CITY OF NEW ORLEANS

CustomerServiceSTAT

July 3, 2014
(Reporting Period: May 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.
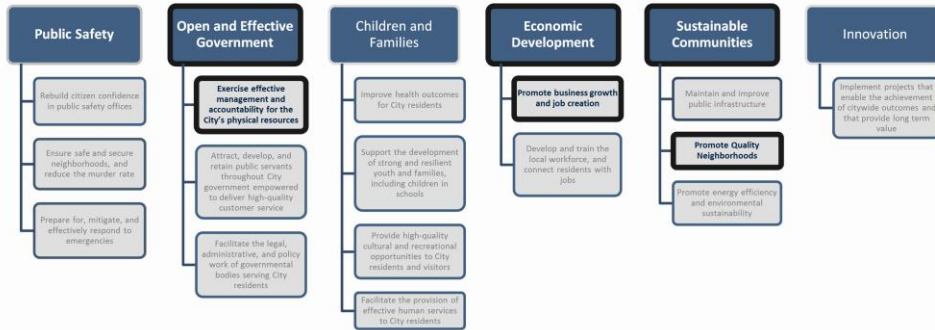
Values
Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

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

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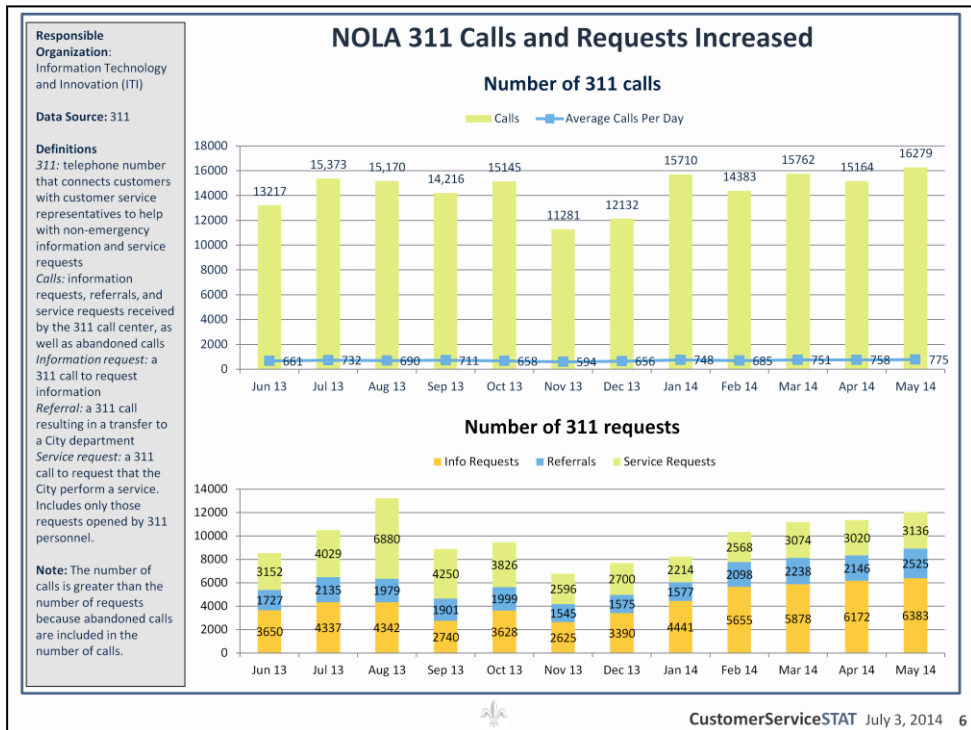
ITI anticipates that 311 calls will increase throughout the summer.

NOLA 311 Average Hold Time and Call Abandonment Rate Continued to Significantly Exceed Targets

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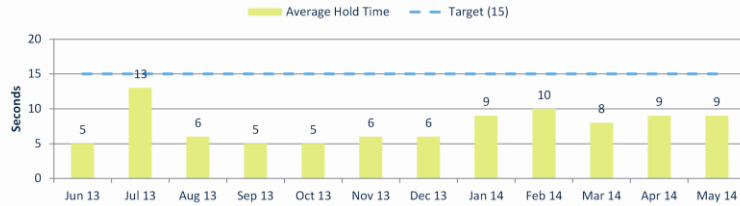*Call abandonment:* call where the caller hangs up before the call is answered

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

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

Average hold time

Legend: Average Hold Time — Target (15)

	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
Average Hold Time (Seconds)	5	13	6	5	5	6	6	9	10	8	9	9

🔑 Rate of 311 call abandonment

Legend: Abandonment Rate — Target (10%)

	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
Abandonment Rate	9%	12%	8%	8%	6%	3%	2%	6%	5%	5%	3%	6%
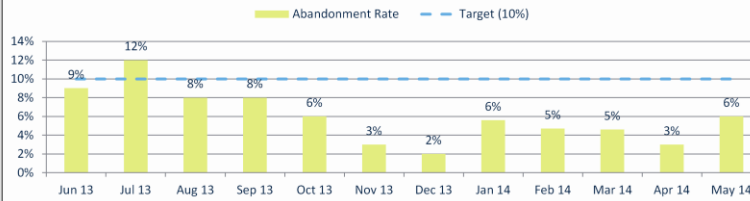
Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 call abandonment	8.51%	🟢	4.80%	≤10%	🟢

