CITY OF NEW ORLEANS

CustomerServiceSTAT

November 6, 2014
(Reporting Period: September 2014)

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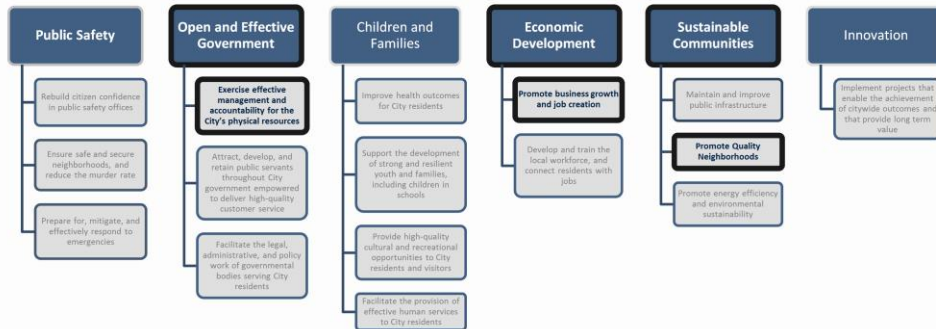
Values
Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

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

Result Area Goals and Objectives

Public Safety	Open and Effective Government	Children and Families	Economic Development	Sustainable Communities	Innovation
Rebuild citizen confidence in public safety offices	Exercise effective management and accountability for the City's physical resources	Improve health outcomes for City residents	Promote business growth and job creation	Maintain and improve public infrastructure	Implement projects that enable the achievement of citywide outcomes and that provide long term value
Ensure safe and secure neighborhoods, and reduce the murder rate	Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service	Support the development of strong and resilient youth and families, including children in schools	Develop and train the local workforce, and connect residents with jobs	Promote Quality Neighborhoods	
Prepare for, mitigate, and effectively respond to emergencies	Facilitate the legal, administrative, and policy work of governmental bodies serving City residents	Provide high-quality cultural and recreational opportunities to City residents and visitors		Promote energy efficiency and environmental sustainability	
		Facilitate the provision of effective human services to City residents			

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
Exercise effective management and accountability for the City's physical resources 1. Effectively steward the City's financial resources 2. Manage the City's information and analyze the City's performance data 3. Manage vendor relationships and provide oversight of City contracts 4. Responsibly support the City's capital assets	• Bond ratings
Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service 1. Cultivate a high-quality City workforce 2. Provide fair and reasonable benefits to City employees and retirees	• Rate of employee turnover • Percent of employees engaged and satisfied
Facilitate the legal, administrative, and policy work of governmental bodies serving City residents 1. Govern the City with integrity and accountability 2. Defend the City's legal interests 3. Promote civic engagement 4. Facilitate, link, and leverage resources with external organizations	• Percent of citizens satisfied with overall government services

NOLA 311 Calls and Service Requests Increased

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
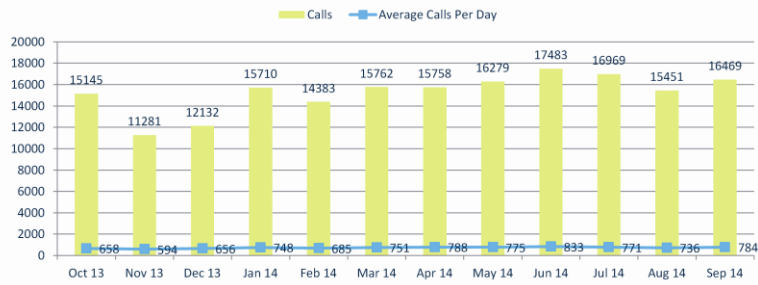*Information request:* a 311 call to request information
Referral: a 311 call resulting in a transfer to a City department
Service request: a 311 call to request that the City perform a service. Includes only those requests opened by 311 personnel.
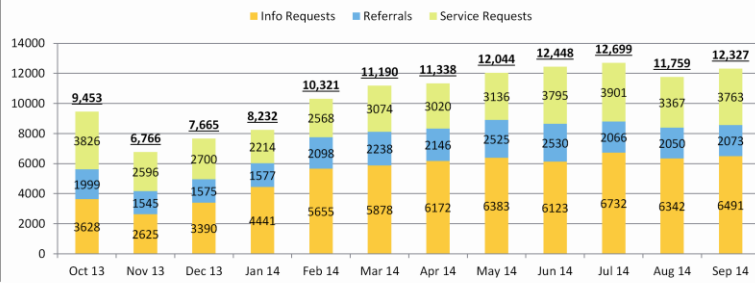
Note: The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

Number of 311 calls

Legend: Calls, Average Calls Per Day

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
Calls	15145	11281	12132	15710	14383	15762	15758	16279	17483	16969	15451	16469
Average Calls Per Day	658	594	656	748	685	751	788	775	833	771	736	784

Number of 311 requests

Legend: Info Requests, Referrals, Service Requests

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
Total	9,453	6,766	7,665	8,232	10,321	11,190	11,338	12,044	12,448	12,699	11,759	12,327
Service Requests	3826	2596	2700	2214	2568	3074	3020	3136	3795	3901	3367	3763
Referrals	1999	1545	1575	1577	2098	2238	2146	2525	2530	2066	2050	2073
Info Requests	3628	2625	3390	4441	5655	5878	6172	6383	6123	6732	6342	6491

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

Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions
311: telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
Call abandonment: call where the caller hangs up before the call is answered
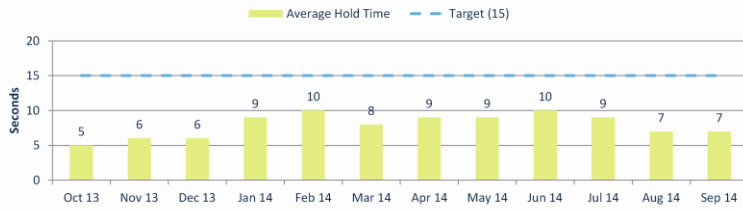
Average hold time

Average Hold Time — Target (15)

