



CITY OF NEW ORLEANS
CustomerServiceSTAT

April 2, 2015
(Reporting Period: February 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
11/6/2014	J. Munster	Research offering Taxi Cab Bureau trainings online	TBD	
9/4/2014	L. Hesdorffer, J. Munster	Align enforcement processes to capture same data as Safety and Permits and Taxi Cab Bureau enforcements	Ongoing	



311



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

Definitions

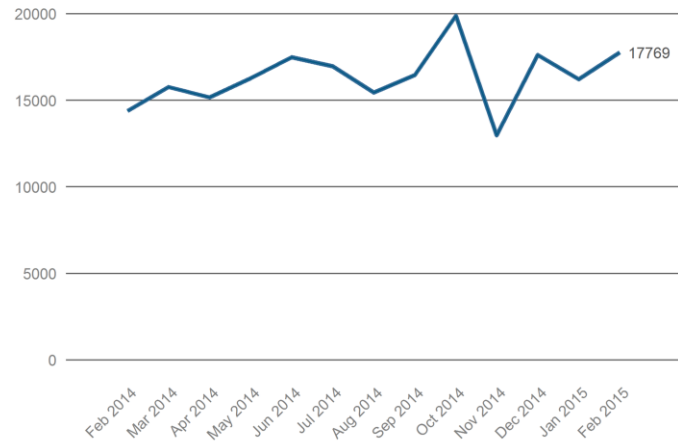
311: telephone number that
connects customers with
customer service
representatives to help with
non-emergency information and
service requests

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 slightly increased in February.

Call Volume



Responsible Organization:
Information Technology and
Innovation (ITI)

Data Source: 311

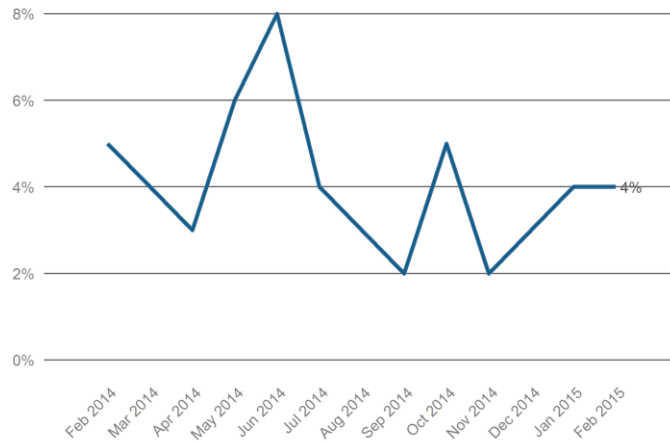
Definitions

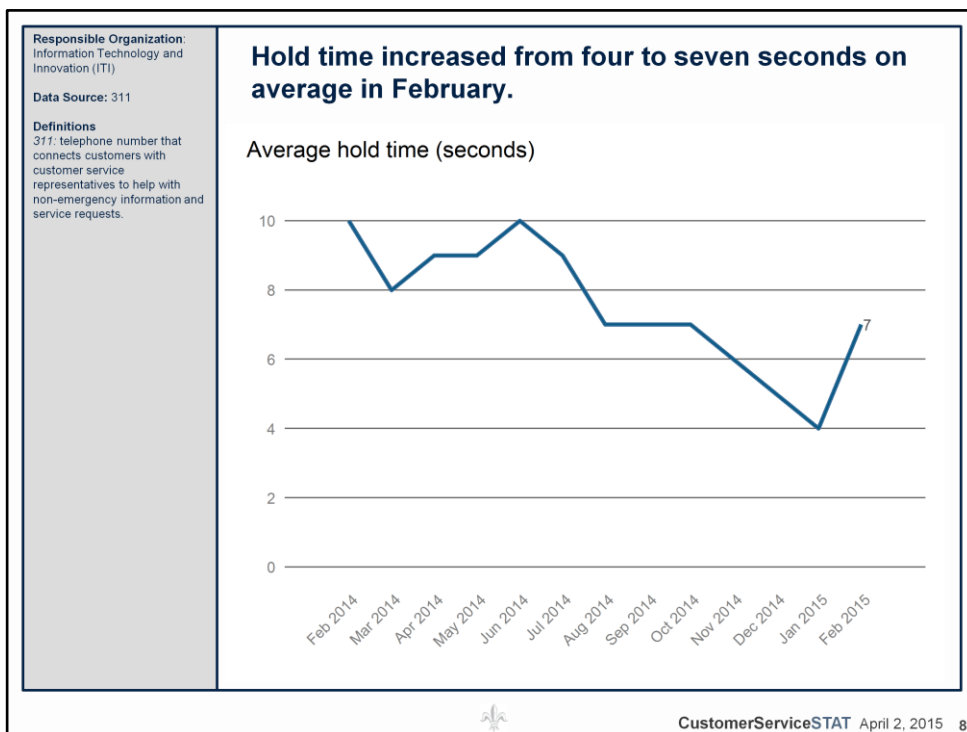
311: telephone number that
connects customers with
customer service
representatives to help with
non-emergency information and
service requests

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

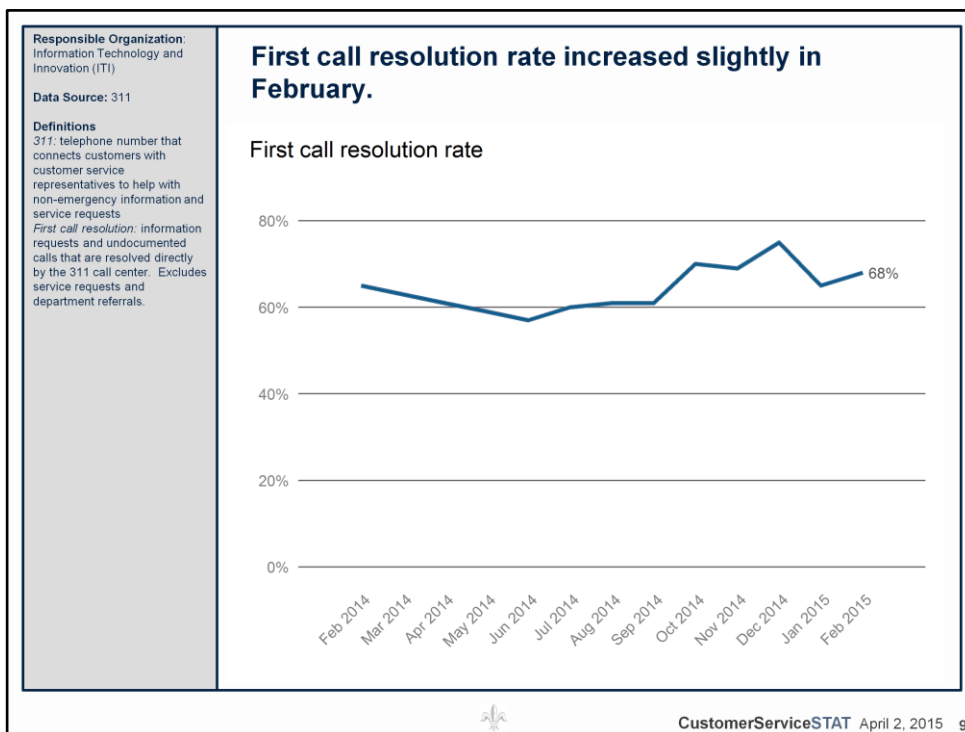
**Call abandonment rate remained steady at 4% in the
beginning of 2015.**

Abandonment Rate





Ken Davis noted that the target average hold time is 15 seconds, so 311 is still well below their target even with February's increase. He also noted that staffing affects hold times, and the on-boarding of new departments such as Revenue, also affects hold time and other performance metrics.



