



CITY OF NEW ORLEANS  
**CustomerServiceSTAT**

December 4, 2014  
(Reporting Period: October 2014)

[www.nola.gov/opa](http://www.nola.gov/opa)

# Agenda

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



# Purpose and Scope

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

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

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

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



# City Strategic Framework

## Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion.

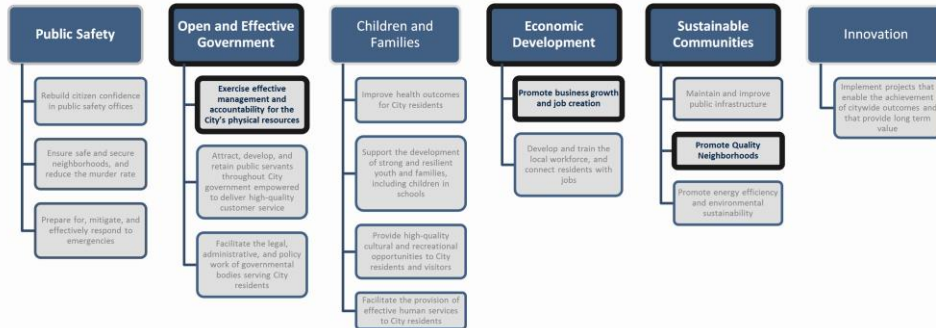
## Values

Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

## Vision

New Orleans is a model city. We are a unified city. We are a creative city.

## Result Area Goals and Objectives

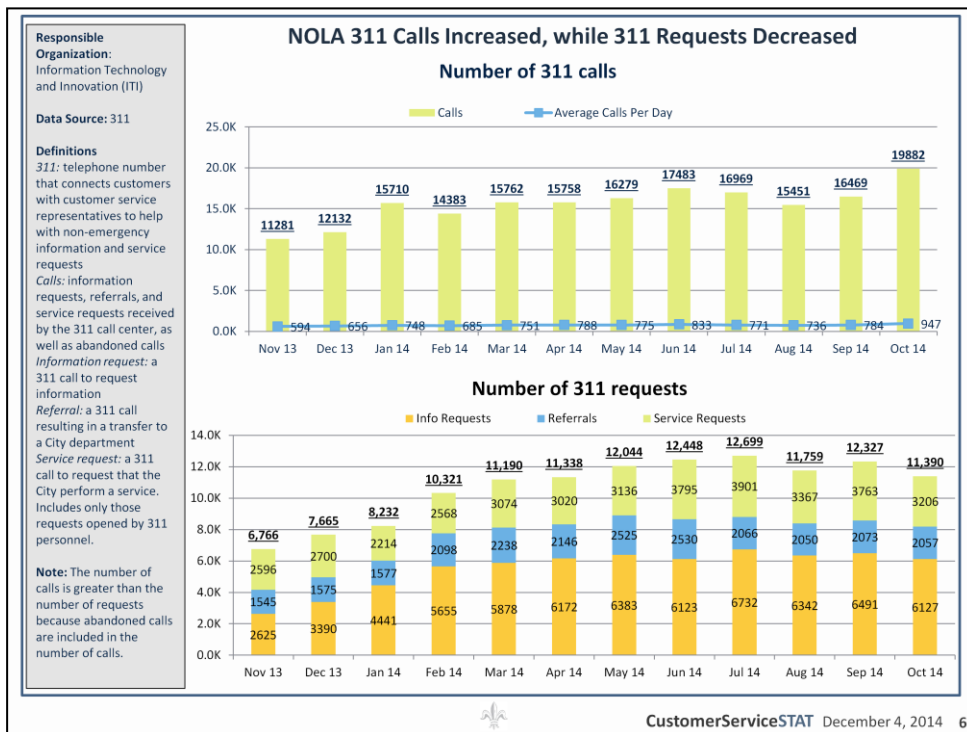


# Open and Effective Government

**Goal:** Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

Objectives and Strategies	Outcome Measures
<b>Exercise effective management and accountability for the City's physical resources</b> <ol style="list-style-type: none"> <li>Effectively steward the City's financial resources</li> <li><b>Manage the City's information and analyze the City's performance data</b></li> <li>Manage vendor relationships and provide oversight of City contracts</li> <li>Responsibly support the City's capital assets</li> </ol>	<ul style="list-style-type: none"> <li>Bond ratings</li> </ul>
<b>Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service</b> <ol style="list-style-type: none"> <li>Cultivate a high-quality City workforce</li> <li>Provide fair and reasonable benefits to City employees and retirees</li> </ol>	<ul style="list-style-type: none"> <li>Rate of employee turnover</li> <li>Percent of employees engaged and satisfied</li> </ul>
<b>Facilitate the legal, administrative, and policy work of governmental bodies serving City residents</b> <ol style="list-style-type: none"> <li>Govern the City with integrity and accountability</li> <li>Defend the City's legal interests</li> <li>Promote civic engagement</li> <li>Facilitate, link, and leverage resources with external organizations</li> </ol>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with overall government services</li> </ul>





October 2014 had the third largest volume of monthly calls since the 311 program began.

**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

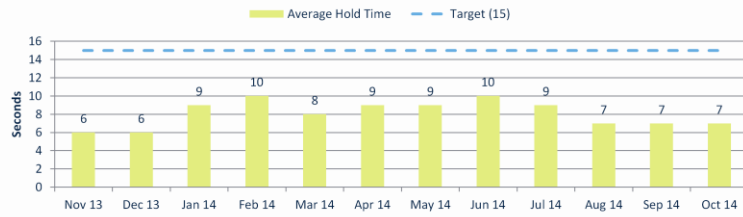
**Legend**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

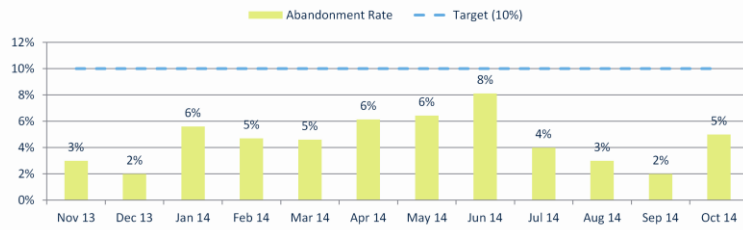
Key measure that best indicates whether City activities are achieving the desired results

## NOLA 311 Continued to Surpass Targets on Average Hold Time and Call Abandonment Rate

### Average hold time



### Rate of 311 call abandonment



Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%	●	5.51%	≤10%	●



**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.

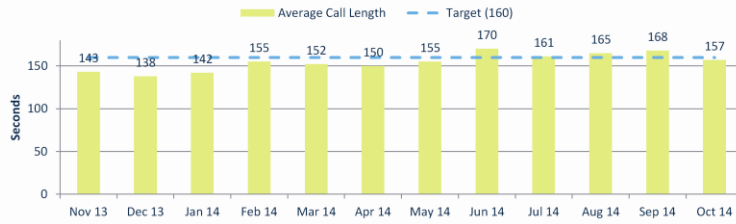
**Legend**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

