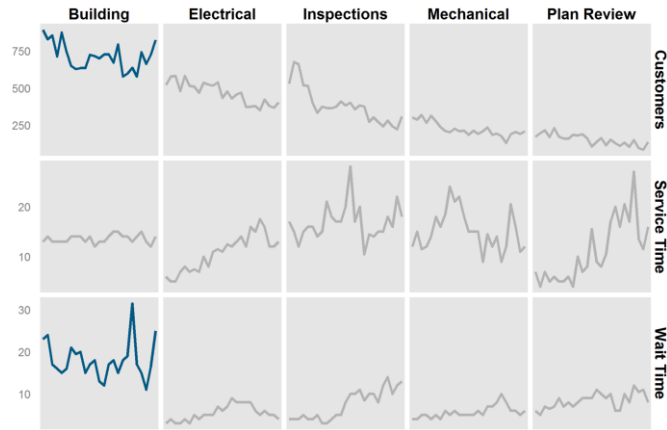
ONE STOP SHOP – TAXI CAB BUREAU

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

Data Source: Lobby Central

Number of Taxi Cab Bureau visitors relatively steady between 1,500 and 1,000 per month since fall 2014.

Taxi Cab Bureau customers

1,322

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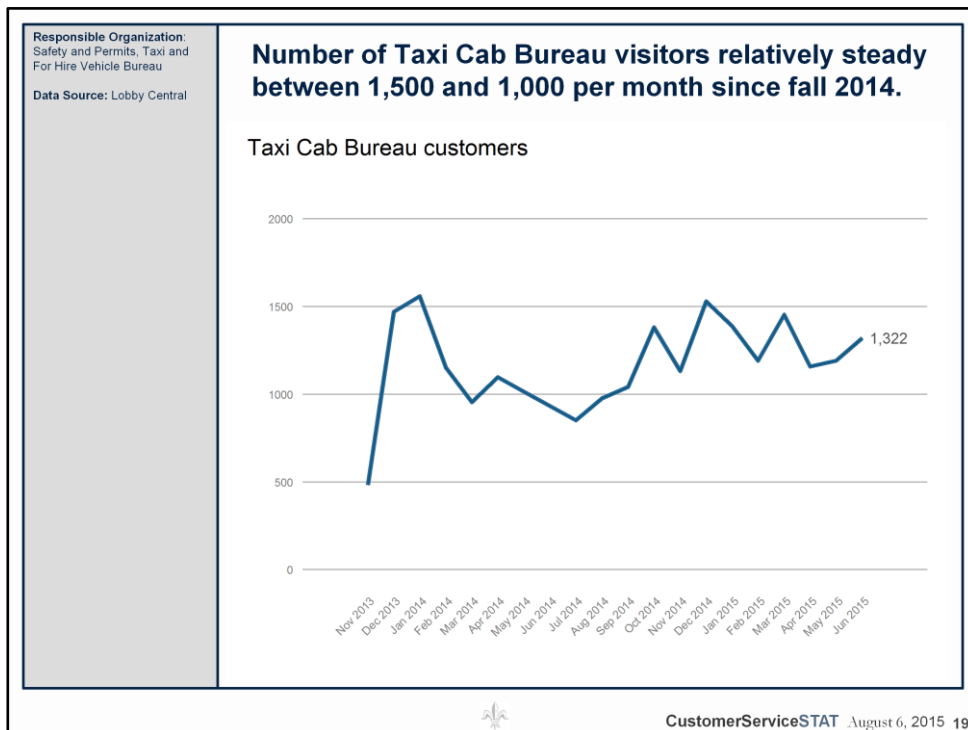
In 2016 the Taxi Cab Bureau will be begin renewing CPNC licenses earlier, and staggering the others throughout the rest of the year.

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

Median wait and service times remain fairly constant at the Taxi Cab Bureau.

Taxi Cab Bureau processing times (minutes)

— Median wait time — Median service time

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While the number of Taxi Cab Bureau customers remains high, their wait times are consistently low.

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.

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

ONE STOP SHOP – VCC, CPC, HDLC.

One Stop Shop customers for other queues increased from May to June.