Ken Davis noted that the target for this measure is 70%, and he expects the measure to fluctuate between 65% and 75% month-to-month. He also mentioned that 311 is currently updating the Knowledge Base as they add new departments, and this hopefully will increase the first call resolution rate. DM Kopplin asked how many departments were waiting to be added to 311. Mr. Davis replied that Revenue was the last department.

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

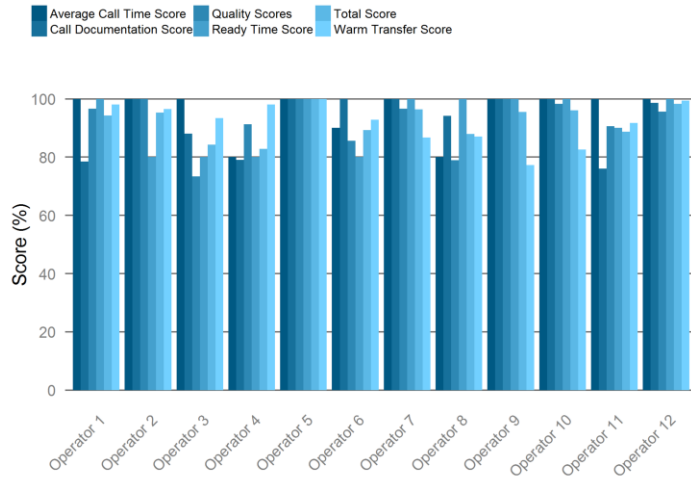
Call time score: score assigned
based on average time agents
are expected to be calls

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 scores remained strong overall, with some individual variation.

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.

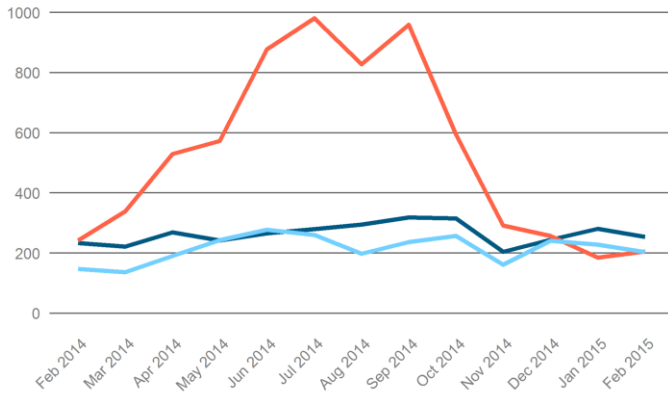
Note:

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

Code enforcement requests hit seasonal low in February.

Top service requests

Abandoned Vehicle Reporting/Removal Code Enforcement General Request Large Item Trash/Garbage Pickup



CustomerServiceSTAT April 2, 2015 11

Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Rate of 311 call abandonment	4.6%	●	4%	< 10%	●
Rate of 311 call resolution	62%	▲	67%	> 70%	▲