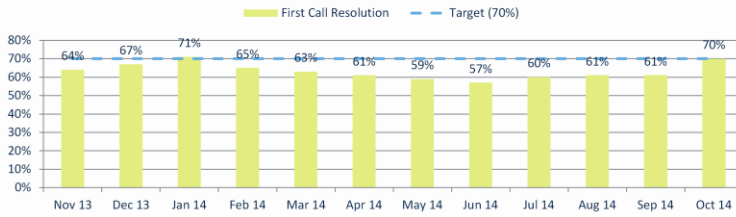
Key measure that best indicates whether City activities are achieving the desired results

## NOLA 311 Average Call Length on Target; First Call Resolution Rate on Target During the Month, but Off Pace for the Annual Target

### Average call length



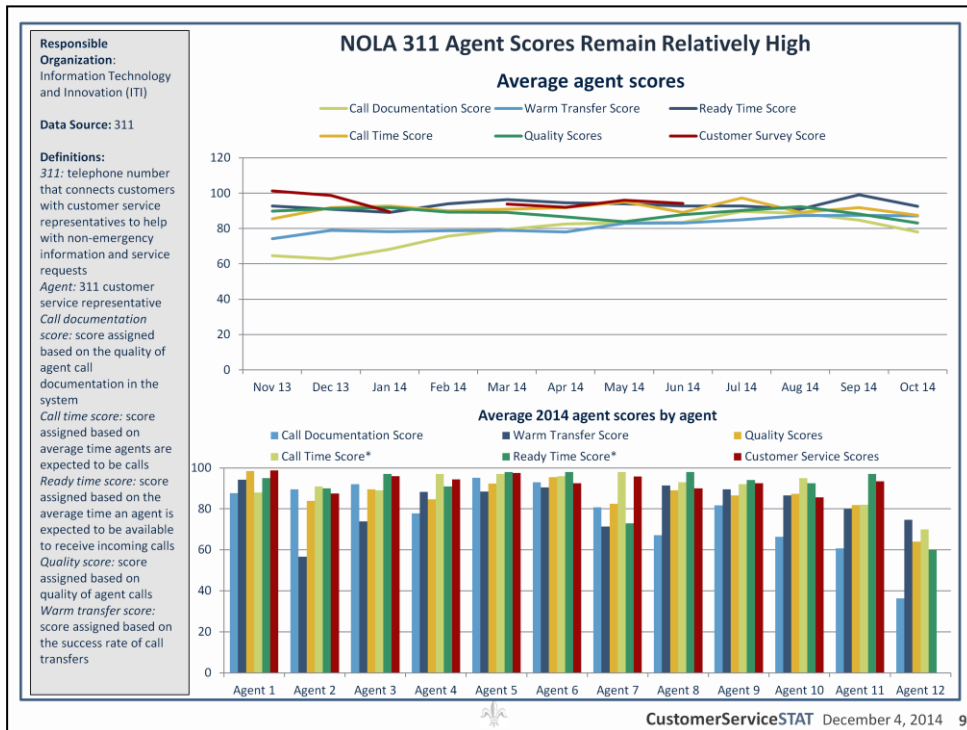
### Rate of 311 first call resolution



Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 first call resolution	63%	▲	62%	≥70%	▲







311 plans to procure some new phones, as the current ones have experienced some malfunctions, which in particular have hindered performance on warm transfers.

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

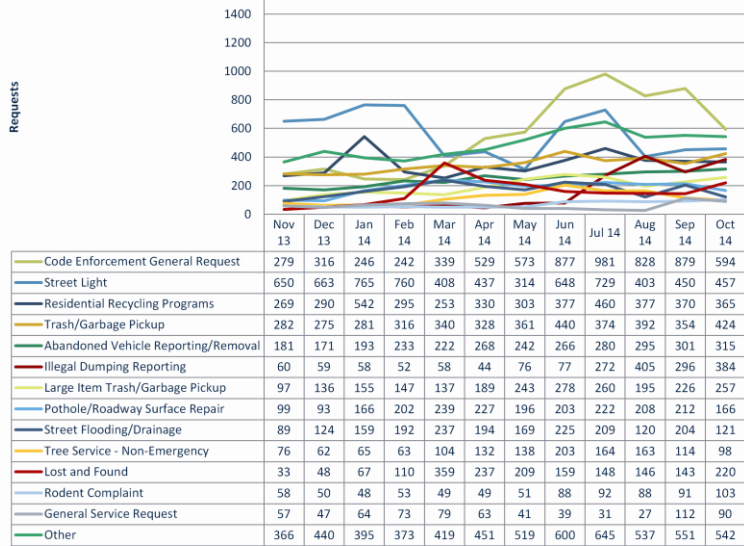
**Data Source:** 311

**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.

## Most incoming service request queues were relatively stable; Incoming Code Enforcement requests decreased substantially.

Number of service requests



CustomerServiceSTAT December 4, 2014 10

**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  
*Information request:* a 311 call to request information  
*Referral:* a 311 call resulting in a transfer to a City department

## NOLA 311 – Sanitation Service Fees Remained the Most Popular Information Request Type

	Information Requests	No.	Prior Month Rank
1	Sanitation Service Fees	970	1
2	Taxi Cab Bureau	330	-
3	Sanitation – General	117	2
4	Municipal Police	97	3
5	Safety & Permits	64	5

	Department Referrals	No.	Prior Month Rank
1	Finance – Treasury	388	1
2	Safety & Permits	226	4
3	NORDC	218	3
4	Finance – Revenue	175	2
5	Public Works	129	5



# Economic Development

**Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.**

Objectives and Strategies	Outcome Measures
<b>Promote business growth and job creation</b> <ol style="list-style-type: none"> <li>1. Foster a business-friendly regulatory environment, including streamlining the permitting process</li> <li>2. Promote an environment of equal opportunity for a diverse supplier pool</li> <li>3. Aggressively seek to attract new business and retain existing businesses</li> <li>4. Provide support for world-class special events</li> </ol>	<ul style="list-style-type: none"> <li>• Population growth</li> <li>• Job growth</li> <li>• Proportion of total jobs that are high wage jobs</li> <li>• Percent of jobs in the cultural industry</li> <li>• Number of tourists</li> <li>• Amount of sales taxes generated</li> </ul>
<b>Develop and train the local workforce, and connect residents with jobs</b> <ol style="list-style-type: none"> <li>1. Provide access to work opportunities to youth and other vulnerable populations</li> <li>2. Promote workforce development and skills training to meet employers' needs</li> <li>3. Link employers to the local workforce</li> </ol>	<ul style="list-style-type: none"> <li>• Unemployment rate</li> <li>• Gross Metro Product (GMP) per job</li> <li>• Percent of population holding a bachelor's degree or higher</li> <li>• Percent of households in national income quintiles</li> <li>• Amount of median household income by race and ethnicity</li> </ul>