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 Continued to Exceed Target, while the First Call Resolution Rate Remained Below Target

Average call length

Average Call Length — Target (160)

Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
161	172	158	166	164	143	138	142	155	152	150	155

🔑 Rate of 311 first call resolution

First Call Resolution — Target (70%)

Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
59%	59%	63%	62%	57%	64%	67%	71%	65%	63%	61%	59%

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Rate of 311 first call resolution	63%	▲	64%	≥70%	▲

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ITI will continue monitoring first call resolution. To increase the rate of first call resolution, ITI provides training for 311 agents to increase their knowledge about specific departmental issues.

NOLA 311 Average Agent Scores Varied 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
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 Top Service Requests – Street Light Requests Decreased by More than 28%

Number of service requests

	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
Code Enforcement General Request	762	926	887	876	595	279	316	246	242	339	529	573
Trash/Garbage Pickup	314	388	386	324	357	282	275	281	316	340	328	361
Street Light	368	416	2842	894	899	650	663	765	760	408	437	314
Residential Recycling Programs	264	375	777	401	347	269	290	542	295	253	330	303
Large Item Trash/Garbage Pickup	136	184	159	133	138	97	136	155	147	137	189	243
Abandoned Vehicle Reporting/Removal	173	257	265	234	243	181	171	193	233	222	268	242
Lost and Found					4	33	48	67	110	359	237	209
Pothole/Roadway Surface Repair	161	200	179	166	137	99	93	166	202	239	227	196
Street Flooding/Drainage	158	209	199	123	131	89	124	159	192	237	194	169
Tree Service - Non-Emergency	86	240	215	203	169	76	62	65	63	104	132	138
Other	730	834	971	896	806	541	596	565	551	605	607	687

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The increase in 311 calls related to Code Enforcement is largely due to lots becoming overgrown during growing season. ITI expects Code Enforcement calls to remain high throughout the summer. To Office of Information Technology and Innovation anticipates that Street Light service requests will continue to decrease as the Department of Public Works continues repairs at an accelerated rate.

NOLA 311 – Many Customers Continued to Request Information on Sanitation Service Fees

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 (Apr) Rank
1	Sanitation Service Fees	1110	1
2	Taxicab Bureau	206	2
3	Assessor	148	4
4	Safety and Permits	60	-
5	City Council	54	-

	Department Referrals	No.	Prior Month (Apr) Rank
1	Parks & Parkways	189	2
1	Safety & Permits	188	1
3	Public Works	123	3
4	Finance-Revenue	73	4
5	Taxicab Bureau	65	-

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The Office of Information Technology and Innovation anticipates that referrals to Parks & Parkways will remain high throughout the summer due to weather-related requests.

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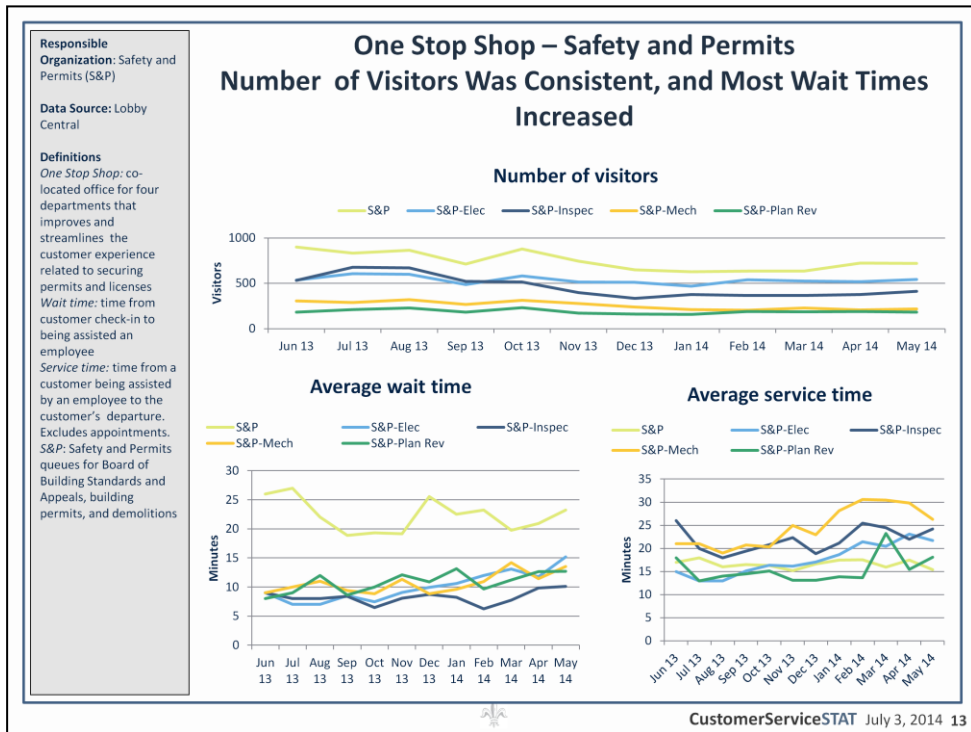
Wait times increased in May due to staff annual, as well as a retirement.