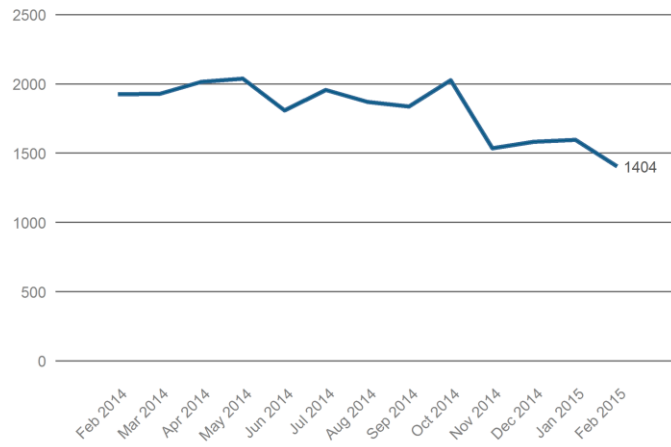
ONE STOP SHOP – SAFETY & PERMITS

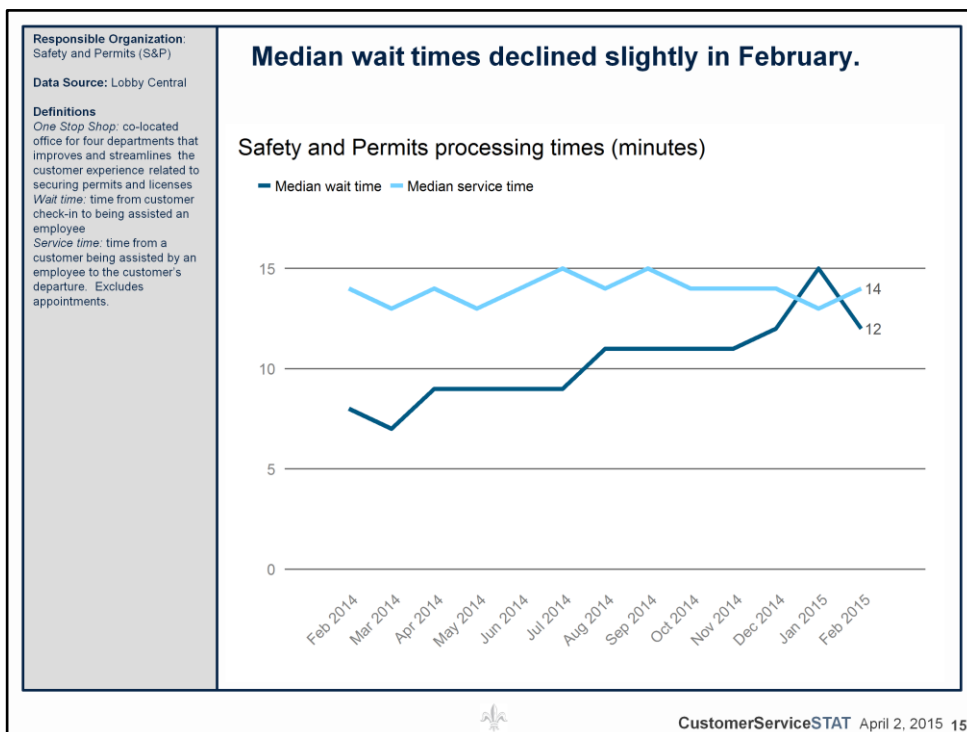


CustomerServiceSTAT April 2, 2015 13

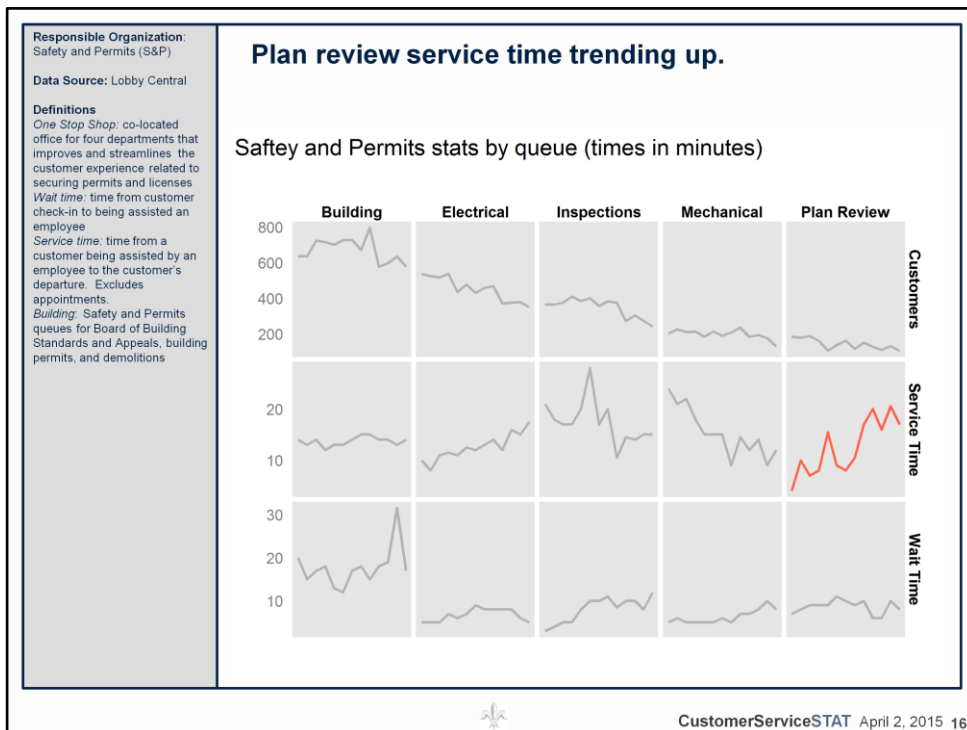
Total visitors to Safety and Permits declined slightly in February.

Safety and Permits customers





Jen Cecil reiterated that wait times increased slightly in January 2015 due to staff scheduling issues, which were resolved in February, and reflected in the above chart.

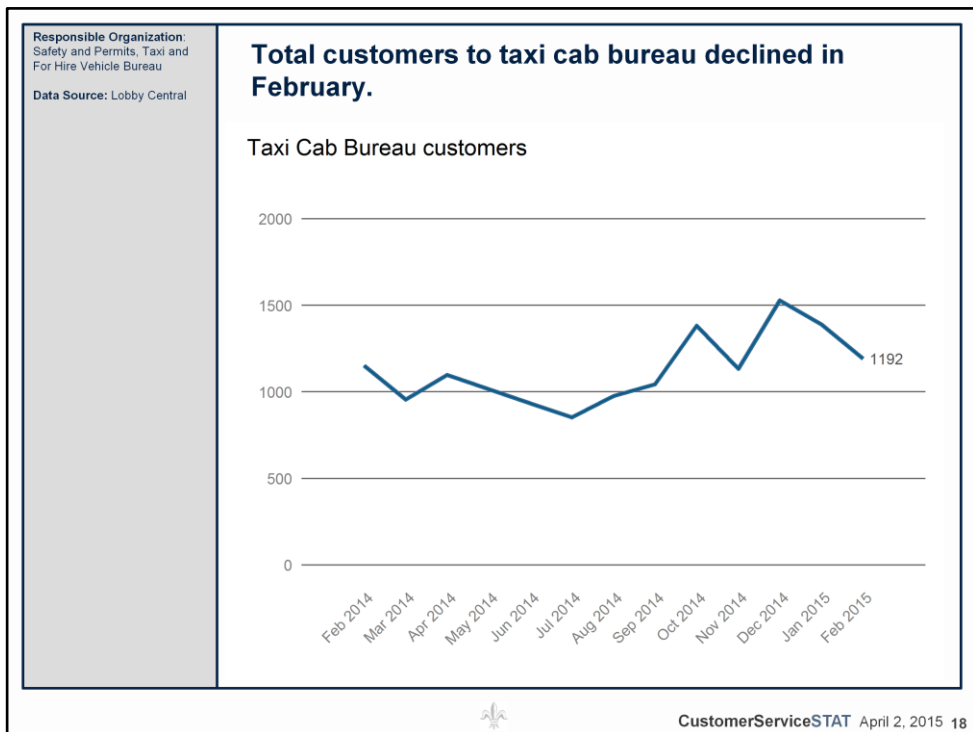


Jen Cecil noted that Safety and Permits is training a replacement plan reviewer, and that this likely explains the high service time for that queue.

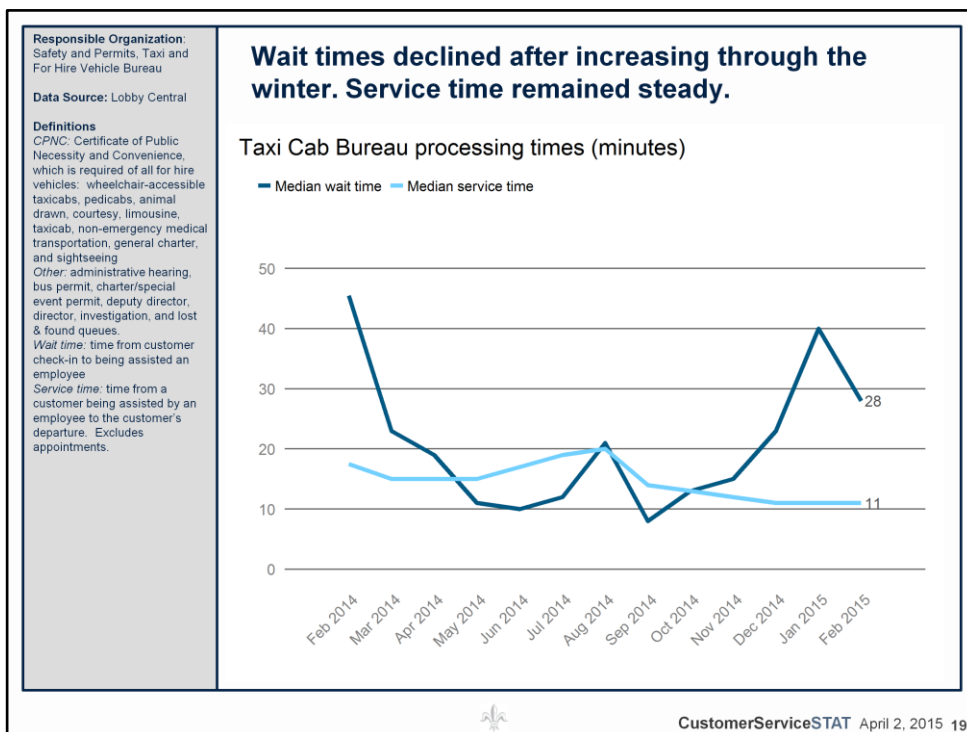
ONE STOP SHOP – TAXI CAB BUREAU



CustomerServiceSTAT April 2, 2015 17



CPNC renewals are wrapping up and likely explain the decline in customers in February.



Taxi Cab Bureau did not receive temporary staff from JOB1 to help them through the CPNC renewal process, which partially explains the increase in wait time.