CustomerServiceSTAT December 4, 2014 12

**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

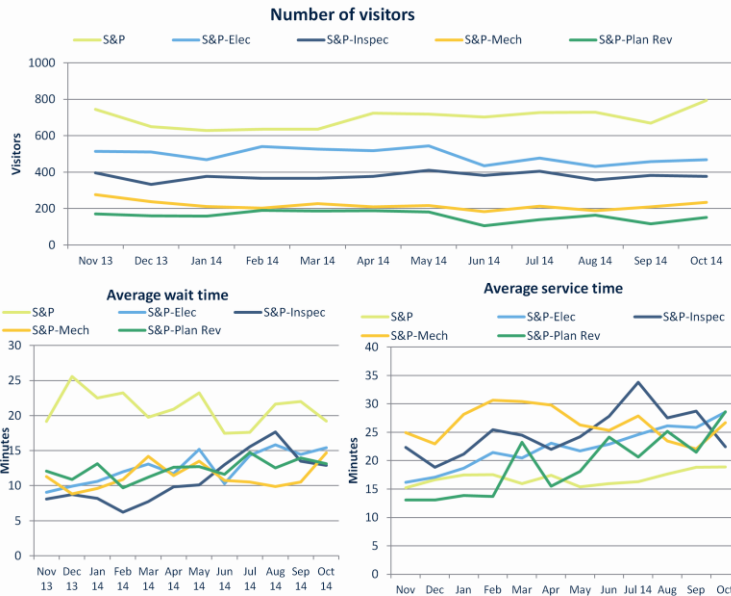
**Wait time:** time from customer check-in to being assisted an employee

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

**S&P:** Safety and Permits queues for Board of Building Standards and Appeals, building permits, and demolitions

## One Stop Shop – Safety and Permits

### All Wait Times Except for Mechanical Permits were Stable



CustomerServiceSTAT December 4, 2014 13

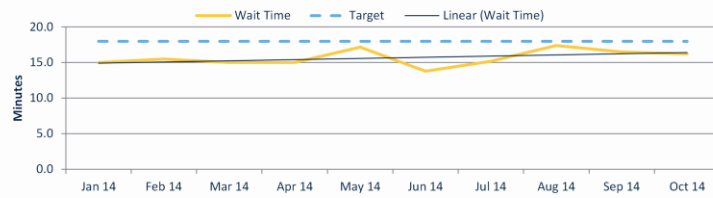
**Responsible**  
**Organization:** Safety and Permits (S&P)

**Data Source:** Lobby Central

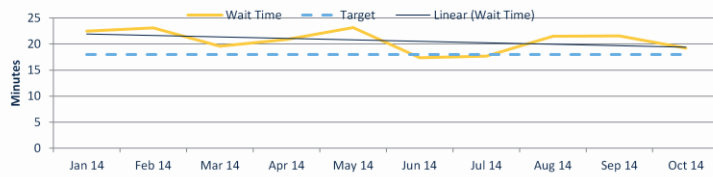
**Definitions**  
**One Stop Shop:** co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses  
**Wait time:** time from customer check-in to being assisted an employee

## One Stop Shop – Safety and Permits Building Permit Wait Times Continue to Trend Off Target

Average wait time to apply for any license or permit



Average wait time to apply for a new building permit



Key Measures	2014		
	YTD Actual	Target	Status
Average wait time (in minutes) to apply for any license or permit*	15.7	≤18	●
Average wait time (in minutes) to apply for a new building permit	20.6	≤18	◆

\*Excludes special event permits.



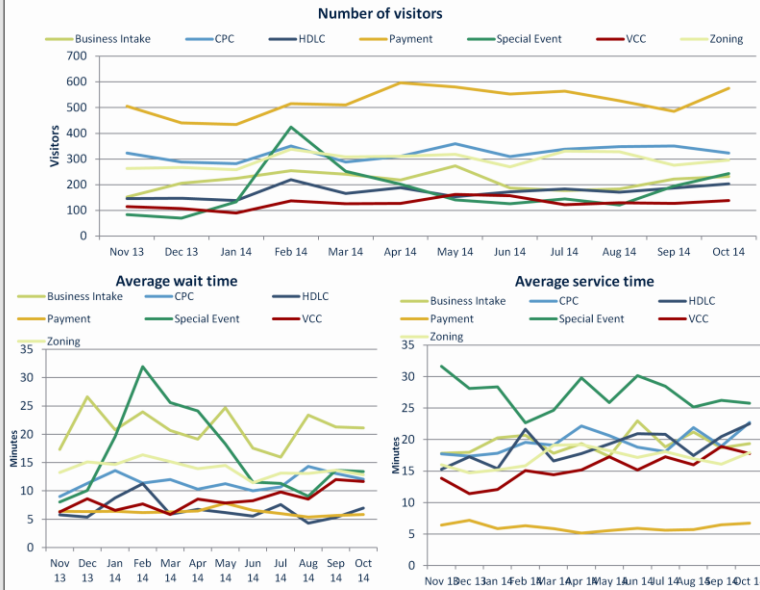
CustomerServiceSTAT December 4, 2014 14

**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.

## One Stop Shop – CPC, HDLC, VCC, etc. Wait Times Ranged from 6-21 Min.



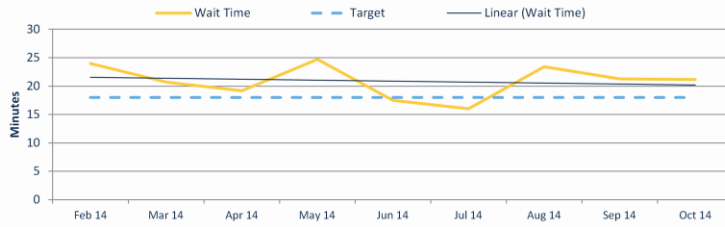
**Responsible Organizations:** Safety and Permits

**Data Source:** Lobby Central

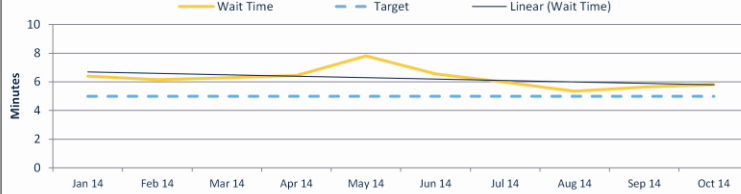
**Definitions**  
**Business intake:** applications for occupational licenses to conduct business  
**One Stop Shop:** co-located office for four departments that improves and streamlines the customer experience related to securing permits and licenses  
**Wait time:** time from customer check-in to being assisted an employee