Responsible Organization: Safety and Permits (S&P)
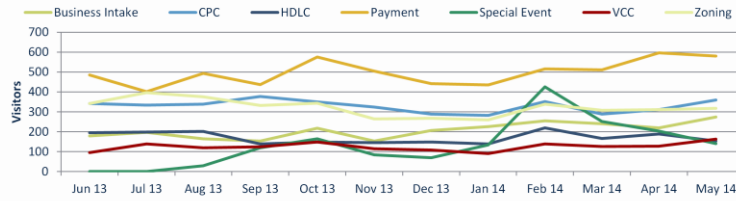
Data Source: Lobby Central

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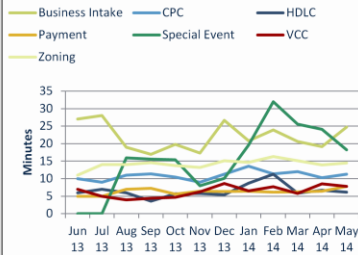*Wait time:* time from customer check-in to being assisted an employee

One Stop Shop – Safety and Permits
Building Permit Wait Times Remained Above Target, but Trended Down

Average wait time to apply for any license or permit

Wait Time — Target — Linear (Wait Time)
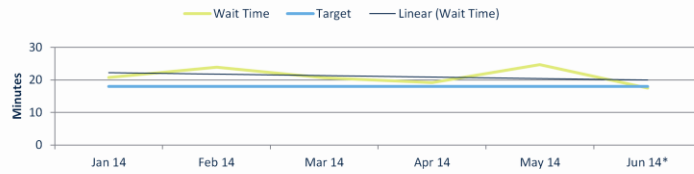
*Jun 14 data is preliminary.

Average wait time to apply for a new building permit

Wait Time — Target — Linear (Wait Time)

*Jun 14 data is preliminary.

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	21.9	≤18	🔴

*Excludes special event permits.

Responsible Organizations: Safety and Permits

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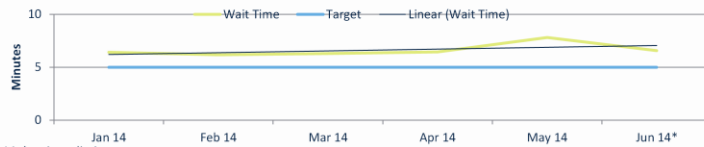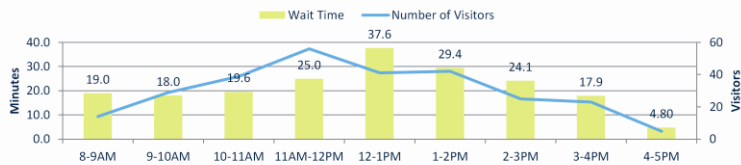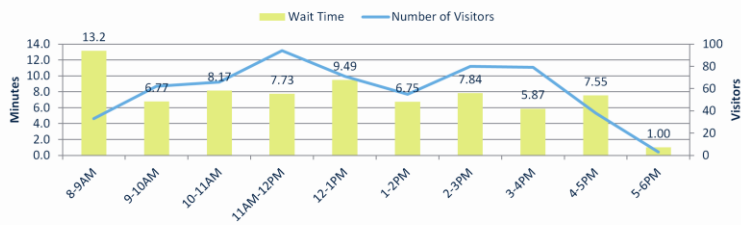*Wait time:* time from customer check-in to being assisted an employee

One Stop Shop – For the Building Permit Queue, the Highest Demand and Longest Waits were from 11AM-2PM

Average wait time to apply for a new building permit by time of arrival in May

Wait Time — Number of Visitors

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The longest wait times overlap with lunch times, when the One Stop Shop generally has the lowest staffing levels, and when many customers choose to visit. The One Stop Shop has tried staggering lunch breaks, and will consider posting information about hours with high wait times on the website to encourage applicants to visit at alternative times.

One Stop Shop – CPC, HDLC, VCC, etc.
Number of Visitors was Consistent

The One Stop Shop will look into the long wait times from 8-9 AM, which appears to be an aberration compared to other hourly wait time patterns.

Percent of Permit and License Applications Received Online Increased, and Continued to Exceed Target

The increase in business license applications received online was likely due in part to applicants involved in the Riverwalk project.