🔑 Rate of 311 call abandonment

Abandonment Rate — Target (10%)

Legend
- 🟢 On Target
- 🔺 Within 10% of Target
- 🔴 Off Target

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

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%	🟢	4.98%	≤10%	🟢

Responsible Organization: Information Technology and Innovation (ITI)

Data Source: 311

Definitions
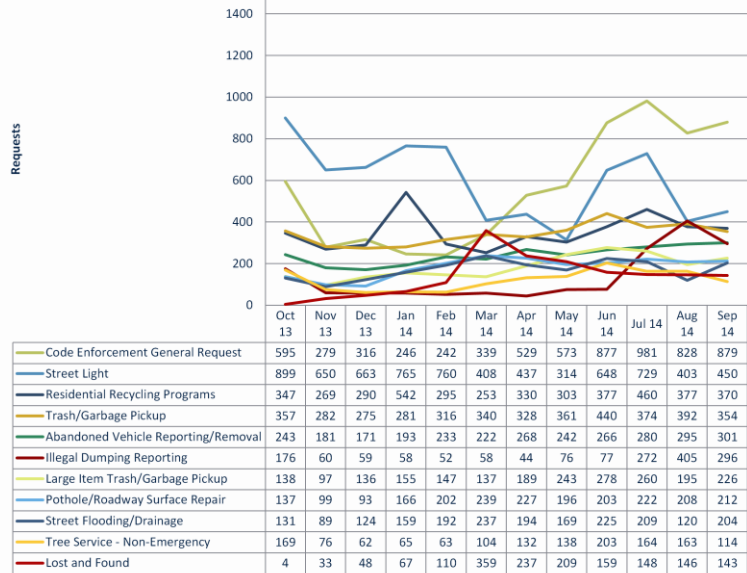*311:* telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
First call resolution: information requests and undocumented calls that are resolved directly by the 311 call center. Excludes service requests and department 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 and First Call Resolution Rate Were Not on Target

Average call length

Average Call Length — Target (160)

Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
164	143	138	142	155	152	150	155	170	161	165	168

Rate of 311 first call resolution

First Call Resolution — Target (70%)

Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
57%	64%	67%	71%	65%	63%	61%	59%	57%	60%	61%	61%

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

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311 noted that 70% is perhaps too ambitious of a first call resolution target, but will continue to watch the measure closely before making that determination.

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

NOLA 311 Agent Scores Remain Relatively High
Average agent scores
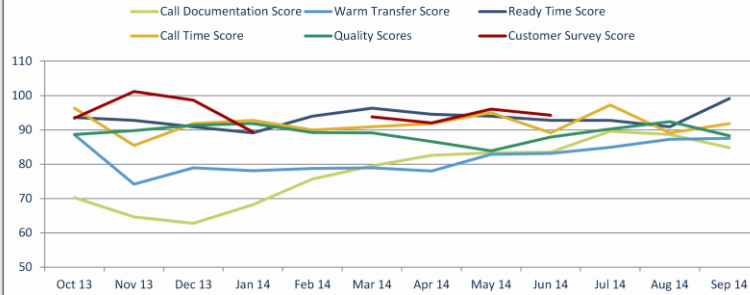
Average 2014 agent scores by agent
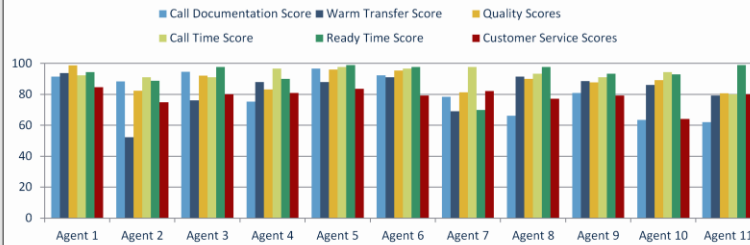
Responsible Organization:
Information Technology and Innovation (ITI)

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.

Incoming NOLA 311 Illegal Dumping Service Request Decreased by 27%, while most other requests remained stable.

Number of service requests

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
Code Enforcement General Request	595	279	316	246	242	339	529	573	877	981	828	879
Street Light	899	650	663	765	760	408	437	314	648	729	403	450
Residential Recycling Programs	347	269	290	542	295	253	330	303	377	460	377	370
Trash/Garbage Pickup	357	282	275	281	316	340	328	361	440	374	392	354
Abandoned Vehicle Reporting/Removal	243	181	171	193	233	222	268	242	266	280	295	301
Illegal Dumping Reporting	176	60	59	58	52	58	44	76	77	272	405	296
Large Item Trash/Garbage Pickup	138	97	136	155	147	137	189	243	278	260	195	226
Pothole/Roadway Surface Repair	137	99	93	166	202	239	227	196	203	222	208	212
Street Flooding/Drainage	131	89	124	159	192	237	194	169	225	209	120	204
Tree Service - Non-Emergency	169	76	62	65	63	104	132	138	203	164	163	114
Lost and Found	4	33	48	67	110	359	237	209	159	148	146	143

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

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

	Information Requests	No.	Prior Month (Aug) Rank
1	Sanitation Service Fees	1,148	1
2	Sanitation – General	193	-
3	Municipal Police	96	3
4	City Council	75	5
5	Safety and Permits	63	4

	Department Referrals	No.	Prior Month (Aug) Rank
1	Finance – Treasury	413	1
2	Finance – Revenue	244	-
3	NORDC	229	3
4	Safety and Permits	178	4
5	Public Works	170	-

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
Promote business growth and job creation	• Population growth
1. Foster a business-friendly regulatory environment, including streamlining the permitting process	• Job growth
	• Proportion of total jobs that are high wage jobs
2. Promote an environment of equal opportunity for a diverse supplier pool	• Percent of jobs in the cultural industry
	• Number of tourists
3. Aggressively seek to attract new business and retain existing businesses	• Amount of sales taxes generated
4. Provide support for world-class special events	
Develop and train the local workforce, and connect residents with jobs	• Unemployment rate
	• Gross Metro Product (GMP) per job
1. Provide access to work opportunities to youth and other vulnerable populations	• Percent of population holding a bachelor's degree or higher
	• Percent of households in national income quintiles
2. Promote workforce development and skills training to meet employers' needs	• Amount of median household income by race and ethnicity
3. Link employers to the local workforce	