## One Stop Shop – Occupational License and Payment Wait Times Remained Off Target

Average wait time to apply for a new occupational license



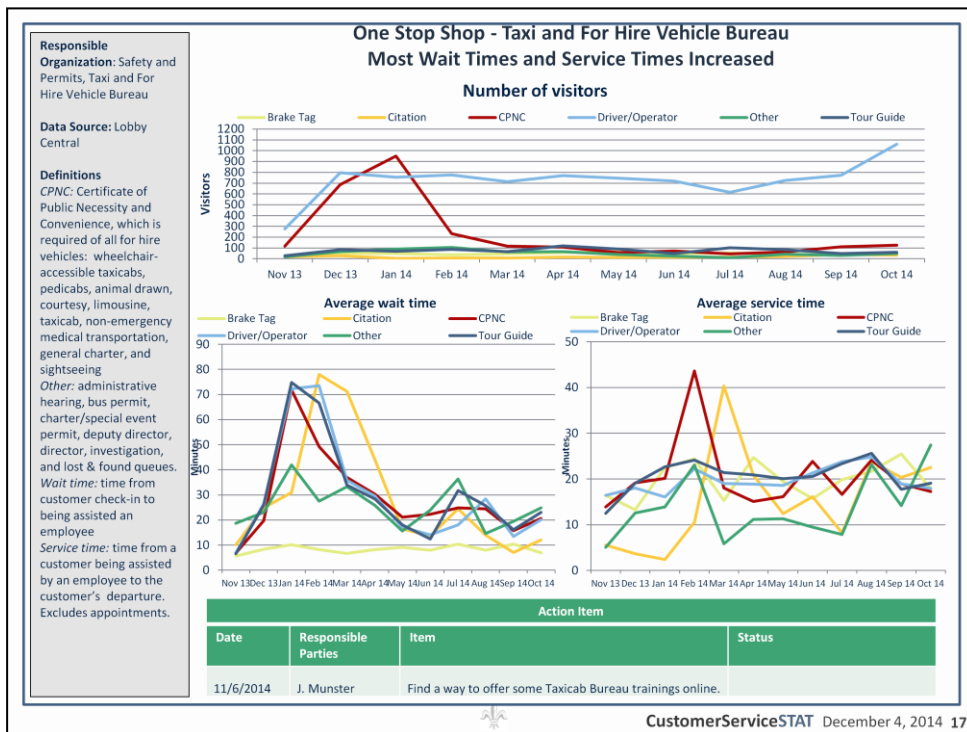
Average wait time make a payment



Key Measures	2014		
	YTD Actual	Target	Status
Average wait time (in minutes) to apply for a new occupational license	21.1	≤18	Off Target
Average wait time (in minutes) to make a payment	6.27	≤5	Off Target







The Taxicab Bureau is currently offering drivers the opportunity to receive temporary (3-month) CPNC licenses though NOPD and Sheriff's Office background checks during the interim time until drivers' FBI background checks are completed for full CPNC licenses.

**Responsible Organization:** Safety and Permits

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

**Note:** Aug-14 permit applications received online, previously reported as 23.6%, was adjusted in October 2014.

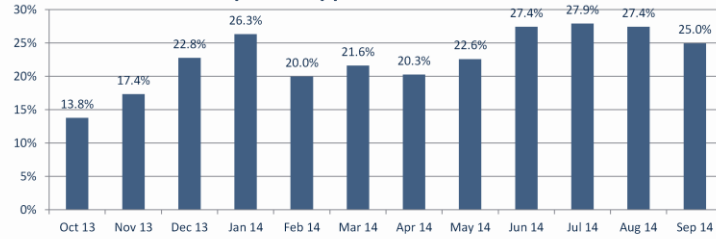
**Legend**



Key measure that best indicates whether City activities are achieving the desired results

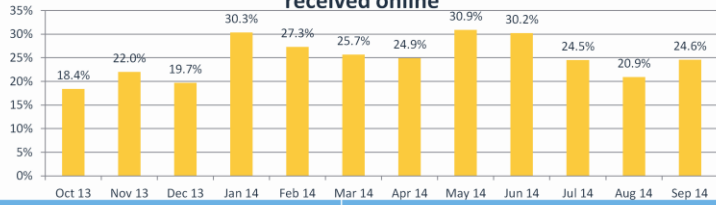
## Percent of Permit and Business License Applications Received Online Remained Steady

### Percent of permit applications received online



\*Denominator includes only those permits that can be received online.

### Percent of business license applications received online



Key Measures	2014		
	YTD Actual	Target	Status
Percent of permit and license applications received online	23.11%	≥20%	On Target



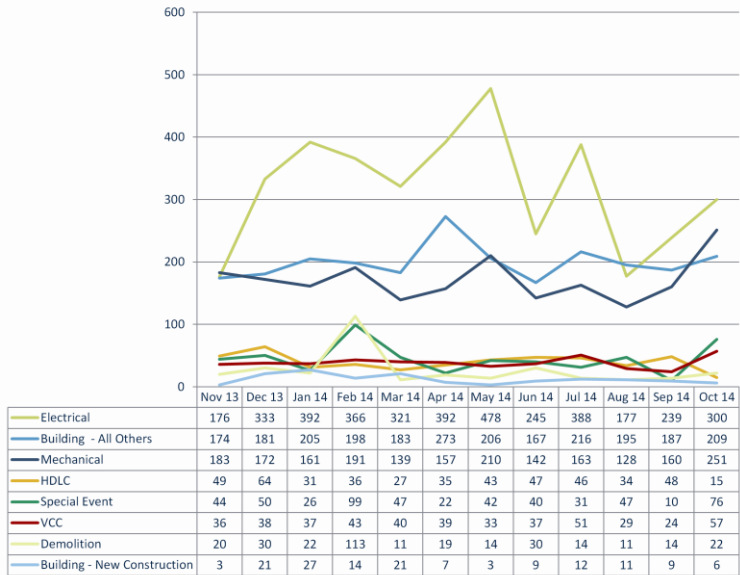
**Responsible Organizations:** Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

**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)

## Total Commercial Permits Issued Increased by 35%

Number of commercial permits issued



CustomerServiceSTAT December 4, 2014 19

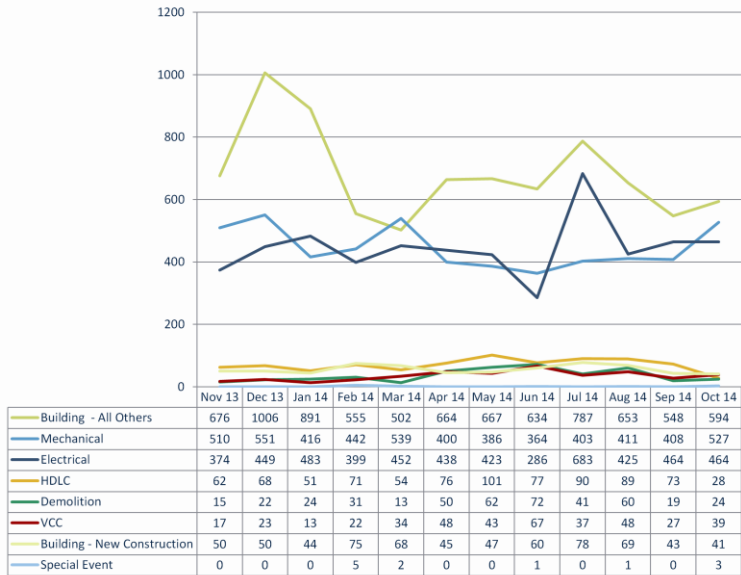
**Responsible Organizations:** Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)

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

**Definitions**  
*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)

## Total Residential Permits Issued Increased by 9%

Number of residential permits issued



CustomerServiceSTAT December 4, 2014 20

**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.

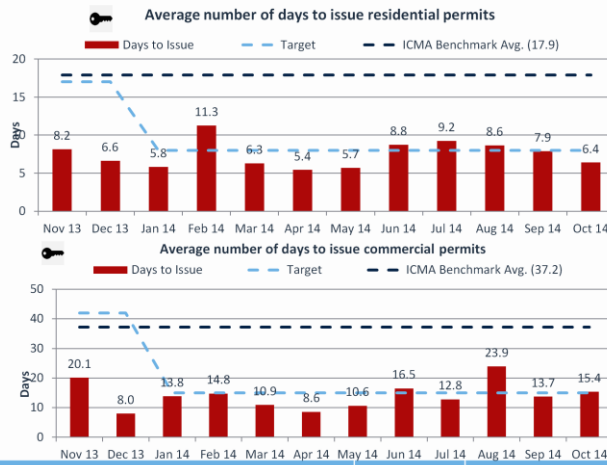
**ICMA Benchmarks:** International City/County Management Association 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$55,000: Austin, TX; Dallas, TX; Phoenix, AZ (residential only); San Antonio, TX; Miami-Dade, FL; Milwaukee, WI; Oklahoma City, OK; Portland, OR; Kansas City, MO; and Savannah, GA.