Commercial Electrical and Mechanical Permits Issued Increased Substantially, While "All Other" Building Permits Decreased

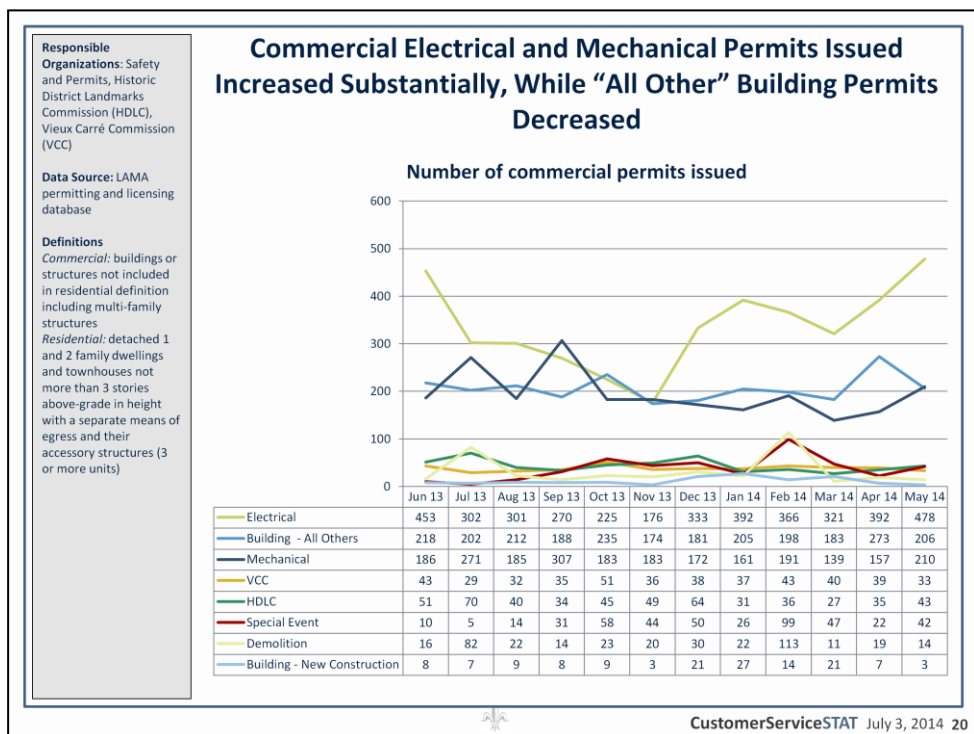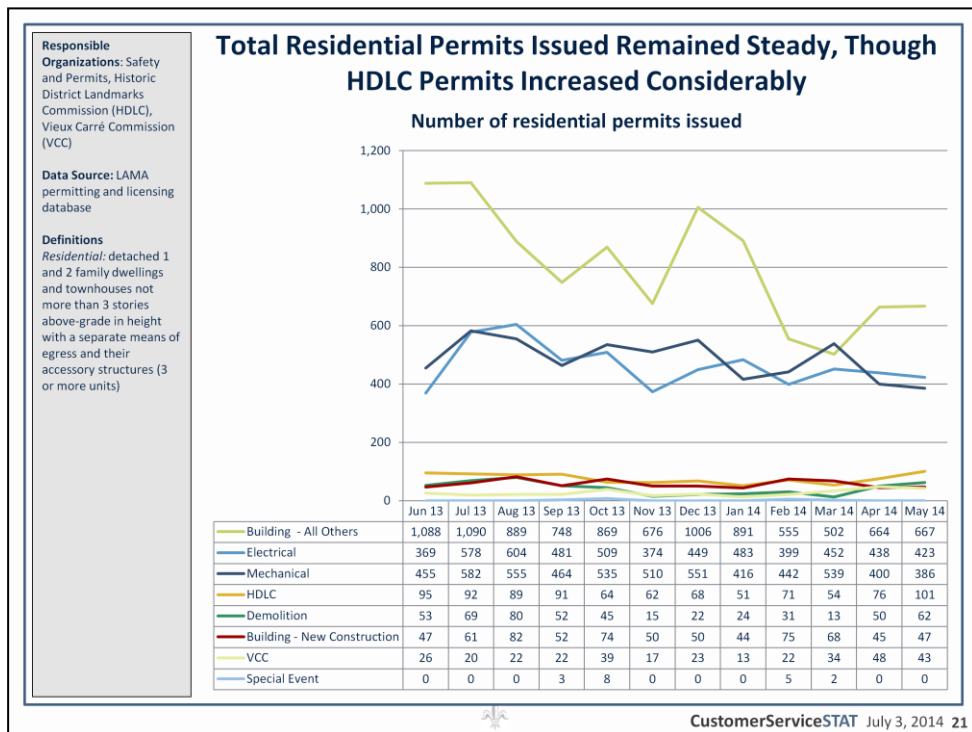Number of commercial permits issued

	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
Electrical	453	302	301	270	225	176	333	392	366	321	392	478
Building - All Others	218	202	212	188	235	174	181	205	198	183	273	206
Mechanical	186	271	185	307	183	183	172	161	191	139	157	210
VCC	43	29	32	35	51	36	38	37	43	40	39	33
HDLC	51	70	40	34	45	49	64	31	36	27	35	43
Special Event	10	5	14	31	58	44	50	26	99	47	22	42
Demolition	16	82	22	14	23	20	30	22	113	11	19	14
Building - New Construction	8	7	9	8	9	3	21	27	14	21	7	3

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)

The variation in the number of permits issued was seasonal.