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
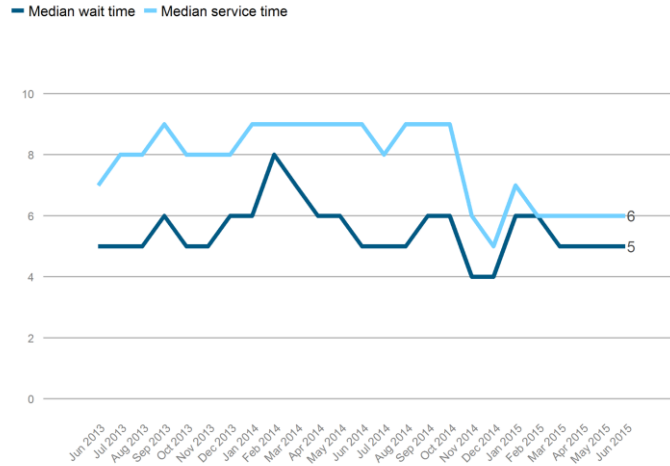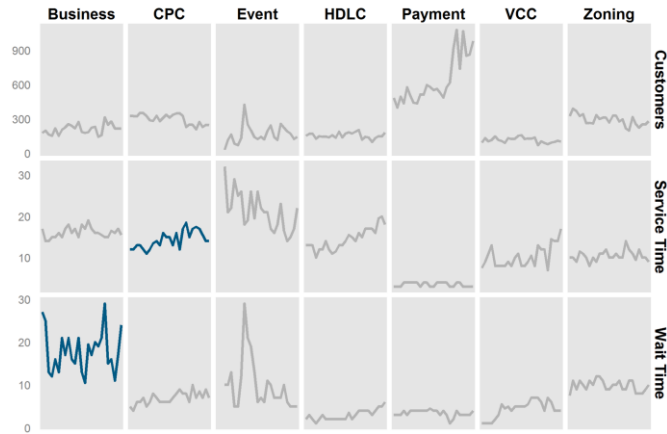*Business intake*: applications for occupational licenses to conduct business
One Stop Shop: co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses
Wait time: time from customer check-in to being assisted an employee
Service time: time from a customer being assisted by an employee to the customer's departure . Excludes appointments.
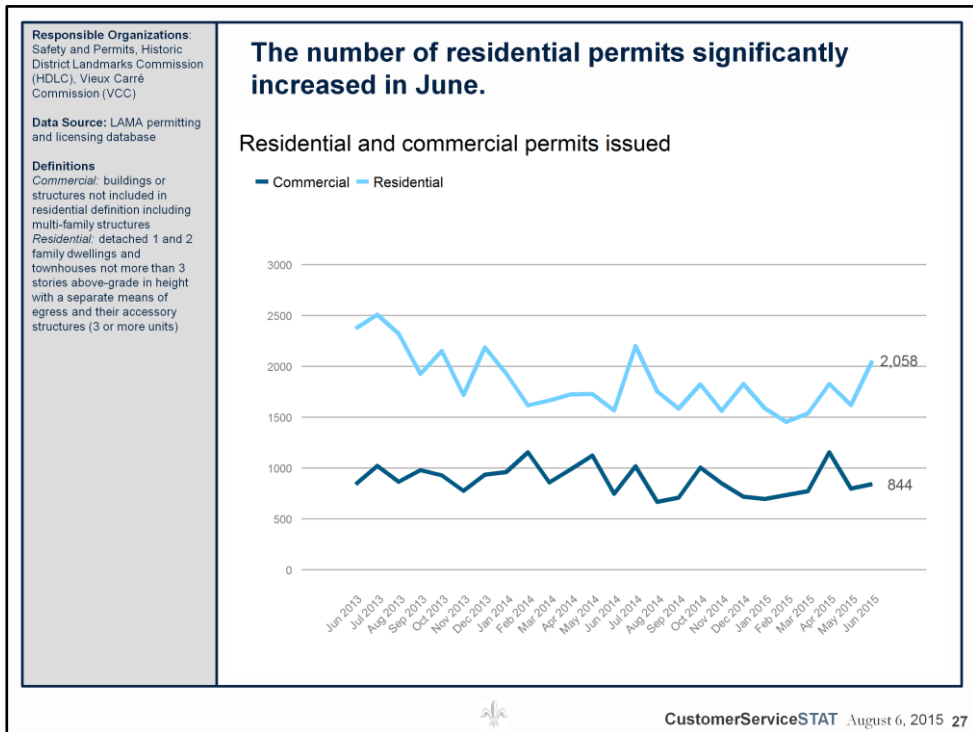
Median processing times remain unchanged in June.