**Legend**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

Key measure that best indicates whether City activities are achieving the desired results

## Permitting – Average Days to Issue Permits On Target YTD



Key Measure	2013		2014		Status
	Actual	Target Met?	YTD Actual	Target	
Average number of days from commercial permit application to issuance	11.9	●	13.8	15	●
Average number of days from residential permit application to issuance	7.25	●	7.52	8	●



CustomerServiceSTAT December 4, 2014 21

**Responsible Organization:** Safety and Permits

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

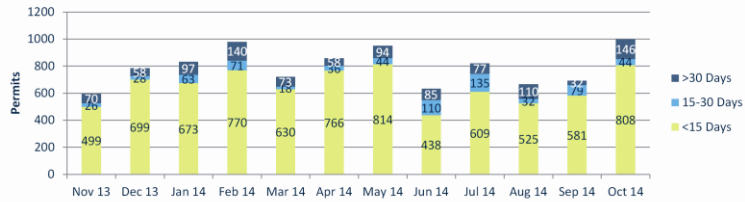
**Definitions**

**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)

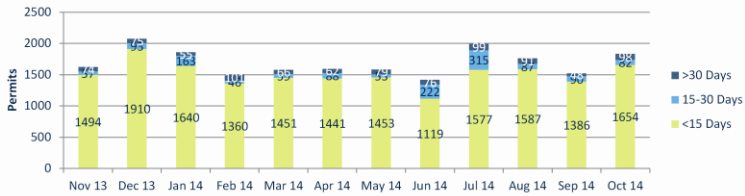
**Note:** These measures include not only S&P review time, but also Historic District Landmarks Commission sub-permit review time and time spent by applicants in completing architectural revisions and supplying additional required documentation.

## Permitting – 81% of Commercial and 90% of Residential Permits Issued in less than 15 Days in September

Distribution of days to issue commercial permits



Distribution of days to issue residential permits



**Action Item**

Date	Responsible Parties	Item	Due	Status
8/21/13	J. Munster	Determine source of errors in the Time to Plan Review report	October	



CustomerServiceSTAT December 4, 2014 22

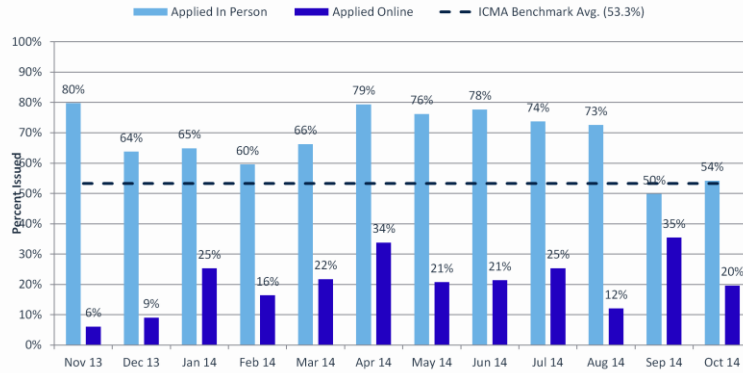
**Responsible Organization:** Safety and Permits

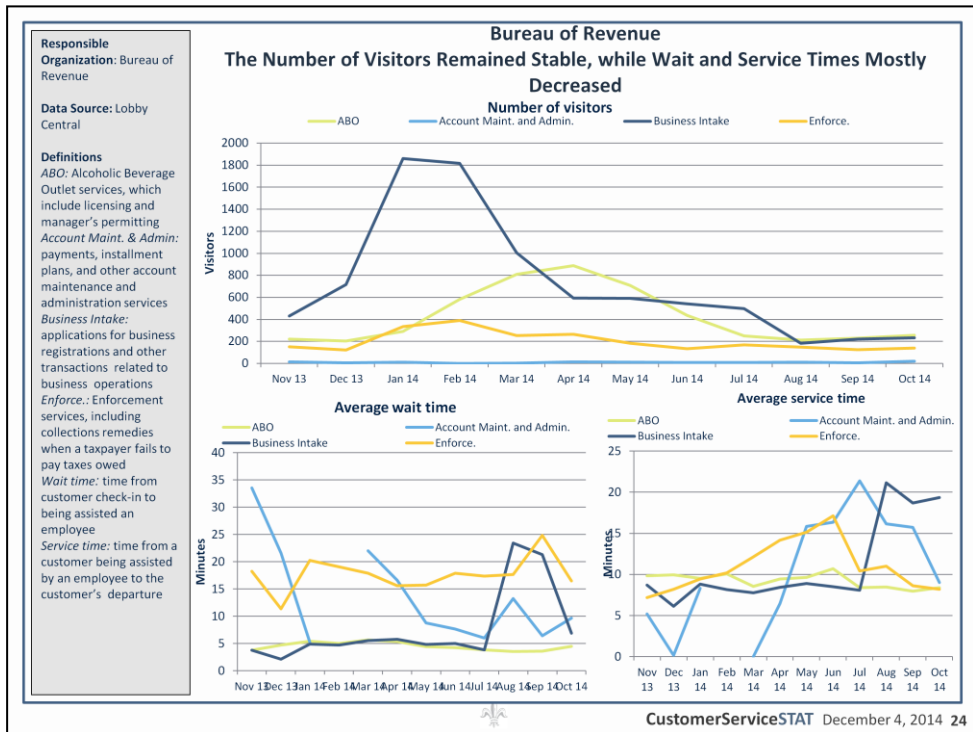
**Data Source:** LAMA permitting and licensing database

**ICMA Benchmarks:**  
International City/County Management Association 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$55,000:  
Austin, TX; Dallas, TX; San Antonio, TX; Miami-Dade, FL; Milwaukee, WI; Oklahoma City, OK; Portland, OR; Kansas City, MO; and Savannah, GA.

## The Percent of Building Permits Issued within One Day Decreased

Percent of building permits issued within one day of receipt of application





The implementation of a new sales tax system continued to affect service and wait times.