Total Residential Permits Issued Remained Steady, Though HDLC Permits Increased Considerably

Number of residential permits issued

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)

	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
Building - All Others	1,088	1,090	889	748	869	676	1006	891	555	502	664	667
Electrical	369	578	604	481	509	374	449	483	399	452	438	423
Mechanical	455	582	555	464	535	510	551	416	442	539	400	386
HDLC	95	92	89	91	64	62	68	51	71	54	76	101
Demolition	53	69	80	52	45	15	22	24	31	13	50	62
Building - New Construction	47	61	82	52	74	50	50	44	75	68	45	47
VCC	26	20	22	22	39	17	23	13	22	34	48	43
Special Event	0	0	0	3	8	0	0	0	5	2	0	0

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The changes from the previous month were attributed to seasonal variation, while a longer term decrease is due to the fact that fewer flooded properties have yet to be renovated.

Permitting - Average Number of Days to Issue Permits Remained Well Below Targets

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 2012 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 <$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas City, MO; Oklahoma City, OK; Phoenix, AZ; Portland, OR; San Antonio, TX; and Miami-Dade, FL.

Legend
- ● On Target
- ⚠ Within 10% of Target
- ◆ Off Target

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

☞ Average number of days to issue commercial permits

Legend: ▬ Days to Issue — — Target — — ICMA Benchmark Avg. (54)

Month	Days to Issue
Jun 13	9.7
Jul 13	12.7
Aug 13	14.7
Sep 13	11.9
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

☞ Average number of days to issue residential permits

Legend: ▬ Days to Issue — — Target — — ICMA Benchmark Avg. (21)

Month	Days to Issue
Jun 13	6.33
Jul 13	7.40
Aug 13	9.00
Sep 13	7.90
Oct 13	8.30
Nov 13	8.16
Dec 13	6.64
Jan 14	5.83
Feb 14	11.28
Mar 14	6.30
Apr 14	5.42
May 14	5.71

Key Measure	2013		2014		
	Actual	Target Met?	YTD Actual	Target	Status
Average number of days from commercial permit application to issuance	11.9	●	11.8	15	●
Average number of days from residential permit application to issuance	7.25	●	6.83	8	●
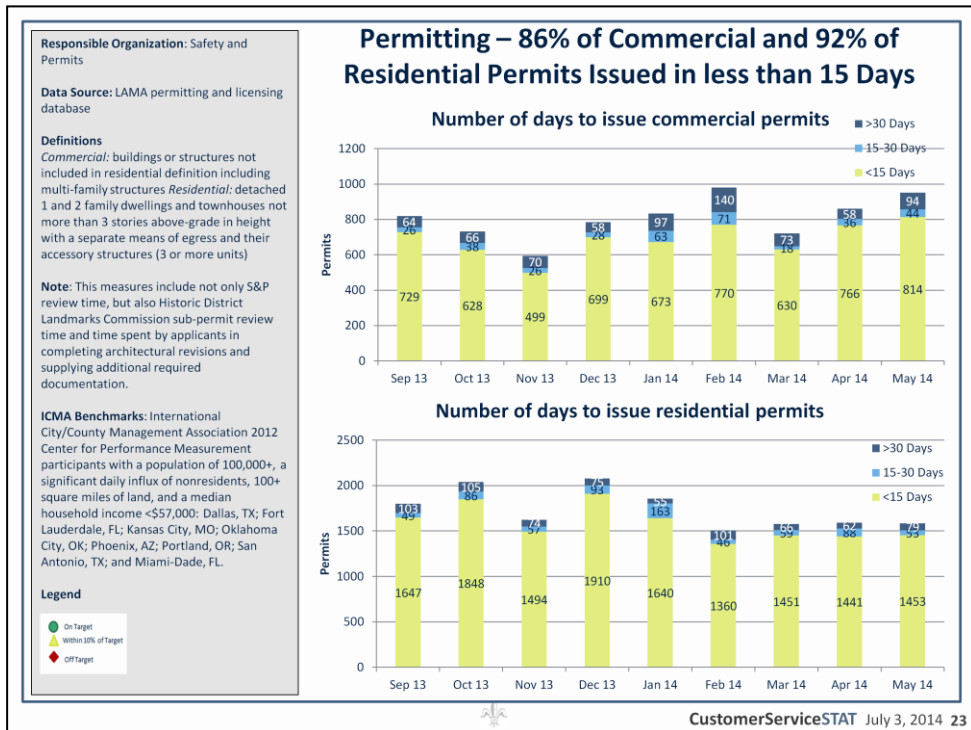
Permits that take over 30 days to issue are usually delayed due to issues beyond the control of Safety & Permits.

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

ICMA Benchmarks: International City/County Management Association 2012 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 <$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas City, MO; Oklahoma City, OK; Phoenix, AZ; Portland, OR; San Antonio, TX; and Miami-Dade, FL.

Legend

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

Building Permits Issued within One Day Decreased

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

Legend: Applied In Person | Applied Online | ICMA Benchmark Avg. (47%)

Month	Applied In Person	Applied Online
Jun 13	76%	6%
Jul 13	76%	17%
Aug 13	72%	29%
Sep 13	73%	3%
Oct 13	71%	4%
Nov 13	80%	6%
Dec 13	64%	9%
Jan 14	65%	25%
Feb 14	60%	16%
Mar 14	66%	22%
Apr 14	79%	34%
May 14	76%	21%

Percent Issued

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	

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The decrease in permits issued within one day is largely a function of a decrease in applications for certain types of permits with fast turnaround times.