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

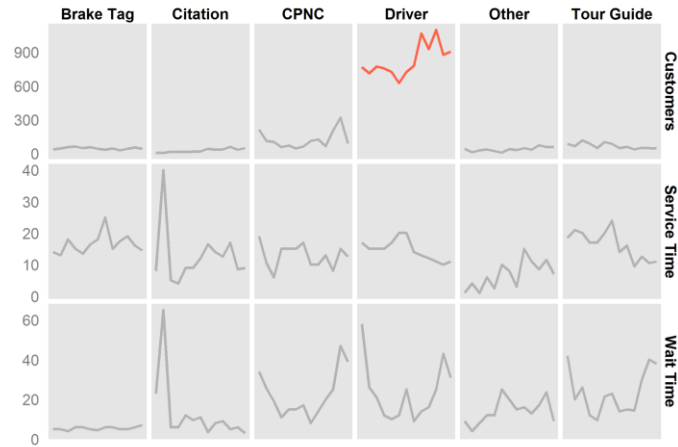
Other: administrative hearing,
bus permit, charter/special
event permit, deputy director,
director, investigation, and lost
& found queues.

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.

Number of customers for driver services declined, but remains highest of queues.

Taxi Cab Bureau stats by queue (times in minutes)

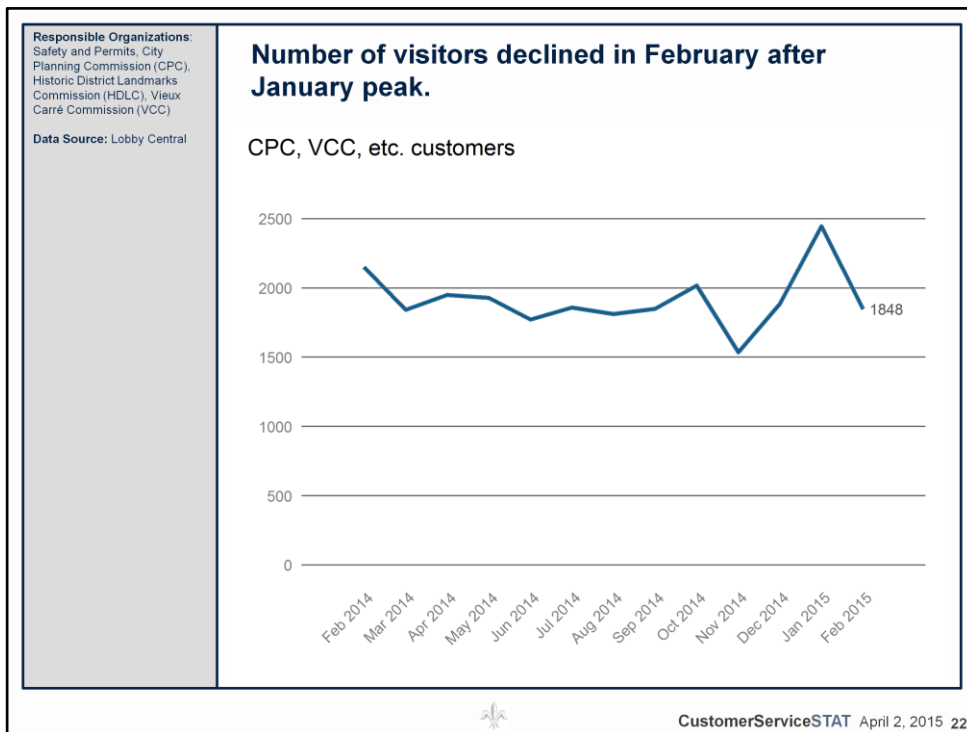


CustomerServiceSTAT April 2, 2015 20

ONE STOP SHOP – VCC, CPC, etc.



CustomerServiceSTAT April 2, 2015 21



The spike in volume in January is mostly payments made to the Taxi Bureau.

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

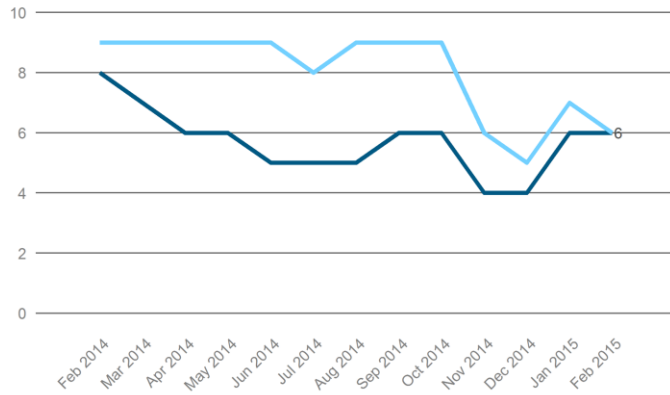
Wait time: time from customer
 check-in to being assisted an
 employee

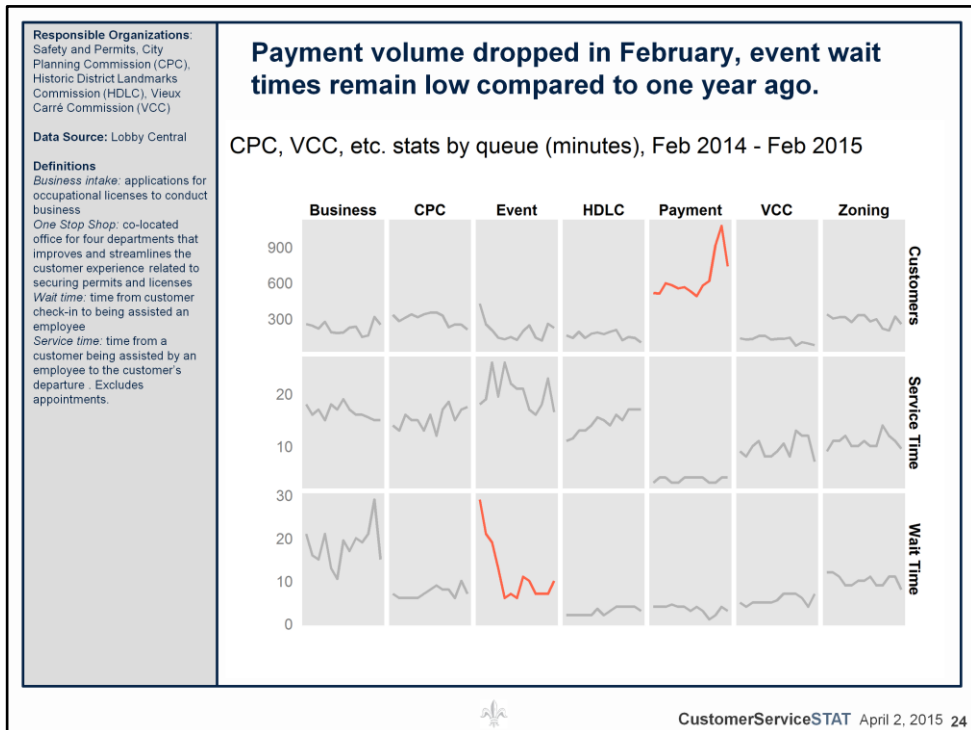
Service time: time from a
 customer being assisted by an
 employee to the customer's
 departure. Excludes
 appointments.

Processing times comparable between January and February.

CPC, VCC, etc. processing time (minutes)

— Median wait time — Median service time





Oliver Wise asked about the upward trend in HDLC service time. Elliott Perkins said there is considerable variation typically, and this may not represent a trend.