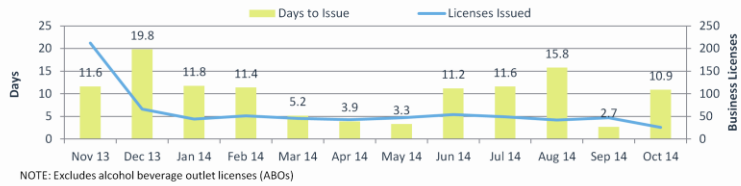


**Responsible Organization:** Safety and Permits, Bureau of Revenue

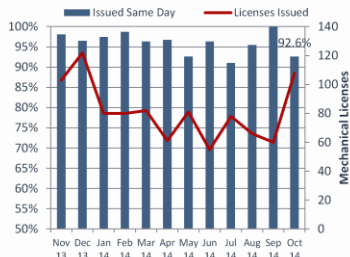
**Data Source:** LAMA permitting and licensing database

## Licenses and Certifications – Average Days to Issue Business Licenses Increased

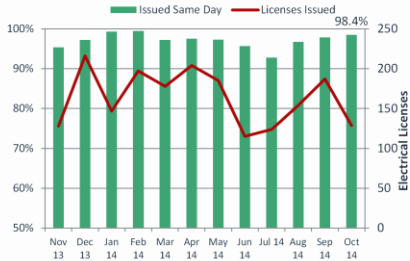
Average number of days to issue business licenses



Percent of mechanical licenses issued same day



Percent of electrical licenses issued same day



### Action Item

Date	Responsible Parties	Item	Due	Status
11/6/14	V. Spencer; J. Munster; R. Houtman	Review the methodology and data on days to inspect and issue business licenses to determine if there is a disconnect.	12/4/2014	



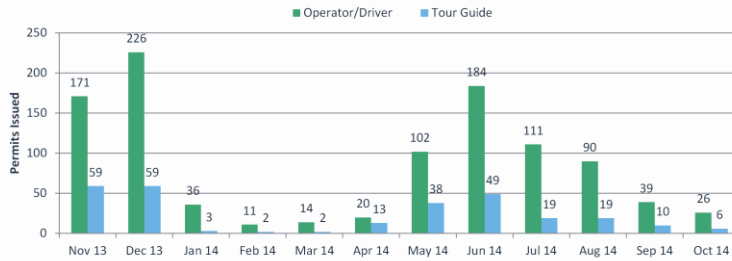
**Responsible Organization:** Taxi and For Hire Vehicle Bureau

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

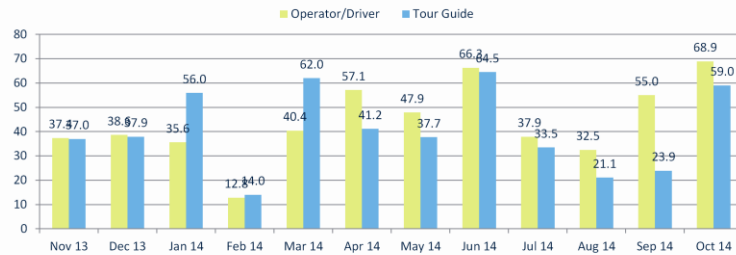
**Note:** Through January 2014, the measurement of the number of days to issue operator/driver and tour guide permits was affected by significant factors that are not fully controlled by the Taxi and For Hire Vehicle Bureau. In February 2014, the tracking method was changed, and the measure now more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

Number of operator/driver and tour guide permits issued



Average number of days to issue new operator/driver and tour guide permits



CustomerServiceSTAT December 4, 2014 26

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

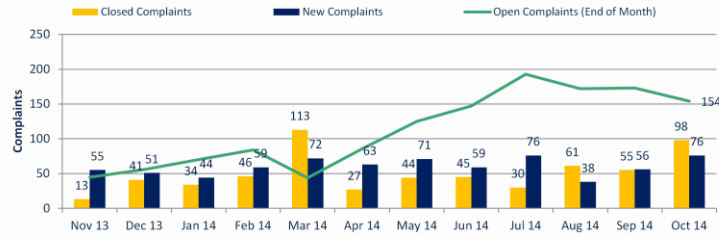
**Data Source:** 311

**Definitions**

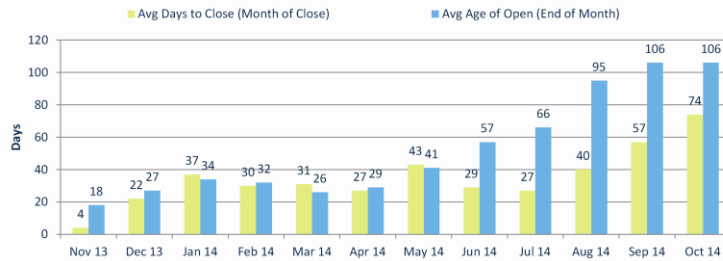
**Complaints:** incidents reported by customers to 311, including overcharging, refusals of fares, not accepting credit cards, nonfunctioning credit card equipment, driver misconduct, driver unprofessionalism, and refusals to transport customers with service animals

## Taxi 311 Service Requests – Complaint Backlog Decreased. The Average Days to Close Increased

Number of complaints against operators/drivers



Average number of days to close complaints against operators/drivers



# Sustainable Communities

**Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.**

Objectives and Strategies	Outcome Measures
<b>Maintain and improve public infrastructure</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with condition of streets</li> <li>Mean travel time to work</li> </ul>
1. Maintain and improve road surface infrastructure	
2. Consistently implement Complete Streets philosophy in streets investments	<ul style="list-style-type: none"> <li>Percentage of workers commuting to work by means other than driving alone</li> </ul>
3. Effectively administer the City's capital improvements program	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with drainage/flood control</li> </ul>
4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with public transportation</li> <li>Percent of citizens satisfied with traffic congestion</li> </ul>
<b>Promote Quality Neighborhoods</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with control of abandoned houses</li> <li>Percent of citizens satisfied with parks and recreation</li> </ul>
1. Reduce blighted properties by 10,000 by the end of 2014	
2. Provide effective sanitation services to residents and businesses	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with control of trash and litter / trash pickup</li> </ul>
3. Protect and preserve parks and other green spaces	
4. <b>Regulate land use to support safe, vibrant neighborhoods and preserve historic properties</b>	<ul style="list-style-type: none"> <li>Percent of citizens satisfied with life in New Orleans</li> <li>ParkScore (based on acreage, service and investment, and access)</li> <li>Percent of citizens satisfied with zoning</li> </ul>
<b>Promote energy efficiency and environmental sustainability</b>	<ul style="list-style-type: none"> <li>Percent of days with healthy air quality</li> </ul>
1. Restore the City's marshes and coastline	<ul style="list-style-type: none"> <li>Number of health based drinking water violations</li> </ul>
2. Promote green energy and other sustainability measures	<ul style="list-style-type: none"> <li>Number of certified green buildings</li> </ul>
3. Remediate brownfields, lead, and other environmental hazards	<ul style="list-style-type: none"> <li>Number of land acres in Orleans Parish</li> </ul>



**Responsible Organization:** Safety and Permits

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

**ICMA Benchmarks:**  
International City/County Management Association (ICMA) 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <\$55,000: Dallas, TX; San Antonio, TX; Miami-Dade, FL; Portland, OR; Kansas City, MO; and Savannah. The ICMA measure includes all commercial inspection requests.