One Stop Shop – Safety and Permits
All Wait Times Remained Stable
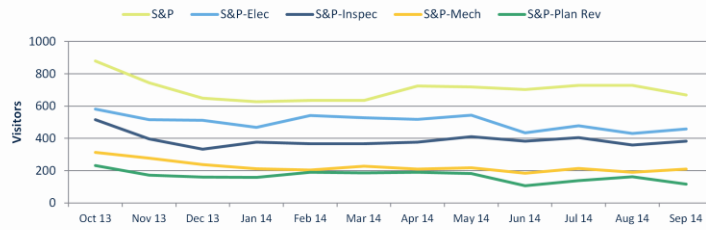
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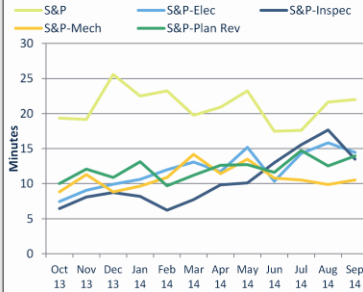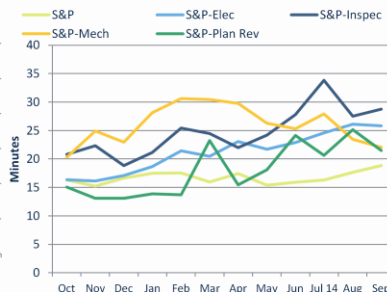
Responsible Organization: Safety and Permits (S&P)

Data Source: Lobby Central

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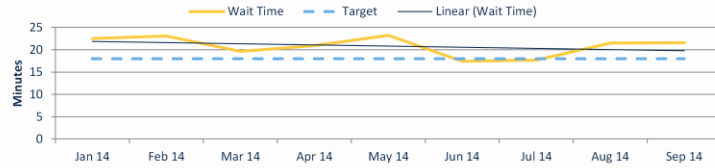*Wait time:* time from customer check-in to being assisted an employee

One Stop Shop – Safety and Permits
Building Permit Wait Times Were Off Target for the Second Month in a Row

Average wait time to apply for any license or permit
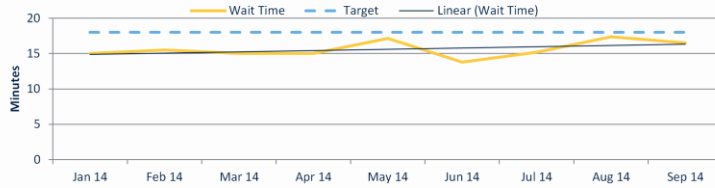
Wait Time — Target — Linear (Wait Time)

Average wait time to apply for a new building permit

Wait Time — Target — Linear (Wait Time)

Key Measures	2014		
	YTD Actual	Target	Status
Average wait time (in minutes) to apply for any license or permit*	15.6	≤18	🟢
Average wait time (in minutes) to apply for a new building permit	20.8	≤18	🔴

*Excludes special event permits.
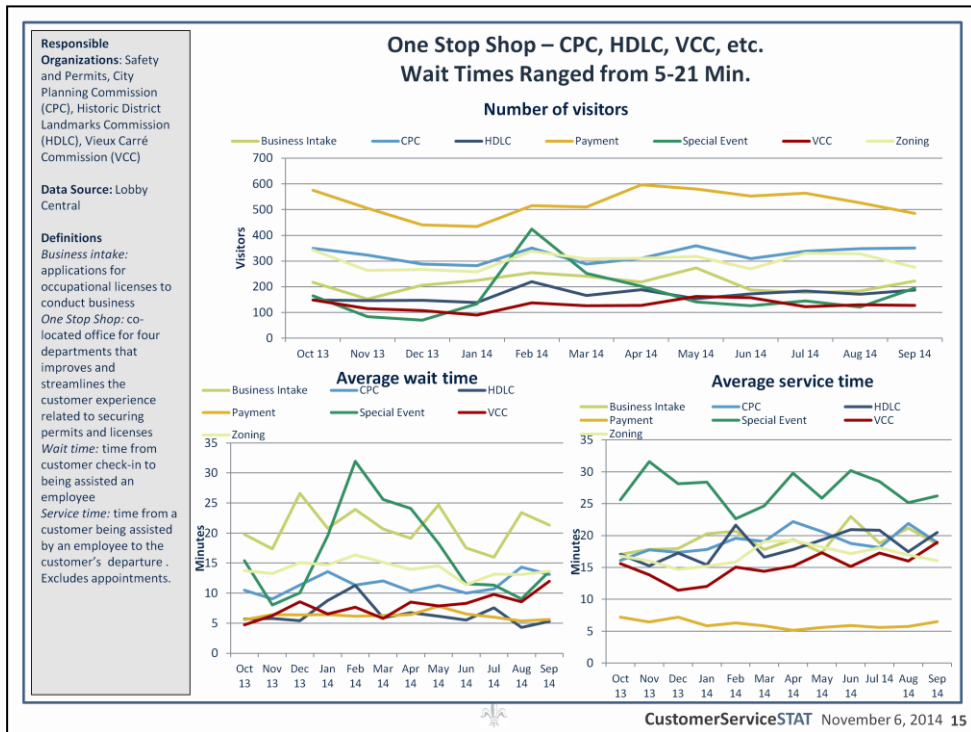
A new cashier was hired in October, so the One Stop Shop expects the wait and service times for payments to go down in future months. However, they anticipate special event times to go up in October, due to a substantial number of special event applications during the month.