PERMITTING



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

Data Source: LAMA permitting
and licensing database

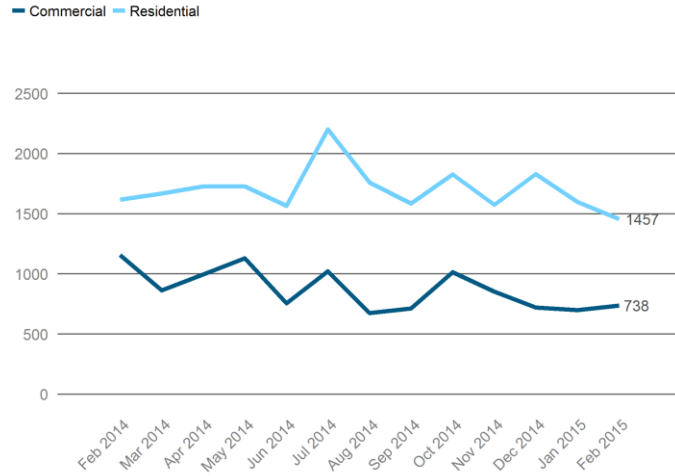
Definitions

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)

Number of residential and commercial permits issued remained steady in February.

Residential and commercial permits issued



Responsible Organization:
Safety and Permits (S&P)

Data Source: LAMA permitting
and licensing database

Definitions

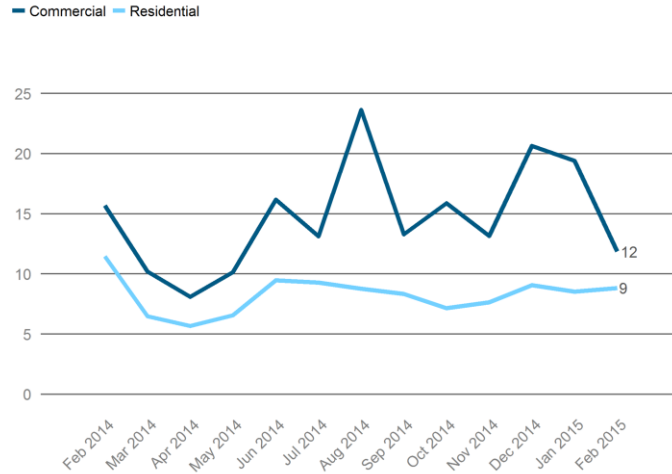
Commercial: buildings or
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residential definition including
multi-family structures

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 days to issue for commercial permits declined significantly in February.

Mean days to issue for residential and commercial permits



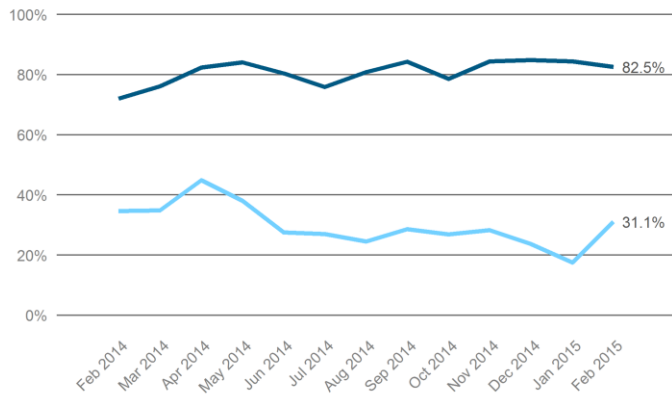
Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Proportion of online permits issued within 48 hours increased notably.

Percent of building permits issued within 48 hours of application

— In Person — Online



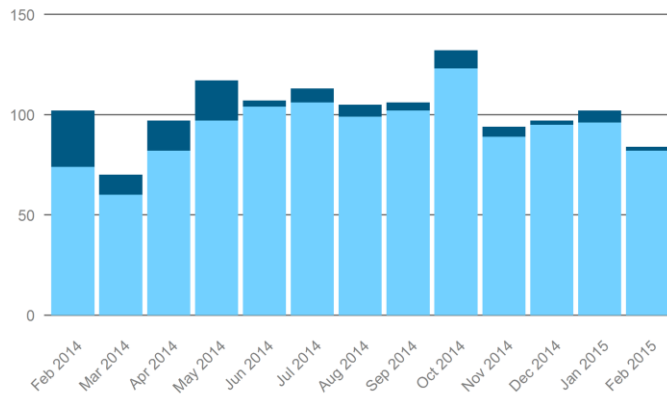
Responsible Organization:
Historic District Landmarks
Commission (HDLC).

Data Source: LAMA permitting
and licensing database

Majority of HDLC permits issued under target of five days in February.

Number and days to issue HDLC permits

■ All permits ■ Permits issued in five days



Key Performance Indicators

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average wait time to apply for new building permit (minutes)	33.2	❖	27.6	< 18	❖
Average wait time to apply for any license or permit (minutes)	22.5	❖	24.1	< 18	❖
Average wait time to apply for new occupational license (minutes)	31	❖	26.8	< 18	❖
Average wait time to make a payment (minutes)	16.9	❖	15	< 5	❖
Percent of permit and license applications received online	37.5%	●	29.6%	> 20%	●
Average number of days to issue commercial permits	13.8	●	15.5	< 15	▲
Average number of days to issue residential permits	7.4	●	8.6	< 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

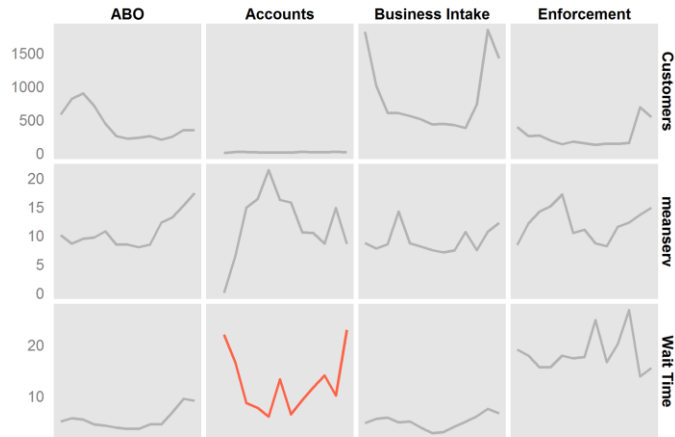
Enforce: Enforcement services, including collections remedies when a taxpayer fails to pay taxes owed

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

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

Wait times for accounts and administration increased in February.