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
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 for business customers greatly increased in June.

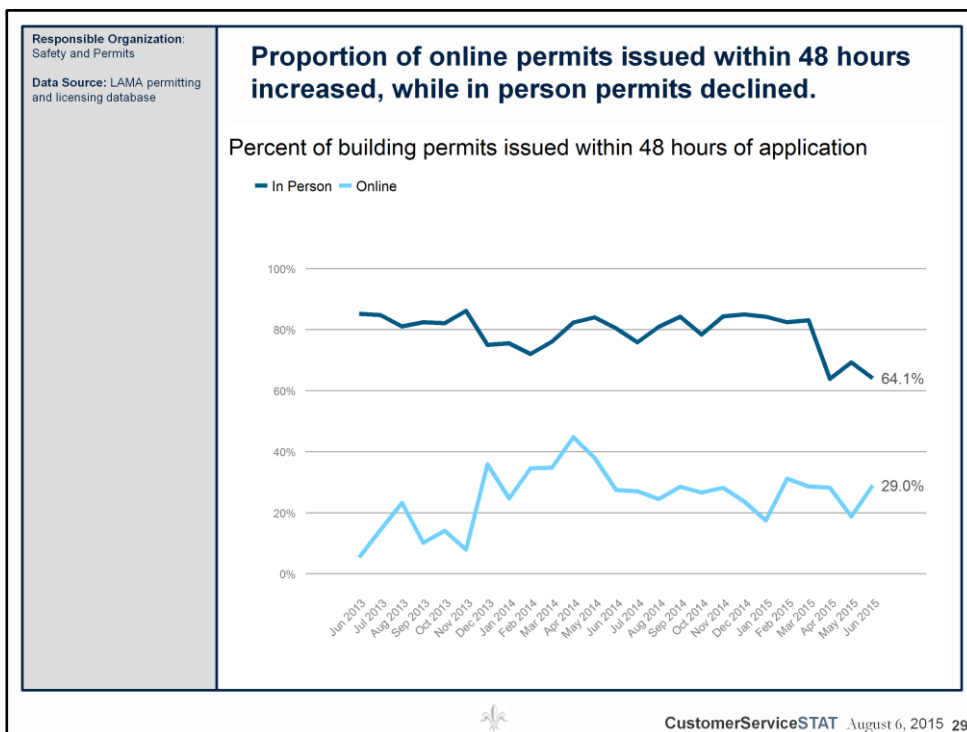Stats by queue (times in median minutes) Jun 2013 to Jun 2015

PERMITTING

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The number of residential permits significantly increased in June.

Residential and commercial permits issued

This measure is seasonal.

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.

Average number of days to issuance for commercial and residential permits decreased.

Mean days to issue for residential and commercial permits

— Commercial — Residential

These numbers are expected to increase in July due to the loss of a Zoning Administrator.

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Proportion of online permits issued within 48 hours increased, while in person permits declined.

Percent of building permits issued within 48 hours of application

— In Person — Online

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This has been attributed to the amount of time that it takes to process permits for new construction permits.

Almost all HDLC permits issued were done within target of three days since February 2015.

Number and days to issue HDLC permits
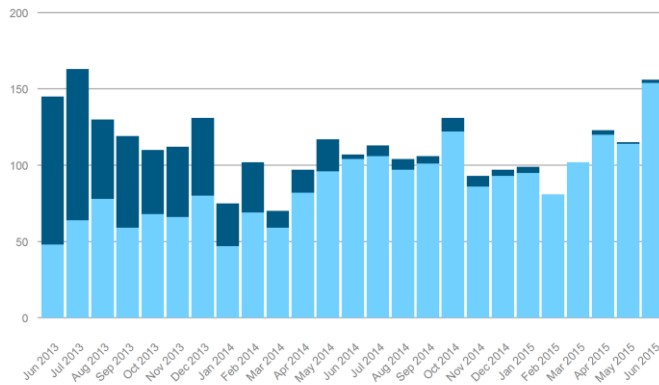
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Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average/median wait time to apply for new building permit (minutes)	33.2	🔴	19	< 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	🔴	18	< 18	🟢
Average/median wait time to make a payment (minutes)	16.9	🔴	3	< 6	🟢
Percent of permit and license applications received online	37.5%	🟢	29	> 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

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

The number of Business Intake customers continue to rapidly decrease.