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

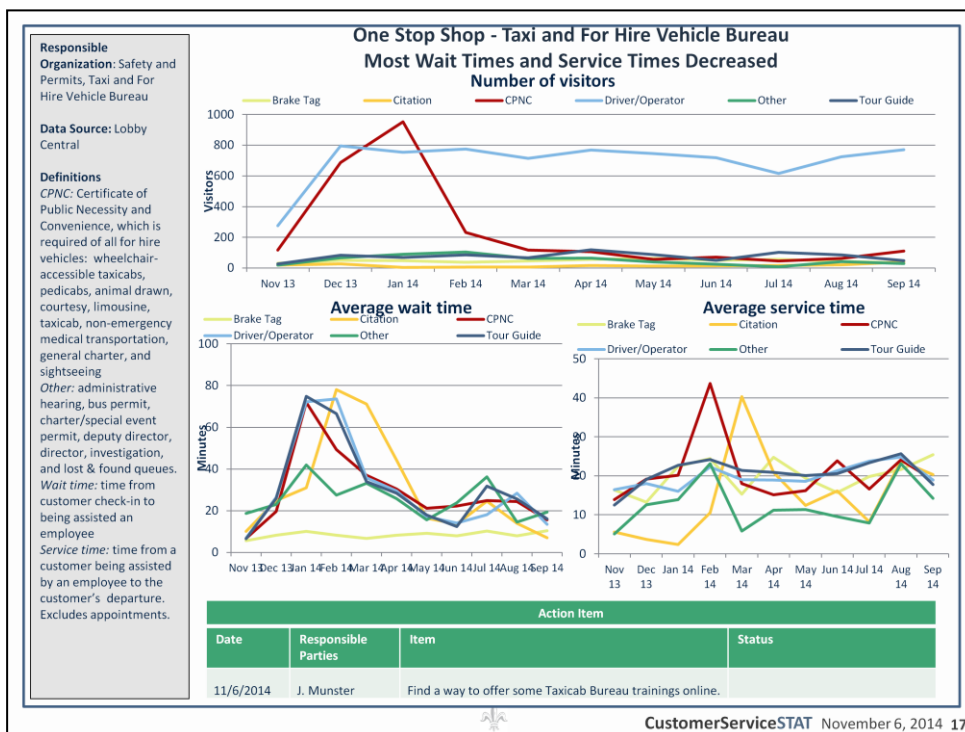### Average wait time to apply for a new occcupational license

Average wait time make a payment
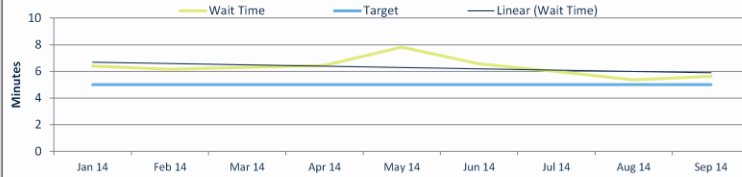
Key Measures	2014		
	YTD Actual	Target	Status
Average wait time (in minutes) to apply for a new occupational license	21.1	≤18	◆
Average wait time (in minutes) to make a payment	6.32	≤5	◆

One Stop Shop - Taxi and For Hire Vehicle Bureau
Most Wait Times and Service Times Decreased

The Taxicab Bureau noted that due to recent software changes, FBI background checks for drivers, which previously took approximately 2 weeks, have now lengthened to around 3 months. The Taxicab Bureau also noted that they are exploring the idea of offering certain trainings online to diminish the in-person demand.

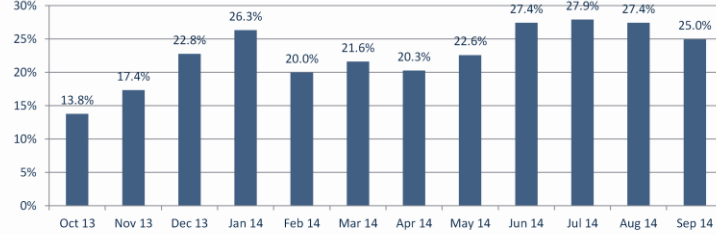Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Note: Aug-14 permit applications received online, previously reported as 23.6%, was adjusted in October 2014.
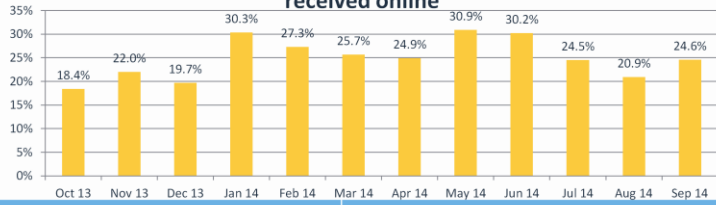
Legend
- On Target
- Within 10% of Target
- Off Target

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

Percent of Permit and Business License Applications Received Online Decreased and Increased, Respectively

Percent of permit applications received online

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
	13.8%	17.4%	22.8%	26.3%	20.0%	21.6%	20.3%	22.6%	27.4%	27.9%	27.4%	25.0%

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

Percent of business license applications received online

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
	18.4%	22.0%	19.7%	30.3%	27.3%	25.7%	24.9%	30.9%	30.2%		24.5%	20.9%	24.6%

Key Measures	2014		
	YTD Actual	Target	Status
Percent of permit and license applications received online	23.6%	≥20%	🟢

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Total Commercial Permits Issued Increased by 9%