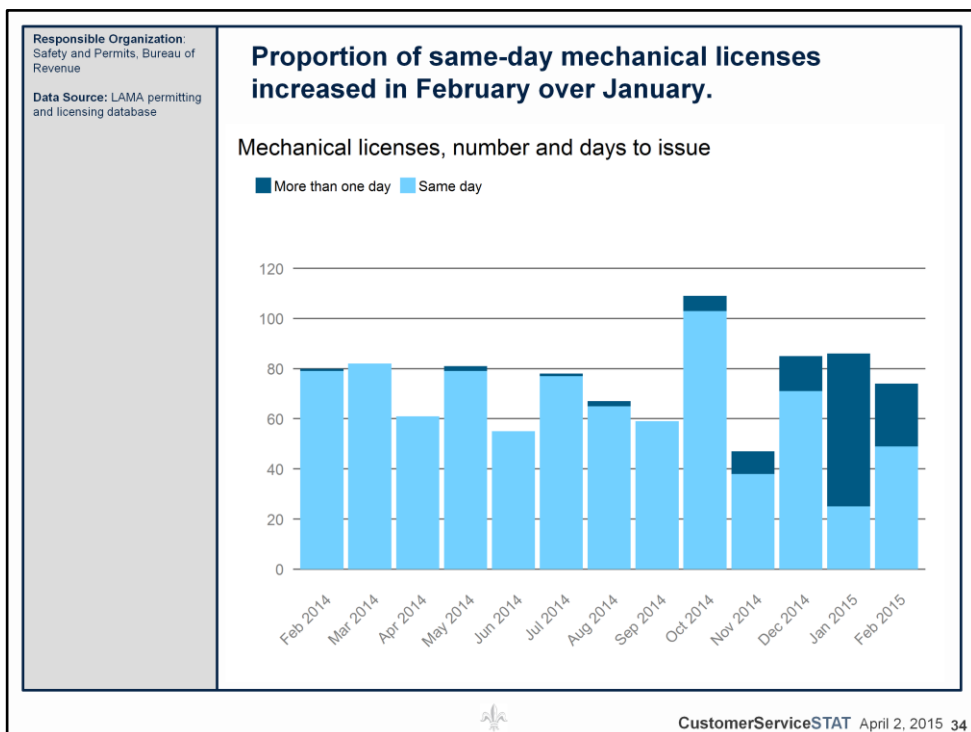
Revenue stats by queue (times in minutes)



LICENSES



CustomerServiceSTAT April 2, 2015 33



Jen Cecil noted that in January one staffer left and another came on, which likely explains the increase in the number of licenses issued in more than one day. She expects the department to return to its previous rate of issuing most licenses in the same day.

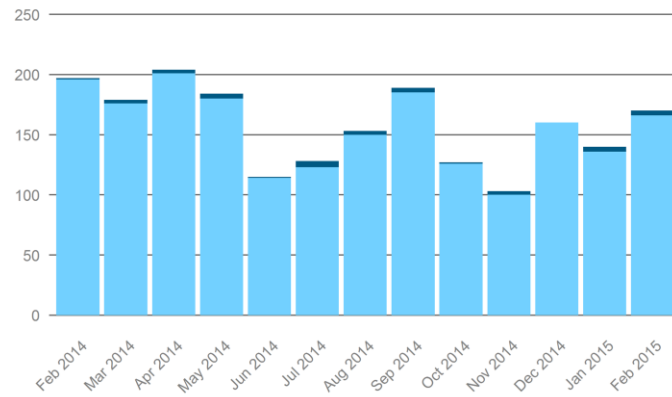
Responsible Organization:
Safety and Permits, Bureau of
Revenue

Data Source: LAMA permitting
and licensing database

Majority of electrical licenses issued same day in February, and historically.

Electrical licenses, number and days to issue

■ More than one day ■ Same day



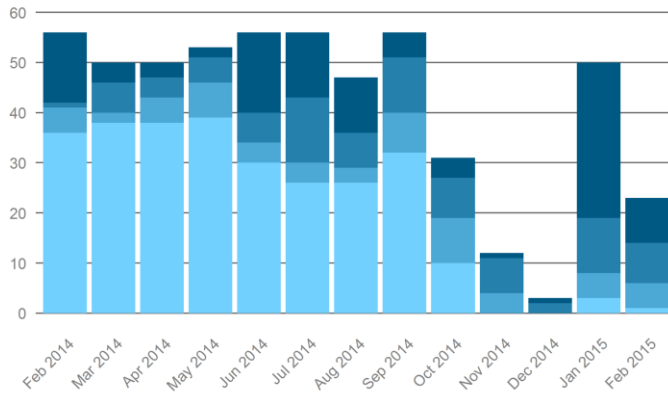
Responsible Organization:
Safety and Permits, Bureau of
Revenue

Data Source: LAMA permitting
and licensing database

Fewer business licenses issued in February, most in over five days.

Business licenses, number and days to issue

More than ten days Ten days Five days One day



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

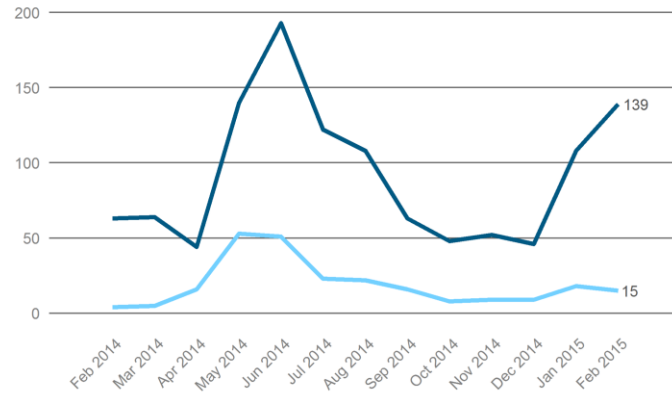
Data Source: LAMA permitting
and licensing database

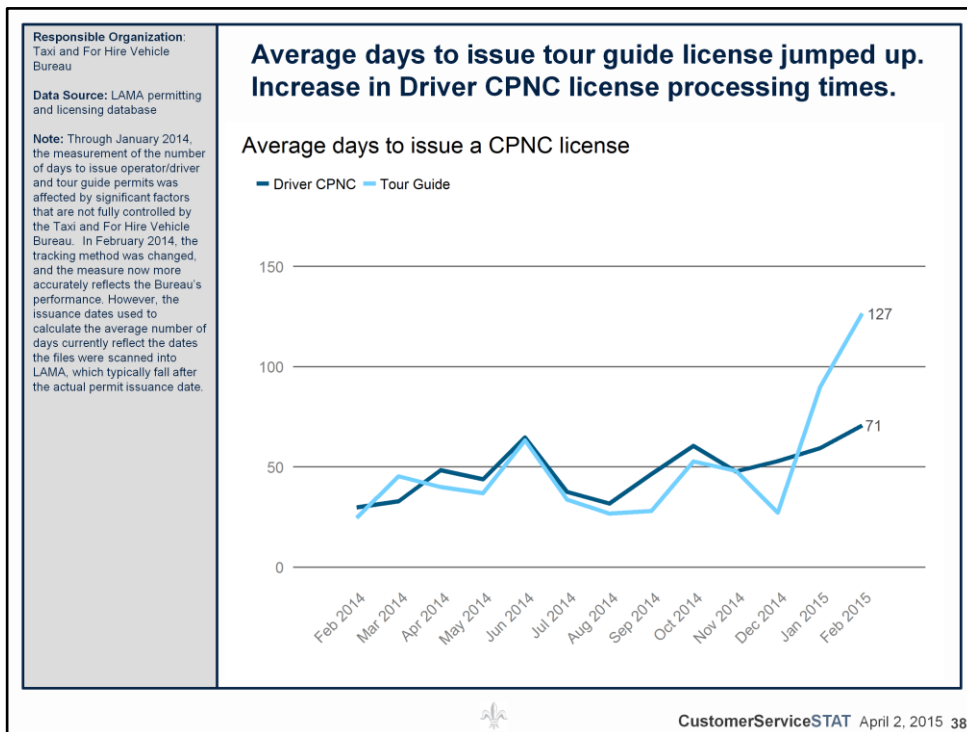
Note: Through January 2014, the measurement of the number of days to issue operator/driver and tour guide permits was affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. In February 2014, the tracking method was changed, and the measure now more accurately 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.

Number of CPNC licenses issued continued to increase in February.