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

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LICENSES

Responsible Organization: Safety and Permits, Bureau of Revenue

Data Source: LAMA permitting and licensing database

Even with low number of licenses applied for, the majority were issued between five and ten days.

Business licenses, number and days to issue

■ More than ten days ■ Ten days ■ Five days ■ One day
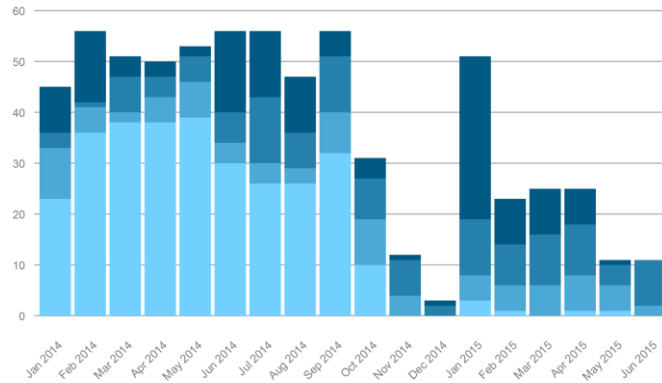
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Responsible Organization: Taxi and For Hire Vehicle Bureau

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.

The number of Driver permits issued sharply increased in June.

Number of operator permits issued

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.

Average time to issue CPNC and tour guide licenses both decreased.

Average days to issue operator license

— Driver CPNC — Tour Guide

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This statistic relies heavily on sources outside of the departments control; such as the applicants schedule and the amount of time to receive background check information.

COMPLAINTS

Most inspections are still completed within seven days.

Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Open building complaints decreased slightly between May and June.

Number of open building complaints at end of each month

Age of building complaints backlog has continued to increase since Fall 2014.

Age statistics on building complaints

Median age of open complaints — Median days to close complaints
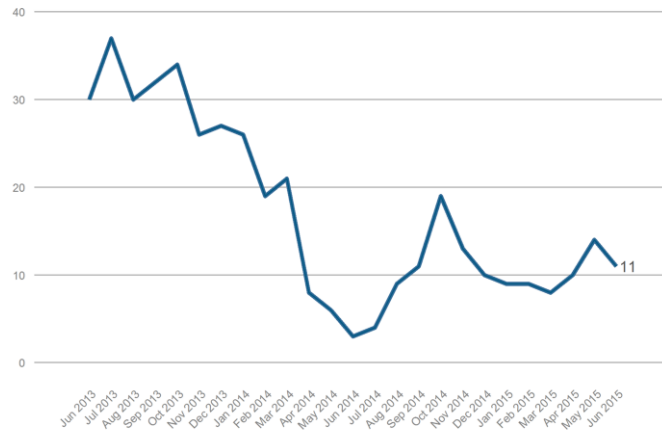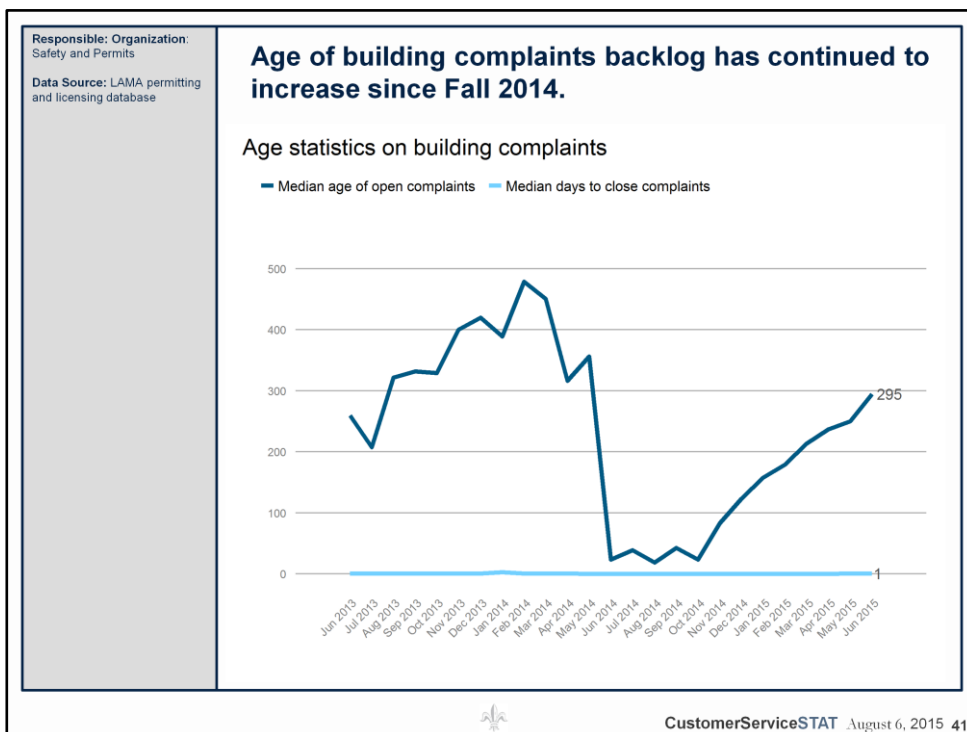
Department members believe that this statistic is caused by cases that were filed more than once, in which time one copy may have been closed while the other was left unchecked.