Number of commercial permits issued
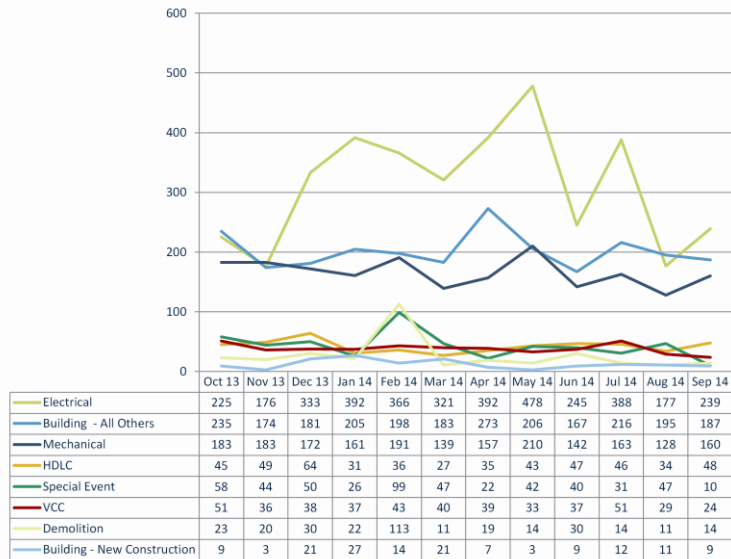
	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
Electrical	225	176	333	392	366	321	392	478	245	388	177	239
Building - All Others	235	174	181	205	198	183	273	206	167	216	195	187
Mechanical	183	183	172	161	191	139	157	210	142	163	128	160
HDLC	45	49	64	31	36	27	35	43	47	46	34	48
Special Event	58	44	50	26	99	47	22	42	40	31	47	10
VCC	51	36	38	37	43	40	39	33	37	51	29	24
Demolition	23	20	30	22	113	11	19	14	30	14	11	14
Building - New Construction	9	3	21	27	14	21	7	3	9	12	11	9

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 Decreased by 11%
Number of residential permits issued

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
Building - All Others	869	676	1006	891	555	502	664	667	634	787	653	548
Mechanical	535	510	551	416	442	539	400	386	364	403	411	408
Electrical	509	374	449	483	399	452	438	423	286	683	425	464
HDLC	64	62	68	51	71	54	76	101	77	90	89	73
Demolition	45	15	22	24	31	13	50	62	72	41	60	19
VCC	39	17	23	13	22	34	48	43	67	37	48	27
Building - New Construction	74	50	50	44	75	68	45	47	60	78	69	43
Special Event	8	0	0	0	5	2	0	0	1	0	1	0

Responsible Organization: Safety and Permits (S&P)

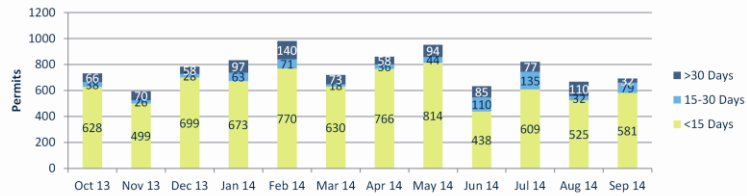**Data Source:** LAMA permitting and licensing database

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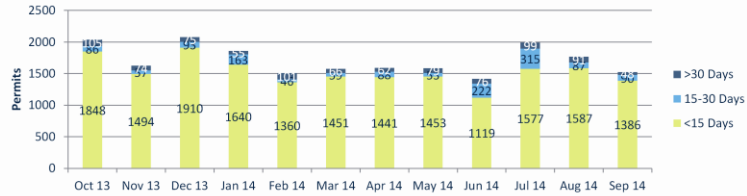
Note: These measures include not only S&P review time, but also Historic District Landmarks Commission sub-permit review time and time spent by applicants in completing architectural revisions and supplying additional required documentation.

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 Number of Days to Issue Permits Continued to Meet Targets

🔑 **Average number of days to issue residential permits**

Legend: ■ Days to Issue   - - Target   ■ - ICMA Benchmark Avg. (17.9)

Data points (Days): Oct 13: 8.3, Nov 13: 8.2, Dec 13: 6.6, Jan 14: 5.8, Feb 14: 11.3, Mar 14: 6.3, Apr 14: 5.4, May 14: 5.7, Jun 14: 8.8, Jul 14: 9.2, Aug 14: 8.6, Sep 14: 7.9

🔑 **Average number of days to issue commercial permits**

Legend: ■ Days to Issue   - - Target   ■ - ICMA Benchmark Avg. (37.2)

Data points (Days): Oct 13: 10.8, Nov 13: 20.1, Dec 13: 8.0, Jan 14: 13.8, Feb 14: 14.8, Mar 14: 10.9, Apr 14: 8.6, May 14: 10.6, Jun 14: 16.5, Jul 14: 12.8, Aug 14: 23.9, Sep 14: 13.7

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days from commercial permit application to issuance	11.9	●	13.7	15	●
Average number of days from residential permit application to issuance	7.25	●	7.66	8	●

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 – 84% of Commercial and 91% of Residential Permits Issued in less than 15 Days in September

Distribution of days to issue commercial permits

Permits (y-axis: 0 to 1200)

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
<15 Days	628	499	699	673	770	630	766	814	438	609	525	581
15-30 Days	56	28	58	97	140	73	58	94	110	77	110	57
>30 Days	58	70	28	63	71	78	56	74	85	135	32	79

Legend: ■ >30 Days   ■ 15-30 Days   ■ <15 Days

Distribution of days to issue residential permits

Permits (y-axis: 0 to 2500)

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
<15 Days	1848	1494	1910	1640	1360	1451	1441	1453	1119	1577	1587	1386
15-30 Days	105	76	95	125	101	195	157	79	76	99	93	95
>30 Days	86	57		163	48	99	88	93	222	315	67	

Legend: ■ >30 Days   ■ 15-30 Days   ■ <15 Days

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	

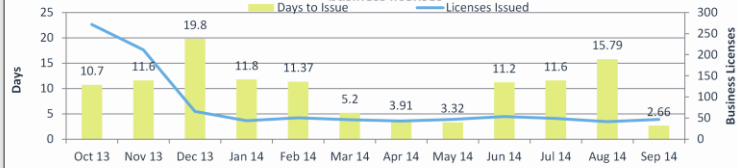The Percent of Building Permits Issued within One Day Decreased

The Bureau of Revenue noted that the service and wait time volatility is due to the implementation of new software, for which trainings are necessary for the employees.