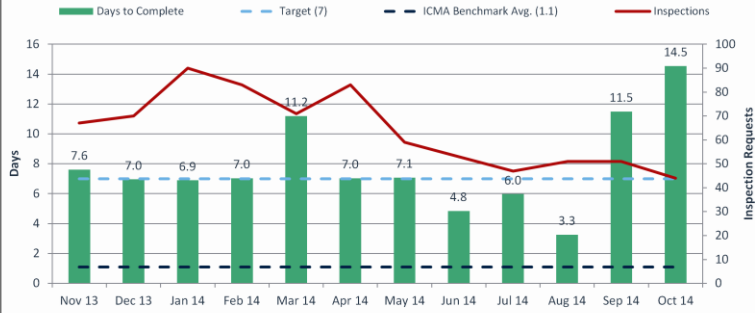
**Legend**

- On Target
- ▲ Within 20% of Target
- ◆ Off Target

Key measure that best indicates whether City activities are achieving the desired results

## Safety and Permit Inspections – Not Meeting Target on the Average Number of Days to Complete Business License Inspections

### Average number of days to complete business license inspection requests\*



\*Excludes ABO business licenses.

Action Item							
Date	Responsible Parties	Item	Due	Status			
8/21/13	J. Munster	Waiting on Davenport to release online inspection request feature (Follow up to get a release date)	TBD	Data quality issue with electrical / mechanical inspections			
Key Measure			2013		2014		
			Actual	Target Met?	YTD Actual	Target	Status
Average number of days to respond to a business license inspection requests			8.01	◆	7.80	≤7	◆



CustomerServiceSTAT December 4, 2014 29

**Responsible Organization:** Safety and Permits

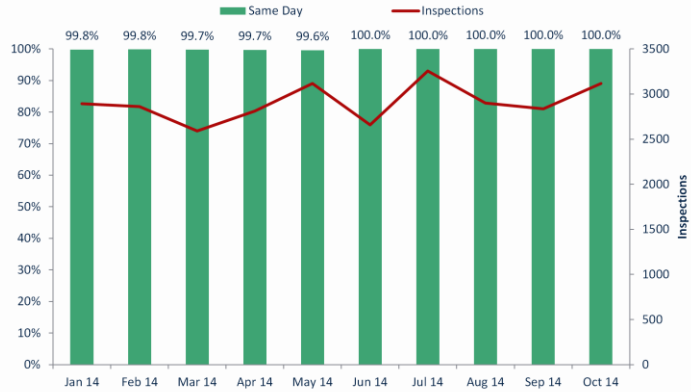
**Data Source:** LAMA permitting and licensing database

**Legend**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

## Safety and Permit Inspections – All Building Inspection Requests Were Completed the Same Day

Percent of building inspection requests completed same day



Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to respond to building inspection requests	0.00	≤1	●



**Responsible:**  
**Organization:** Safety and Permits

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

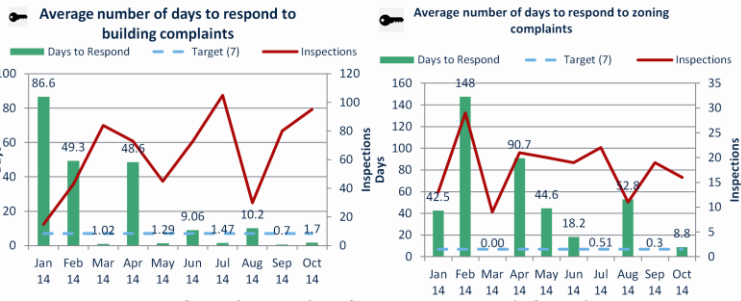
**Definition:**  
**Respond:** complete a first inspection

**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.

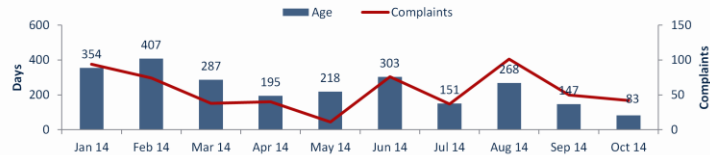
**Legend**  
 ● On Target  
 ▲ Within 10% of Target  
 ◆ Off Target

Key measure that best indicates whether City activities are achieving the desired results

## Safety and Permit Inspections –Age of Backlog Decreased



### Average age of complaints with no first inspection at end of month



NOTE: Some cases that were open at the end of the month but closed before the data was compiled may not be included.

Key Measure	2014		
	Actual	Target	Status
Average number of days to respond to building complaints	13.1	≤7	◆
Average number of days to respond to zoning complaints	48.7	≤7	◆



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

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

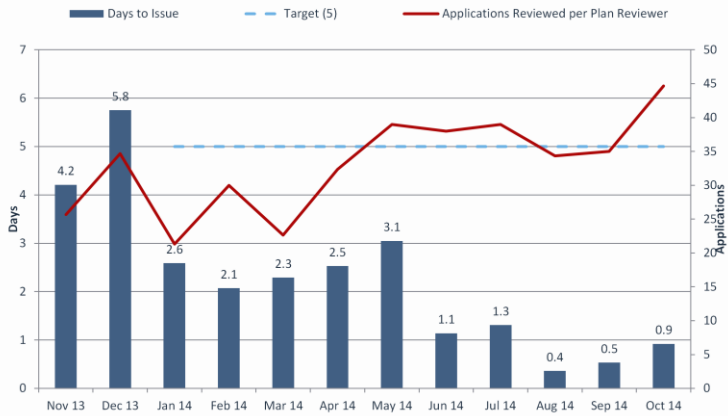
**Legend**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

Key measure that best indicates whether City activities are achieving the desired results

## Historic Preservation – HDLC Review Time Remained On Target

Key Average number of days to review staff approvable applications - HDLC



Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to review staff approvable applications – HDLC	17.5	-	1.6	≤5	●



CustomerServiceSTAT December 4, 2014 32



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

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

**Legend**

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

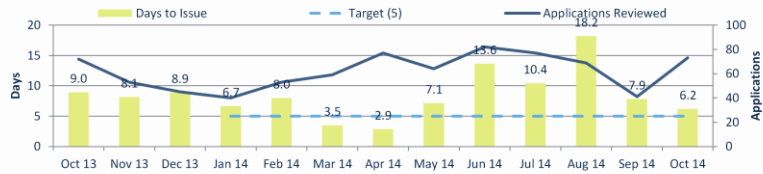
**Key measure** that best indicates whether City activities are achieving the desired results

**Note:** In May 2014, the VCC staff began more in-depth reviews by reviewing for what previously had been reviewed by architects.

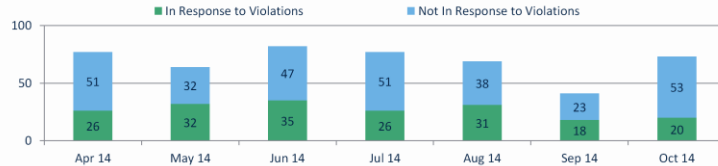
\*2013 actual includes Aug-Dec only.