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.

All zoning inspections were completed within target of seven days in June.

Zoning inspections, and days to completion

■ More than 7 days ■ Less than 7 days
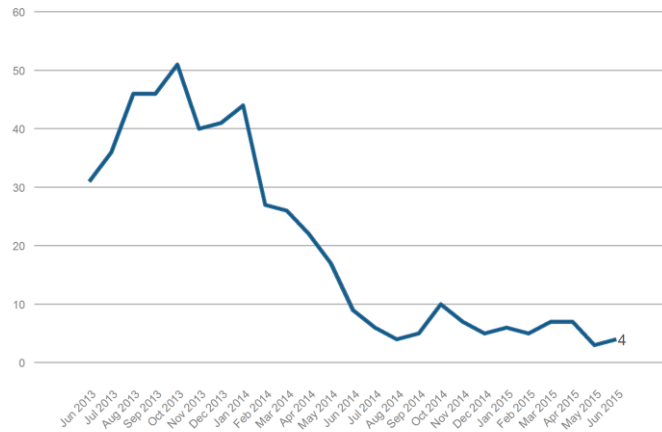
Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Definition:
Respond: complete a first inspection

Remaining four zoning complaints had a median age of 202 days.

Age statistics on zoning complaints

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

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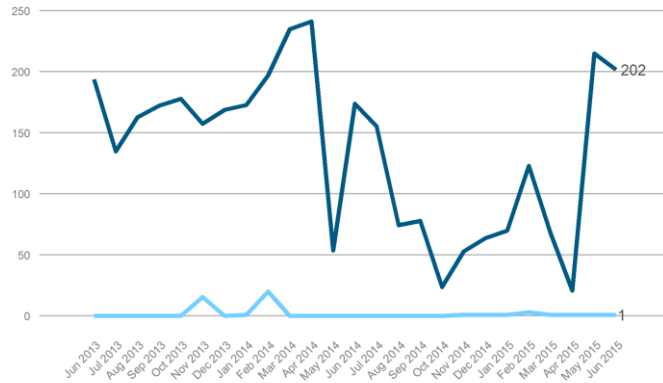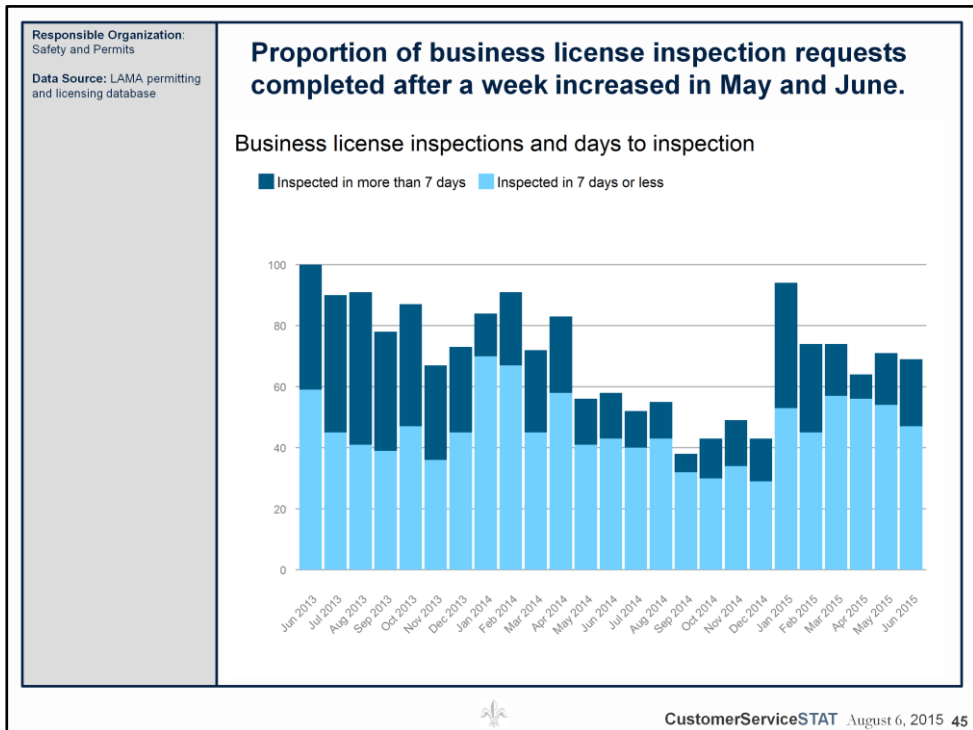
This depends heavily on the applicants ability to respond in a timely manner.

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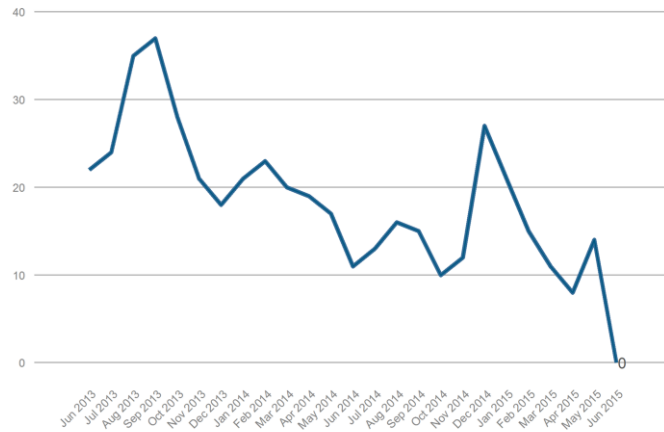
Data Source: LAMA permitting and licensing database

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.