Licenses and Certifications – Average Days to Issue Business Licenses Decreased

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

Data Source: LAMA permitting and licensing database

Average number of days to issue business licenses

Legend: Days to Issue — Licenses Issued

Month	Days to Issue
Oct 13	10.7
Nov 13	11.6
Dec 13	19.8
Jan 14	11.8
Feb 14	11.37
Mar 14	5.2
Apr 14	3.91
May 14	3.32
Jun 14	11.2
Jul 14	11.6
Aug 14	15.79
Sep 14	2.66

NOTE: Excludes alcohol beverage outlet licenses (ABOs)

Percent of mechanical licenses issued same day

Legend: Issued Same Day — (100.0%)
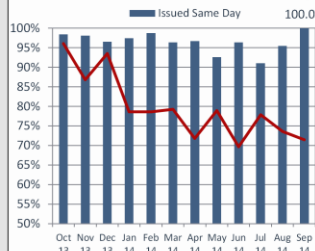
Percent of electrical licenses issued same day

Legend: Issued Same Day — Licenses Issued (97.9%)
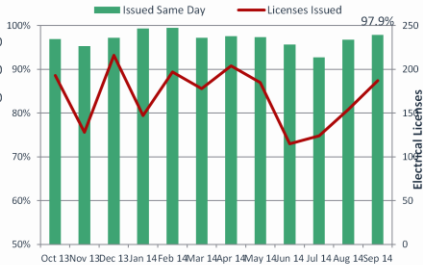
Action Item				
Date	**Responsible Parties**	**Item**	**Due**	**Status**
11/6/14	V. Spencer; J. Munster; R. Houtman	Review the methodology and data on days to inspect and issue business licenses to determine if there is a disconnect.	12/4/2014	

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
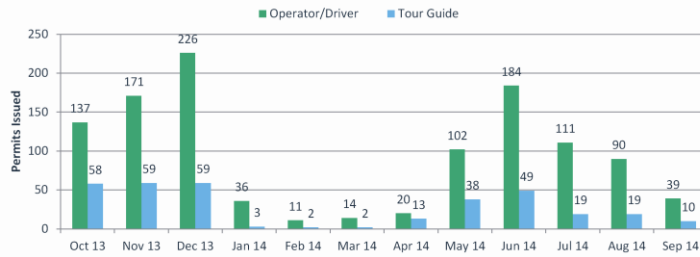
Average number of days to issue new operator/driver and tour guide permits
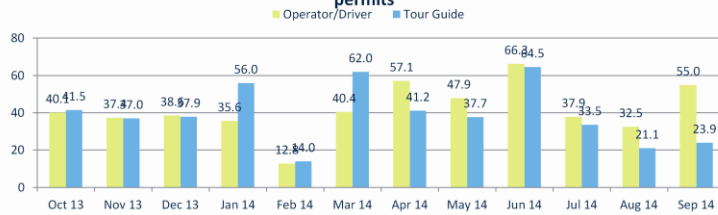
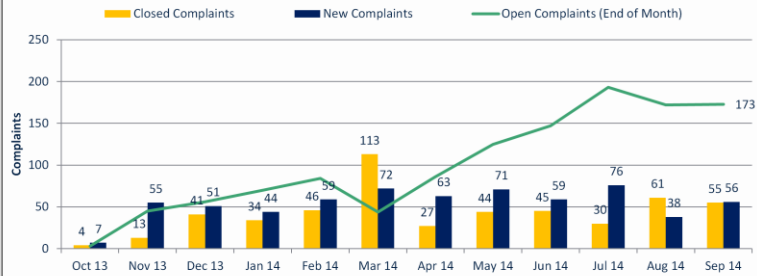**Responsible Organization**: Taxi and For Hire Vehicle Bureau

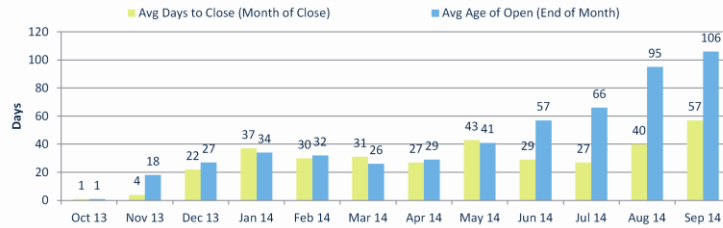**Data Source:** 311

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 Remained Stable. The Average Age of Both Open and Closed Requests Increased

Number of complaints against operators/drivers

Closed Complaints   New Complaints   Open Complaints (End of Month)

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
Closed	4	13	41	34	46	113	27	44	45	30	61	55
New	7	55	51	44	59	72	63	71	59	76	38	56

Open Complaints (End of Month) Sep 14: 173

Average number of days to close complaints against operators/drivers

Avg Days to Close (Month of Close)   Avg Age of Open (End of Month)

	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14
Avg Days to Close	1	4	22	37	30	31	27	43	29	27	40	57
Avg Age of Open	1	18	27	34	32	26	29	41	57	66	95	106

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Sustainable Communities

Objectives and Strategies	Outcome Measures
Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.	
Maintain and improve public infrastructure	• Percent of citizens satisfied with condition of streets
1. Maintain and improve road surface infrastructure	• Mean travel time to work
2. Consistently implement Complete Streets philosophy in streets investments	• Percentage of workers commuting to work by means other than driving alone
3. Effectively administer the City's capital improvements program	• Percent of citizens satisfied with drainage/flood control
4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	• Percent of citizens satisfied with public transportation
	• Percent of citizens satisfied with traffic congestion
Promote Quality Neighborhoods	• Percent of citizens satisfied with control of abandoned houses
1. Reduce blighted properties by 10,000 by the end of 2014	• Percent of citizens satisfied with parks and recreation
2. Provide effective sanitation services to residents and businesses	• Percent of citizens satisfied with control of trash and litter / trash pickup
3. Protect and preserve parks and other green spaces	• Percent of citizens satisfied with life in New Orleans
4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties	• ParkScore (based on acreage, service and investment, and access)
	• **Percent of citizens satisfied with zoning**
Promote energy efficiency and environmental sustainability	• Percent of days with healthy air quality
1. Restore the City's marshes and coastline	• Number of health based drinking water violations
2. Promote green energy and other sustainability measures	• Number of certified green buildings
3. Remediate brownfields, lead, and other environmental hazards	• Number of land acres in Orleans Parish