Licenses and Certifications – Average Days to Issue Business Licenses Continued to Decrease

The decrease in the number of days to issue business licenses was partially due to certain applications associated with the Riverwalk project that did not require inspections.

Taxi and For Hire Vehicle Bureau – Most Wait Times Decreased Substantially
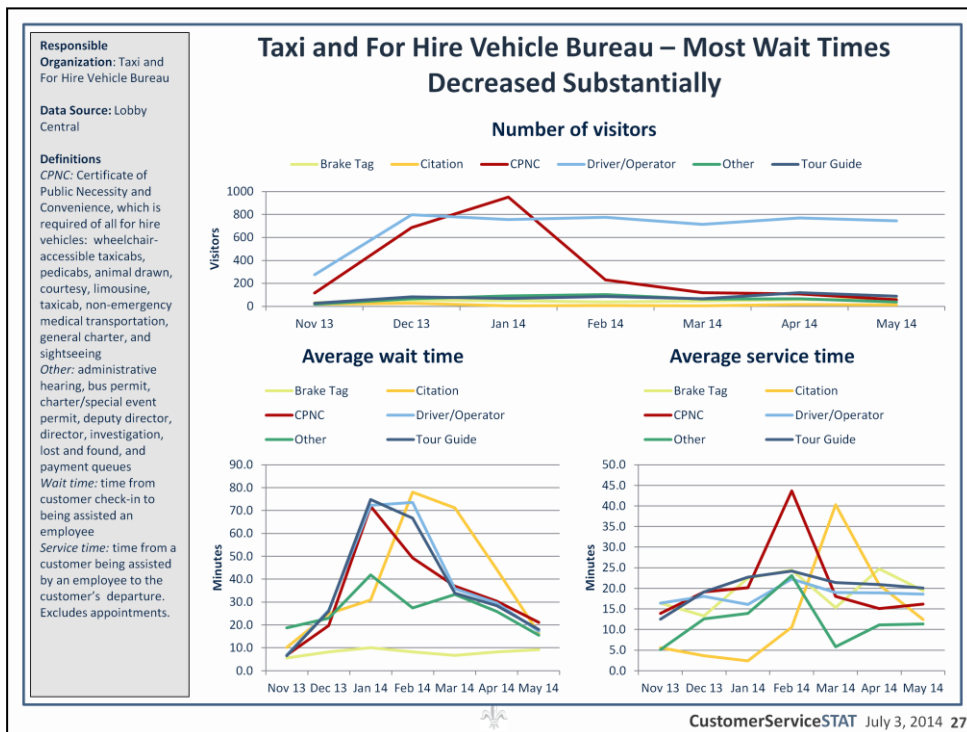
The Bureau expects wait times to increase in June due to the departure of two temporary staff members, as well as the promotion of one staff member who had previously been working on customer service.
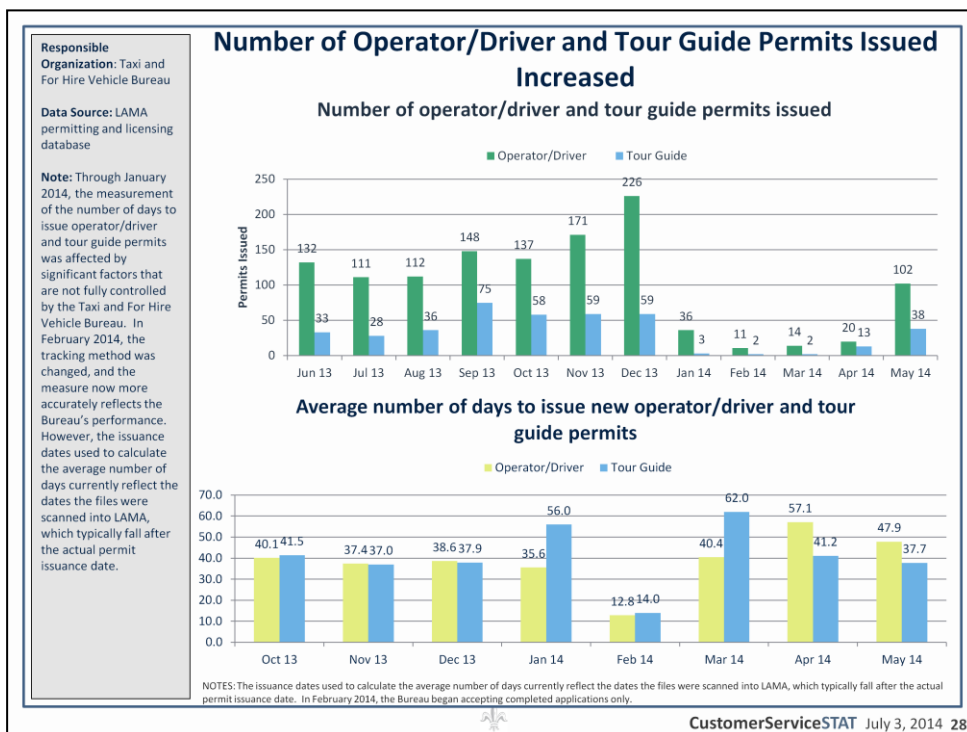
The Bureau is considering changes in its business processes to record applications as "submitted" only if the required documents have been submitted, resulting in measurements that more accurately reflect the Bureau's time to issue permits.
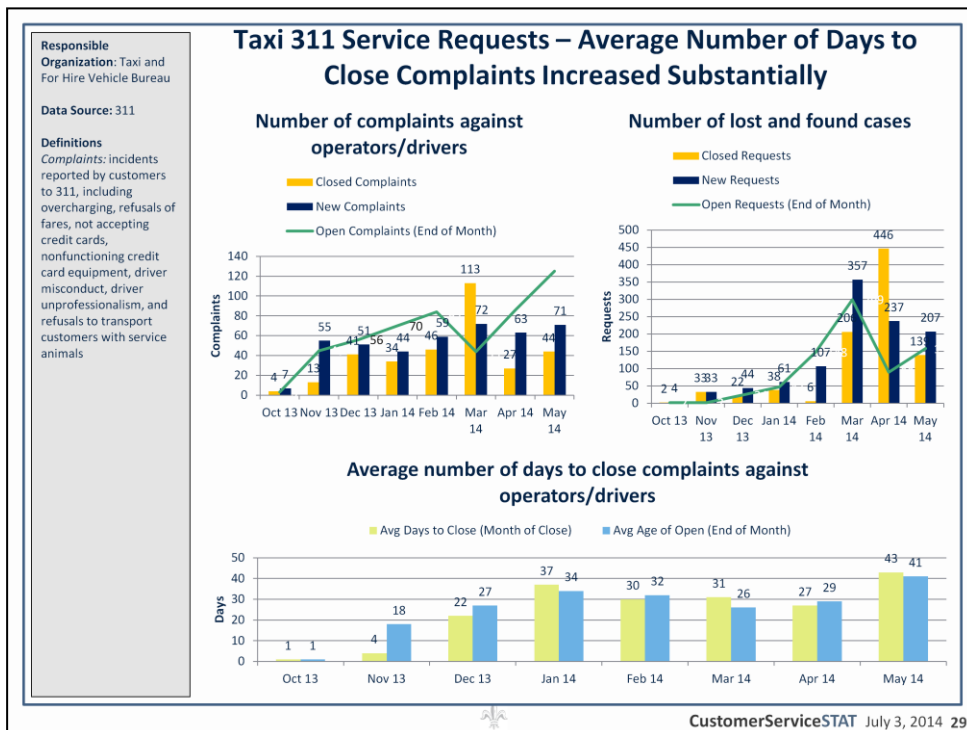
The time to close complaints is expected to increase in June, following the departure of some investigators and a focus on fleet inspections. The Bureau is training new investigators in July.