The number of complaints open with no first inspection within 30 days continued to decrease.
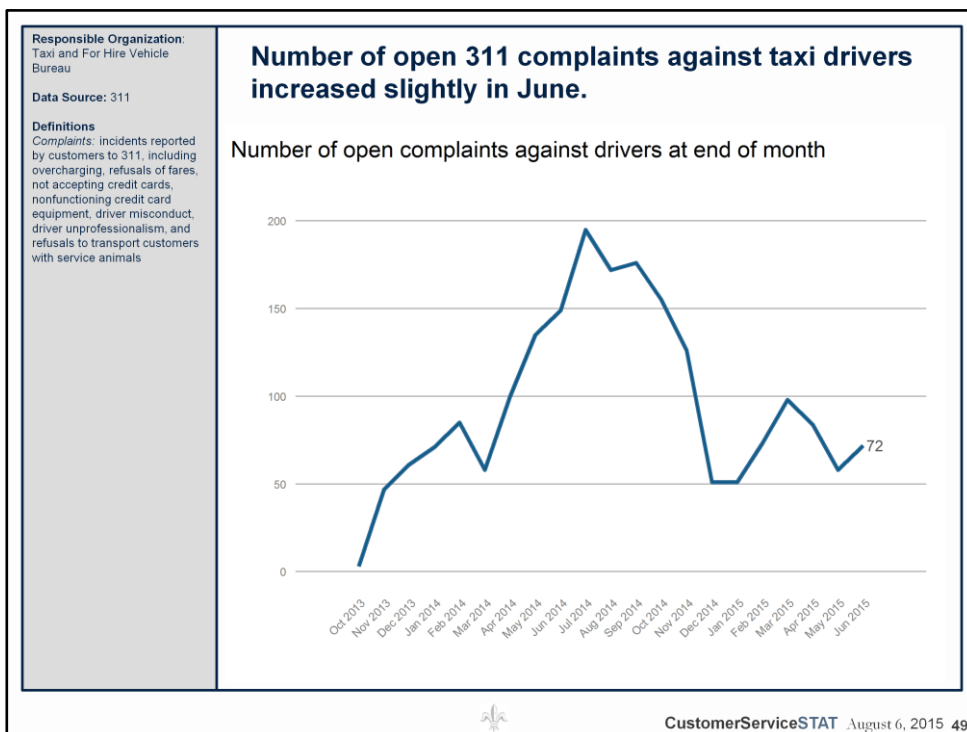
Complaints with no first inspection within 30 days
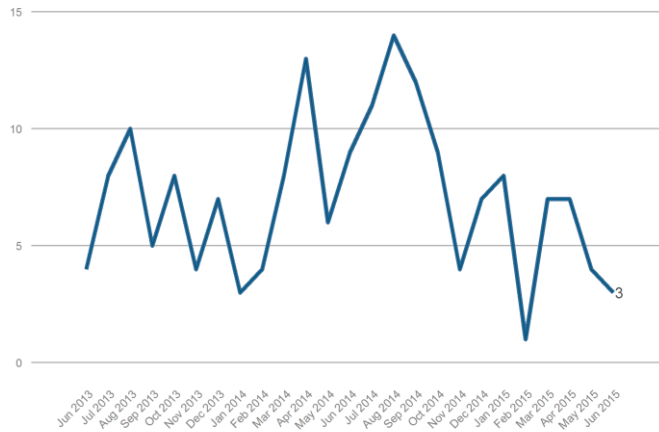
48

The number of complaints in the backlog remained near historic low since the end of 2014.

Number of open complaints at end of each month

Responsible: Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

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Number of open 311 complaints against taxi drivers increased slightly in June.

Number of open complaints against drivers at end of month