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***

Legend: ■ Days to Complete — Target (7) — ICMA Benchmark Avg. (1.1) — Inspections

	Days to Complete
Oct 13	9.3
Nov 13	7.6
Dec 13	7.0
Jan 14	6.9
Feb 14	7.0
Mar 14	11.2
Apr 14	7.0
May 14	7.1
Jun 14	4.8
Jul 14	6.0
Aug 14	3.3
Sep 14	11.5

*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	🔴	7.29	≤7	🔺

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

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

Legend
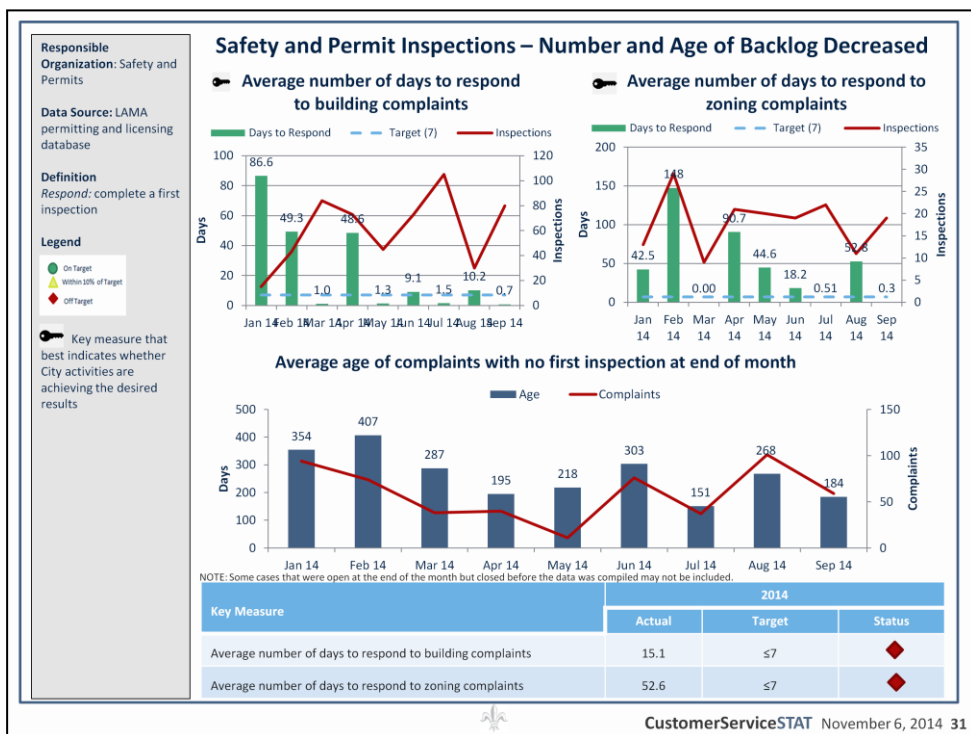- On Target
- Within 10% of Target
- Off Target

Percent of building inspection requests completed the same day
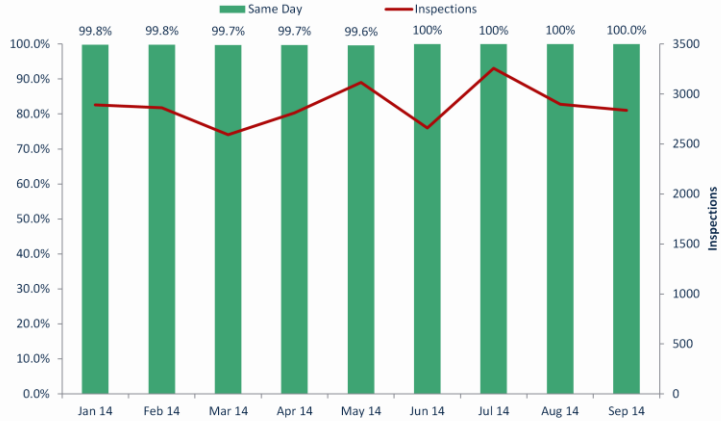
Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to respond to building inspection requests	0.00	≤1	🟢

Safety and Permits noted that the volatility in inspection times is due to some inspectors waiting to input a complaint ticket until they have already completed an inspections.

Responsible Organization: Historic District Landmarks Commission (HDLC),

Data Source: LAMA permitting and licensing database

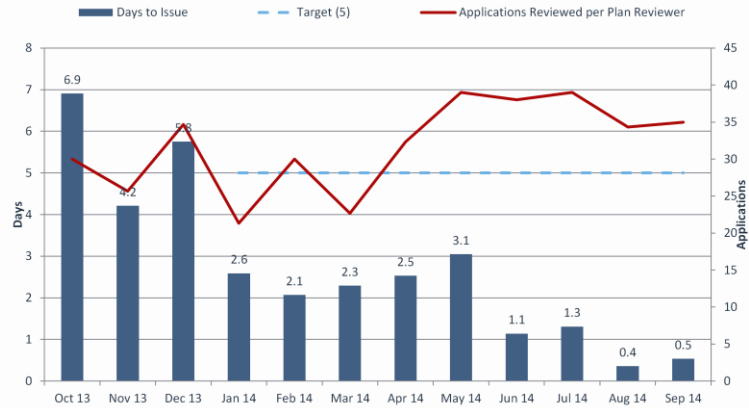**Legend**

🟢 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 Well On Target

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

Legend: ■ Days to Issue   – – Target (5)   — Applications Reviewed per Plan Reviewer

Days to Issue values: Oct 13: 6.9, Nov 13: 4.2, Dec 13: 5.8, Jan 14: 2.6, Feb 14: 2.1, Mar 14: 2.3, Apr 14: 2.5, May 14: 3.1, Jun 14: 1.1, Jul 14: 1.3, Aug 14: 0.4, Sep 14: 0.5

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to review staff approvable applications – HDLC	17.5	-	1.7	≤5	🟢

Responsible Organization: Vieux Carré Commission (VCC)