## Historic Preservation – VCC Average Days to Review Applications Remained Above Target

**Average number of days to review staff approvable applications - VCC**

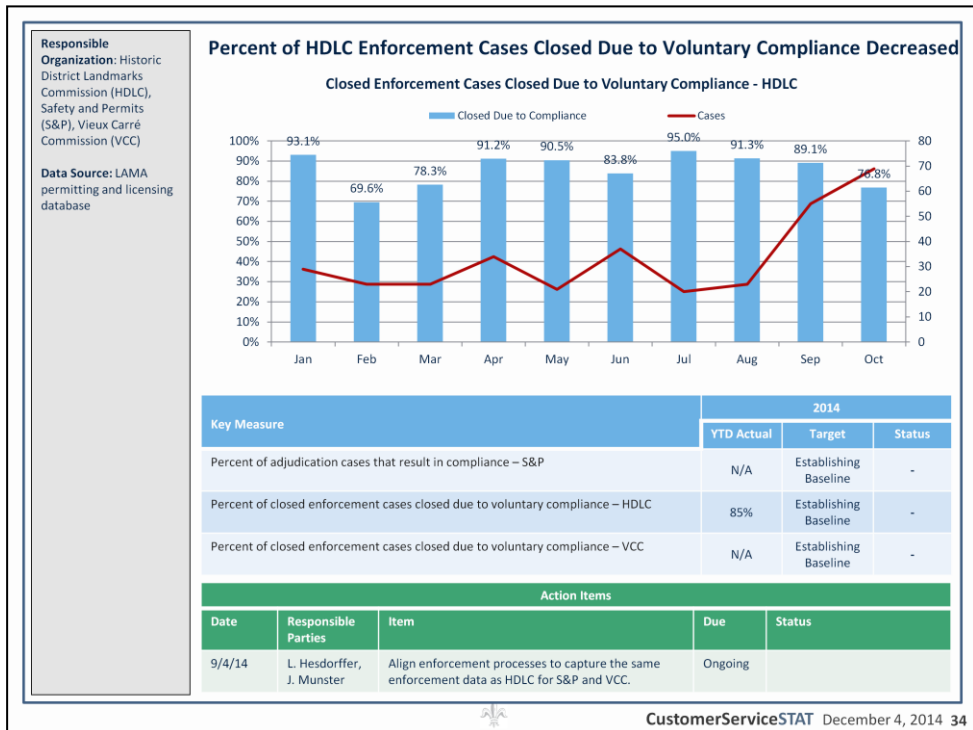


**27% of Applications Approved by Staff in September were in Response to Violations**



Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to review staff approvable applications – VCC	6.93*	-	8.7	≤5	◆

Action Item				
Date	Responsible Parties	Item	Due	Status
10/2/14	L. Hesdorffer	Hire new staffers to review applications	November	1 new staffer will be starting in November. VCC is working with Civil Service to hire another.



HDLC noted that the lower percent of voluntary compliance may be explained by HDLC's quicker processing, which is leaving less time to achieve compliance prior to adjudication.

**Responsible Organization:** City Planning Commission (CPC)

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

**Definitions**

**Board of Zoning Adjustments (BZA):** board that hears and makes final decisions on requests for variances from the requirements of the Comprehensive Zoning Ordinance (CZO) and considers appeals of decisions by the Director of Safety and Permits

**Conditional use:** a land use which is compatible with the permitted land uses in a given zoning district only upon a determination that the external effects of the use can be mitigated. Applications require CPC review and City Council approval.

**Design review:** process to promote orderly development and redevelopment and to assure that it is harmonious with surrounding properties, is consistent with the CZO, and promotes the general welfare of the city

**Minor subdivision:** a subdivision containing 5 or fewer lots fronting on an existing public or private street, and not involving creation or closure of a street, public or private

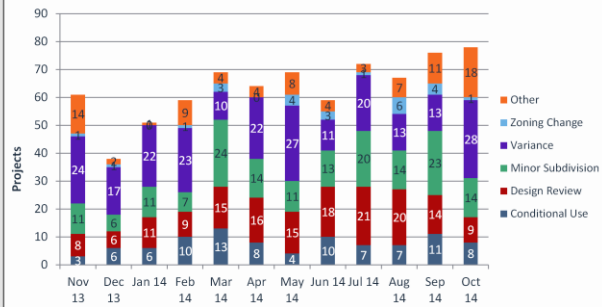
**Variance:** procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

**Zoning change:** zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.

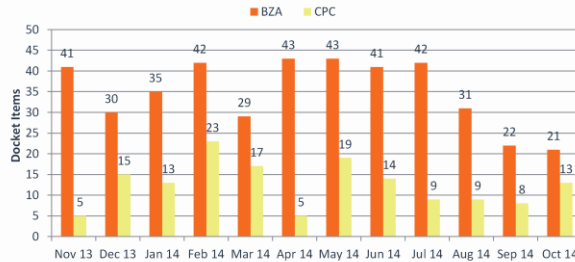
**Other:** appeal of Safety and Permits; conditional use, zoning change; design review, conditional use; design review, minor subdivision; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning – nonconforming use determination

## Land Use Project Filings Remained Stable

Number of land use projects filed



Number of items on BZA and CPC hearing dockets



CustomerServiceSTAT December 4, 2014 35

**Responsible Organization:** City Planning Commission (CPC)

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

**Definitions**

**Board of Zoning Adjustments (BZA):** board that hears and makes final decisions on requests for variances from the requirements of the Comprehensive Zoning Ordinance (CZO) and considers appeals of decisions by the Director of Safety and Permits

**Subdivision:** request that involves combining multiple lots into a single new lot or dividing an existing lot into multiple new lots

**Variance:** procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists

**Zoning change:** zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.

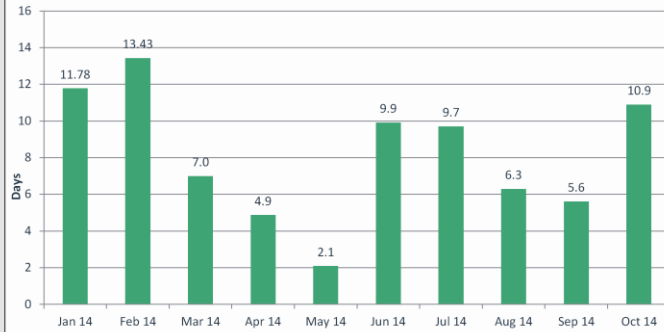
**Legend**



**Key Measure** Key measure that best indicates whether City activities are achieving the desired results

**Land Use – Average Time to Docket BZA Variance Applications Increased**

**Key Measure** Average number of days to docket a BZA variance application for public



Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to docket a BZA variance application for public hearing	8.24	Establishing Baseline	-
Average number of days to docket a completed subdivision application	N/A*	≤13	N/A
Average number of days to schedule a completed zoning docket application for a public hearing before the CPC	N/A*	≤6	N/A

\*The CPC is working to improve data quality for this measure by working with staff to reduce data entry errors.



CustomerServiceSTAT December 4, 2014 36

# 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?