Number of CPNC licenses issued

— Driver CPNC — Tour Guide





DM Kopplin and Jen Cecil discussed how the high days to issue statistic for February is due to a large number of FBI background checks on new tour guides and drivers coming in in February and January.

COMPLAINTS



CustomerServiceSTAT April 2, 2015 39

Responsible Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

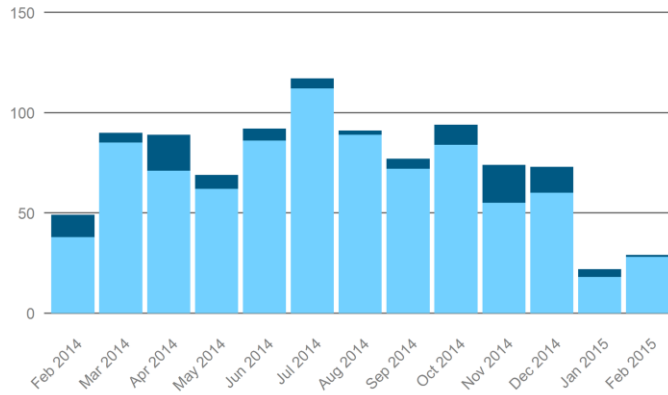
Definition:
Respond: complete a first
inspection

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 building complaints got first inspection in February in under target on seven days.

Building inspections, and days to completion

■ More than 7 days ■ Less than 7 days



Responsible Organization:
Safety and Permits

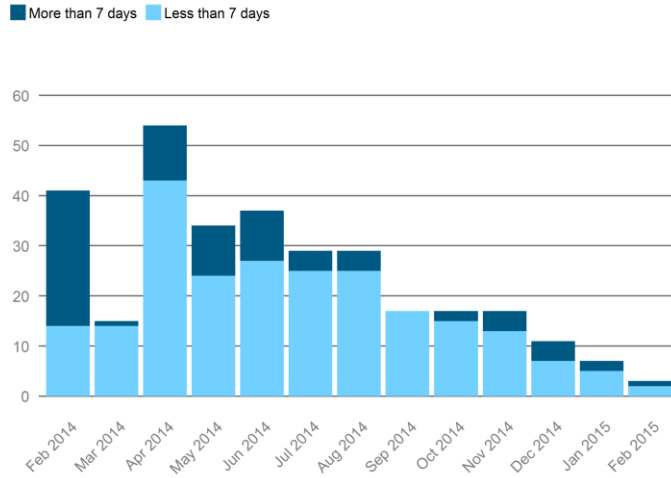
Data Source: LAMA permitting
and licensing database

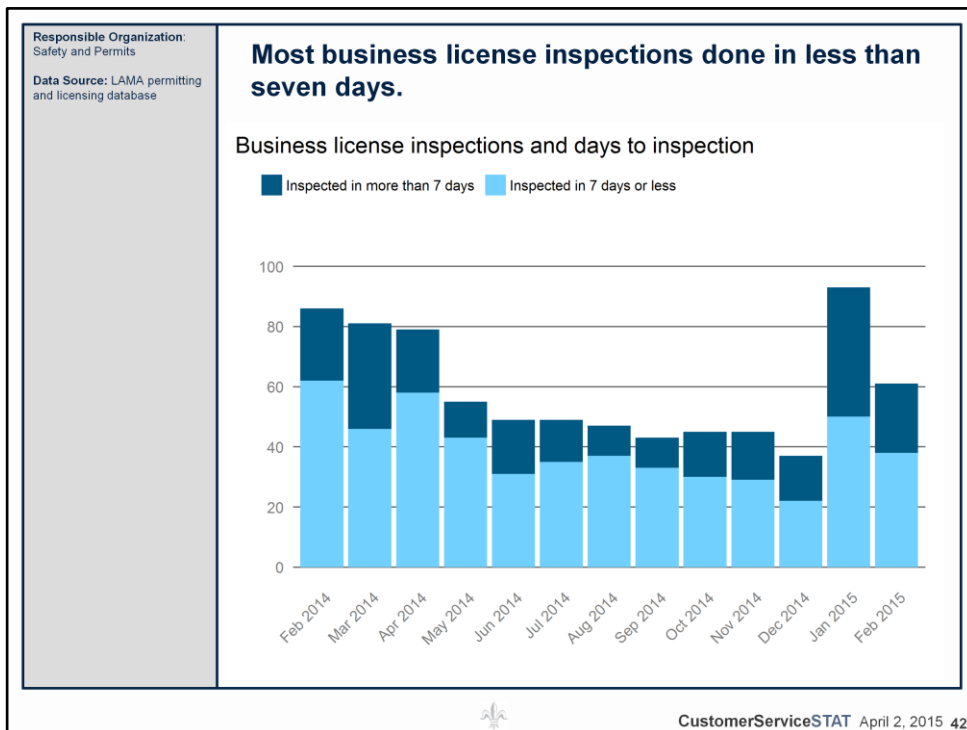
Definition:
Respond: complete a first
inspection

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.

Number of zoning complaints declined. Most got first inspection within target seven days.

Zoning inspections, and days to completion





Lower than normal staff attendance around the holidays may have built a small backlog of business licenses which are currently being worked through.

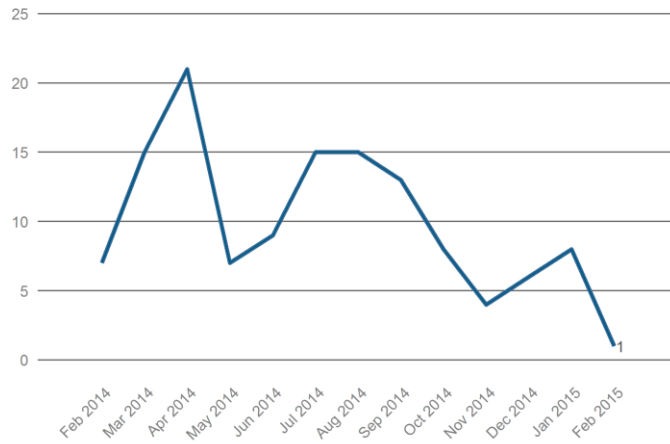
Responsible: Organization:
Safety and Permits

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.

All but one complaint opened in February received a first inspection within 30 days.

Complaints with no first inspection within 30 days

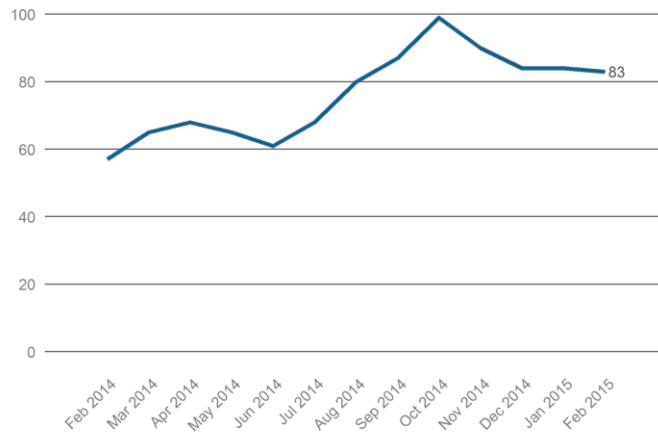


Responsible: Organization:
Safety and Permits

Data Source: LAMA permitting
and licensing database

Number of complaints open at the end of February steady.