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	
4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties	• Percent of citizens satisfied with life in New Orleans
	• 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 – Average Days to Complete Business License Inspections Remained Above Target

Responsible Organization: Safety and Permits

Data Source: LAMA permitting and licensing database

ICMA Benchmarks: International City/County Management Association 2012 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 <$57,000: Dallas, TX; Fort Lauderdale, FL; Kansas City, MO; Oklahoma City, OK; Phoenix, AZ; Portland, OR; San Antonio, TX; and Miami-Dade, FL.

Legend

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

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

🗝️ Average number of days to complete business license inspection requests*

Legend: Days to Complete | Target (7) | ICMA Benchmark Avg. (2) | Inspections

	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
Days to Complete	7.70	6.04	8.30	6.80	9.25	7.61	6.96	6.89	7.03	11.20	7.03	7.07
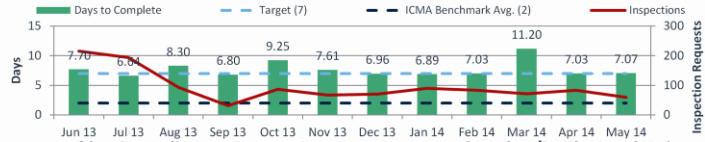
Percent of business license inspection requests completed w/i 1 day and 4 days of

Legend: Same Day | Within 4 Days | Same Day ICMA Benchmark Avg. (86%) | 4 Day ICMA Benchmark Avg. (96%)

	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14
Same Day	28%	21%	14%	16%	21%	13%	20%	31%	17%	15%	5%	22%
Within 4 Days	44%	34%	31%	45%	43%	45%	51%	61%	49%	42%	42%	51%
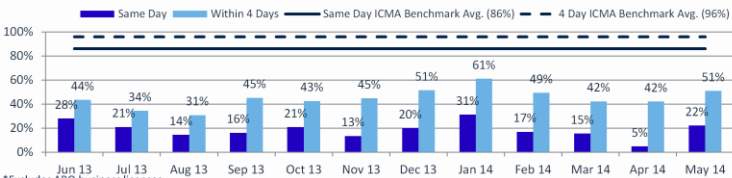
*Excludes ABO business licenses.