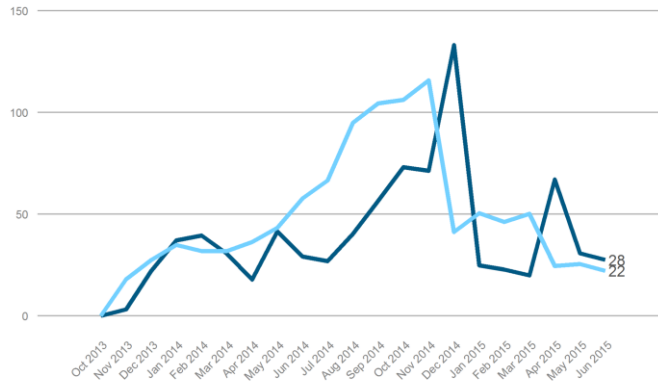Responsible Organization: Taxi and For Hire Vehicle Bureau

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

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This number is expected to decrease during the summer months, as requests for taxi services decline.

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

There were 14 complaints against taxi drivers in the backlog at the end of June.

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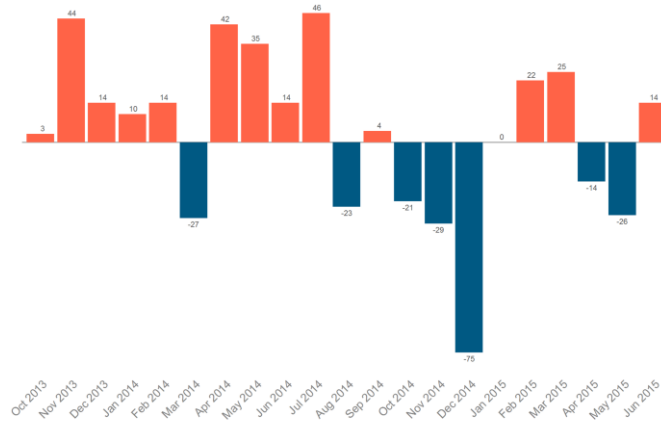
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Responsible Organization: Taxi and For Hire Vehicle Bureau