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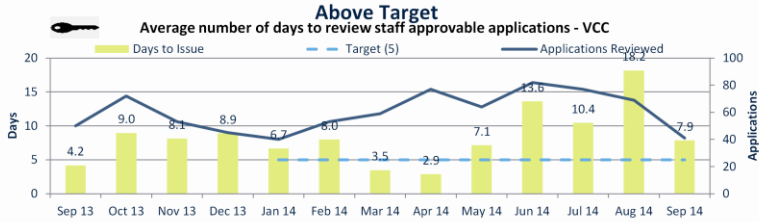
Legend

- 🟢 On Target
- 🟡 Within 10% of Target
- 🔴 Off Target

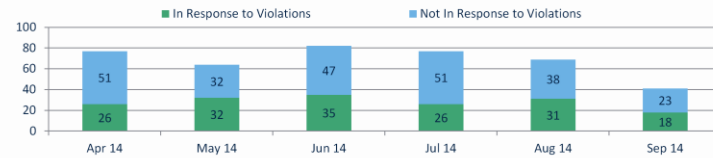🔑 Key measure that best indicates whether City activities are achieving the desired results

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**

Legend: Days to Issue — Target (5) — Applications Reviewed

Month	Days to Issue
Sep 13	4.2
Oct 13	9.0
Nov 13	8.1
Dec 13	8.9
Jan 14	6.7
Feb 14	8.0
Mar 14	3.5
Apr 14	2.9
May 14	7.1
Jun 14	13.6
Jul 14	10.4
Aug 14	18.2
Sep 14	7.9

44% of Applications Approved by Staff in September were in Response to Violations

Legend: ■ In Response to Violations ■ Not In Response to Violations

Month	Not In Response to Violations	In Response to Violations
Apr 14	51	26
May 14	32	32
Jun 14	47	35
Jul 14	51	26
Aug 14	38	31
Sep 14	23	18

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days to review staff approvable applications – VCC	6.93*	-	9.02	≤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.

Percent of HDLC Enforcement Cases Closed Due to Voluntary Compliance Remained Stable, while the Number Closed Spiked Upward

Closed Enforcement Cases Closed Due to Voluntary Compliance - HDLC

Responsible Organization: Historic District Landmarks Commission (HDLC), Safety and Permits (S&P), Vieux Carré Commission (VCC)

Data Source: LAMA permitting and licensing database
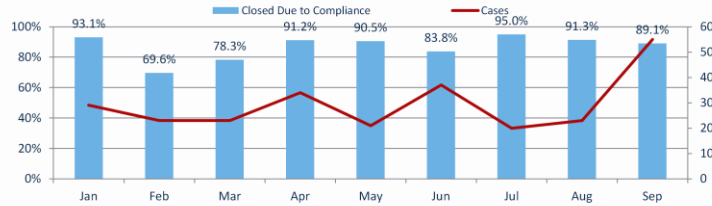
Key Measure	2014		
	YTD Actual	Target	Status
Percent of adjudication cases that result in compliance – S&P	N/A	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – HDLC	86.1%	Establishing Baseline	-
Percent of closed enforcement cases closed due to voluntary compliance – VCC	N/A	Establishing Baseline	-

Action Items				
Date	Responsible Parties	Item	Due	Status
9/4/14	L. Hesdorffer, J. Munster	Align enforcement processes to capture the same enforcement data as HDLC for S&P and VCC.	Ongoing	
3/9/14	J. Cecil, R. Samuel	Determine whether delinquent taxpayers can be legally locked out of the permitting and licensing database until taxes are paid	Closed	Taxpayers cannot be legally locked out of the system.

Land Use Project Filings Increased

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

Number of land use projects filed
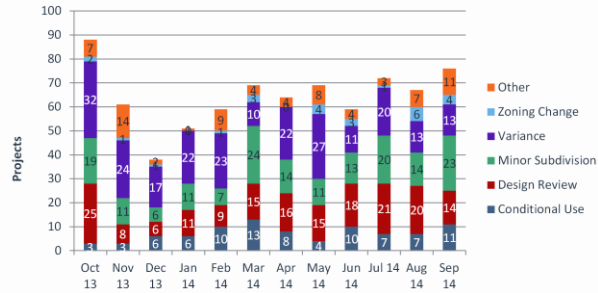
Number of items on BZA and CPC hearing dockets
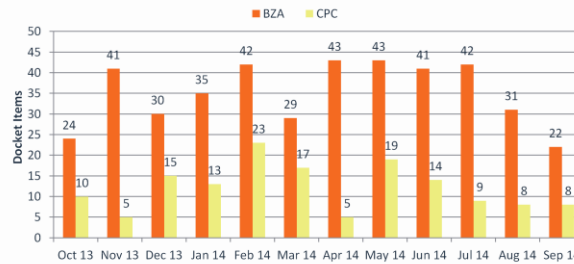
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Responsible Organization: City Planning Commission (CPC)

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.
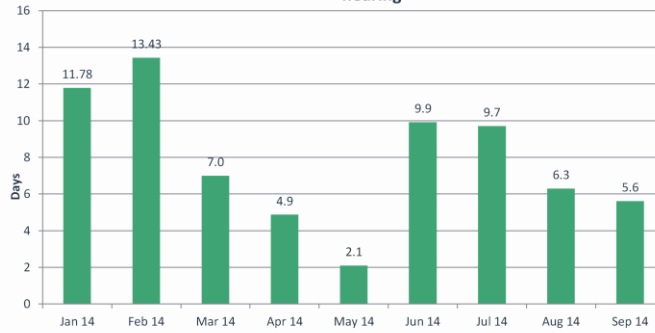
Legend

- 🟢 On Target
- 🔺 Within 10% of Target
- 🔴 Off Target

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

Land Use – Average Time to Docket BZA Variance Applications Decreased

🔑 **Average number of days to docket a BZA variance application for public hearing**

Key Measure	2014		
	YTD Actual	Target	Status
Average number of days to docket a BZA variance application for public hearing	7.92	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.

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?