Number of open complaints at end of each month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

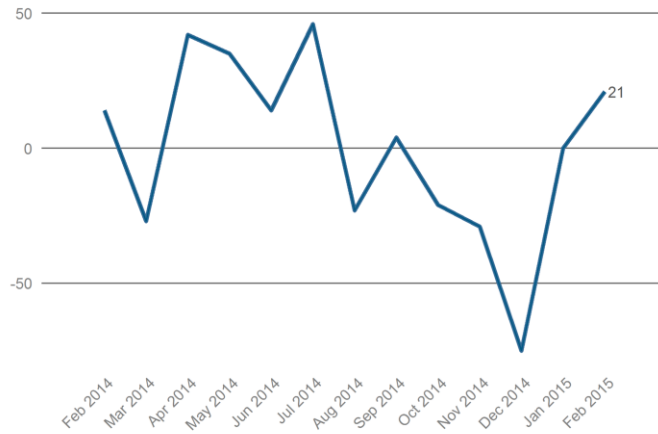
Note: This measure is
calculated by subtracting the
number of complaints closed
from the number opened per
month.

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

February saw net gain of complaints logged against taxi drivers.

Net complaints logged against taxi drivers per month



Responsible Organization:
Taxi and For Hire Vehicle
Bureau

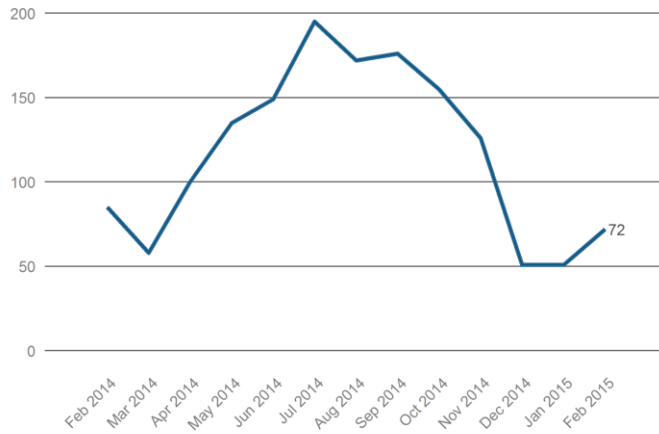
Data Source: 311

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

Number of complaints against drivers open at end of month ticked up in February.

Number of open complaints against drivers at end of month



CustomerServiceSTAT April 2, 2015 46

Responsible Organization:
Taxi and For Hire Vehicle
Bureau

Data Source: 311

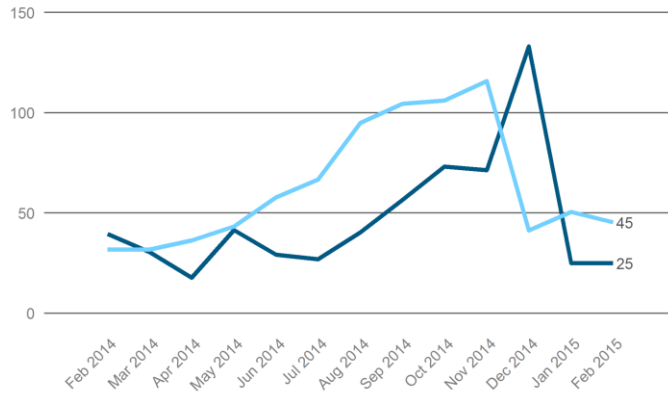
Definitions

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 and average days to close complaints against taxi drivers remained low in February.

Age statistics on complaints against drivers

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



Key Performance Indicators

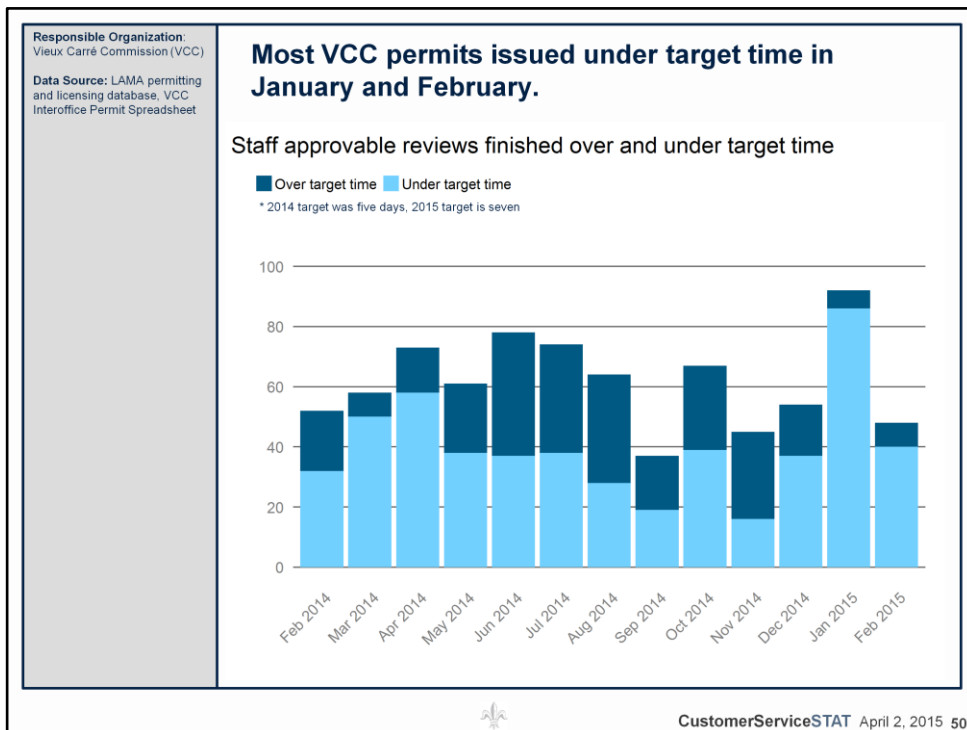
KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Average number of days to respond to building complaints	4		5.6	< 7	
Average number of days to respond to zoning complaints	0.4		9*	< 7	
Average number of days to complete business license inspection requests	7.71		8.3	< 7	

* By the end of February only 10 zoning inspections had been completed in 2015, two of which were over a month old.



VCC





Lary Hesdorffer noted that January sees a lot of balcony support work done in the VC in anticipation of Mardi Gras.

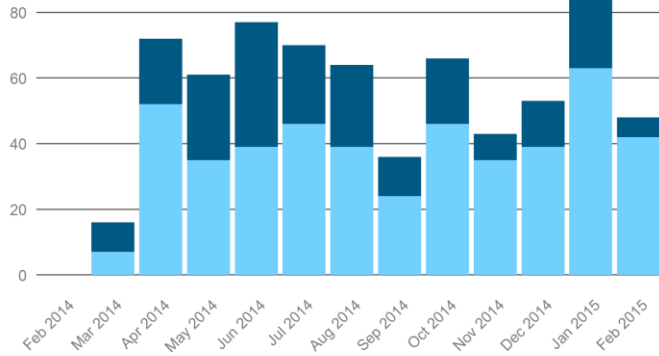
Responsible Organization:
Vieux Carré Commission (VCC)

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

Most VCC applications not in response to violations in February.

Number of applications approved due to violations

Not in response to violations In response to violations



CustomerServiceSTAT April 2, 2015 51

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?