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

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

Age statistics on complaints against drivers

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

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Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average number of days to respond to building complaints	4	🟢	2	< 7	🟢
Average number of days to respond to zoning complaints	0.4	🟢	6	< 7	🟢
Average number of days to complete business license inspection requests	7.71	🔴	7	< 7	🟢

VCC

Proportion of VCC reviews completed within target of 7 days remained high in June.
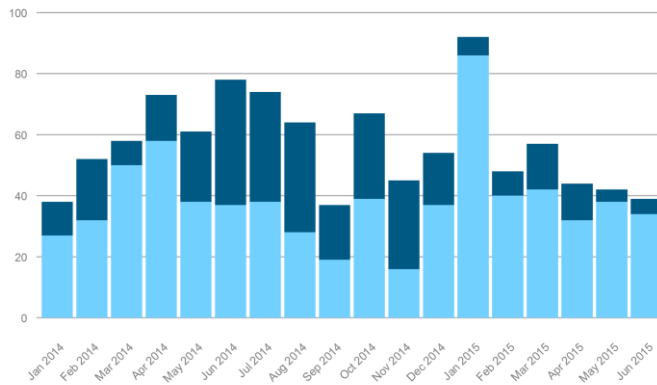
Responsible Organization: Vieux Carré Commission (VCC)

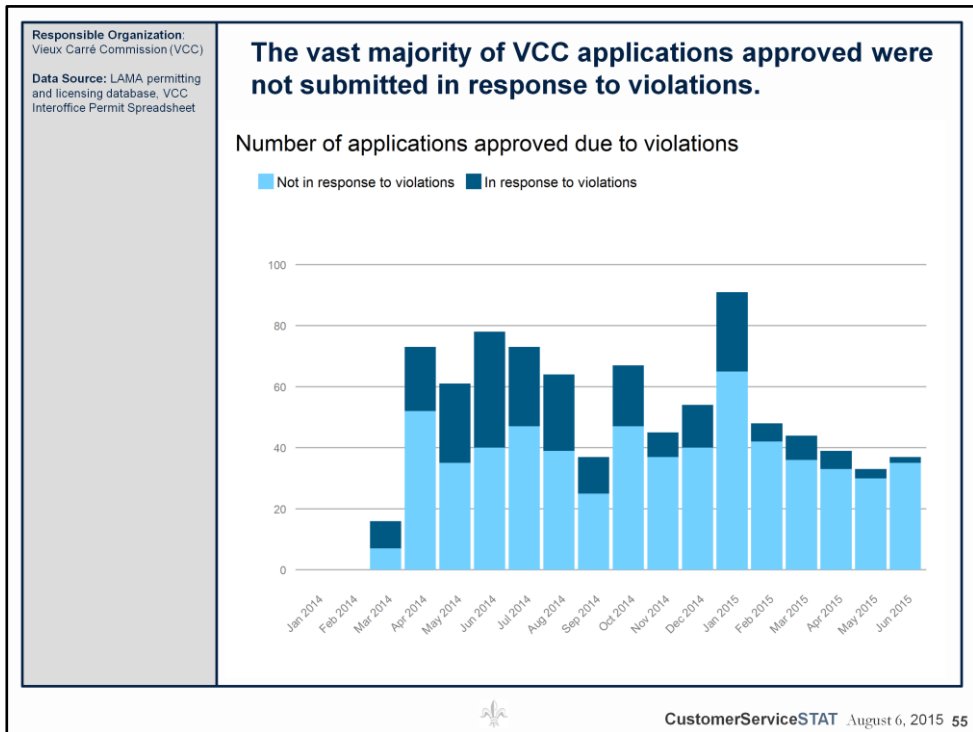Data Source: LAMA permitting and licensing database, VCC Interoffice Permit Spreadsheet

Target
2014: Under 5 days
2015: Under 7 days

Staff approvable reviews finished over and under target time

Over target time   Under target time

More people are in compliance after being sent violation notices.

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?