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	🔶	7.78	≤7	🔶
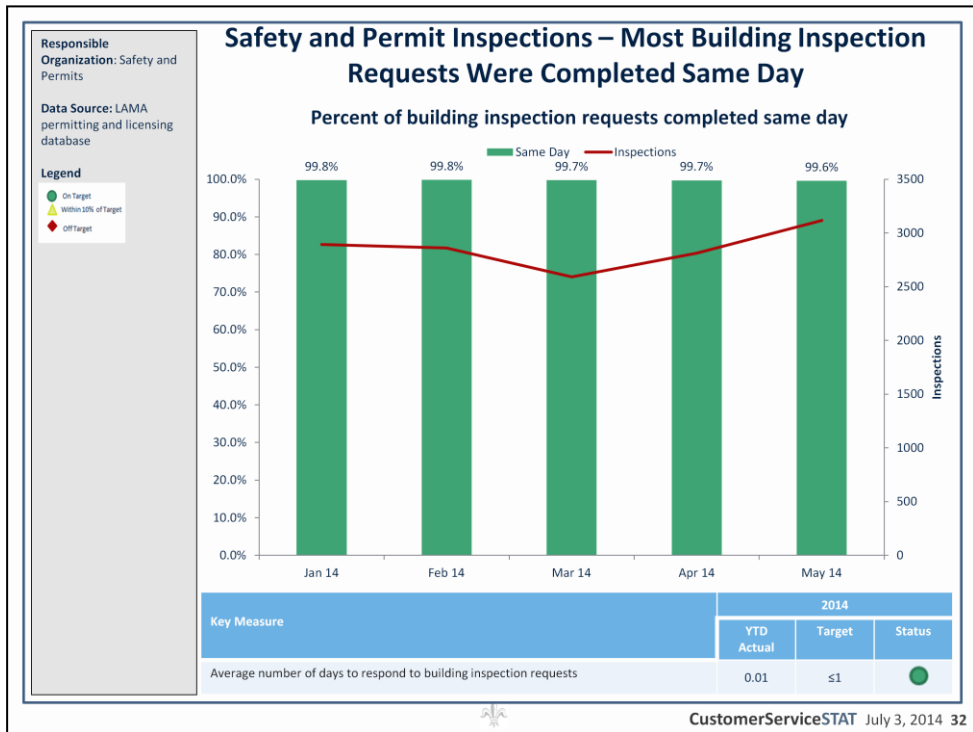
Safety and Permits is working to improve the accuracy of this measurement.
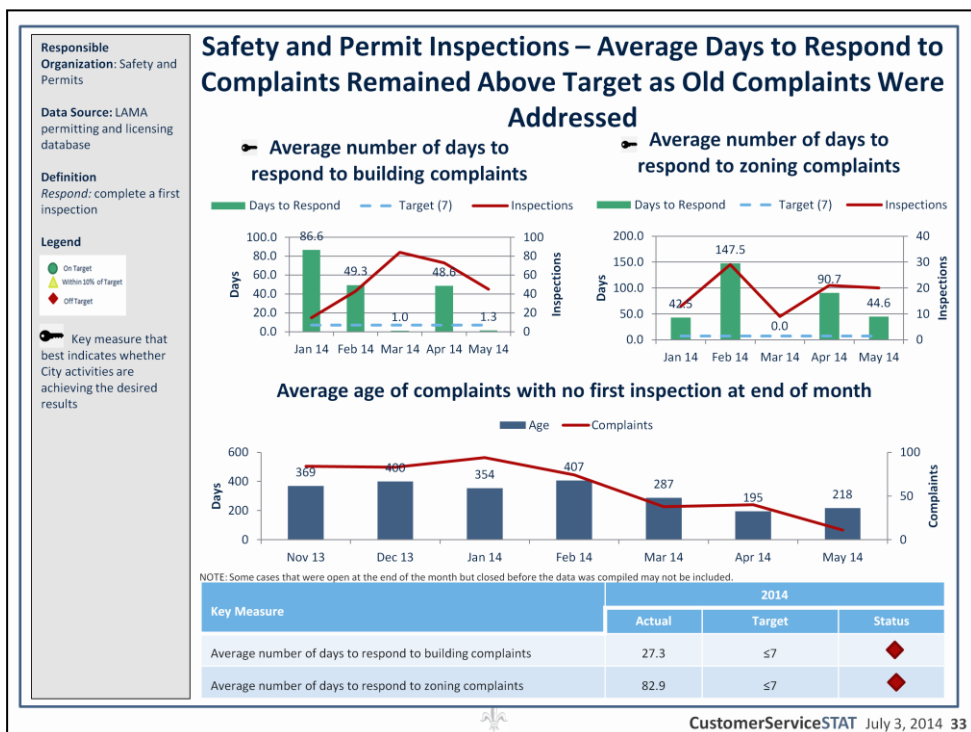
Safety and Permits continues to work to close its backlog of old complaints, resulting in a high average number of days to respond to complaints. The Department anticipates clearing the backlog in July.
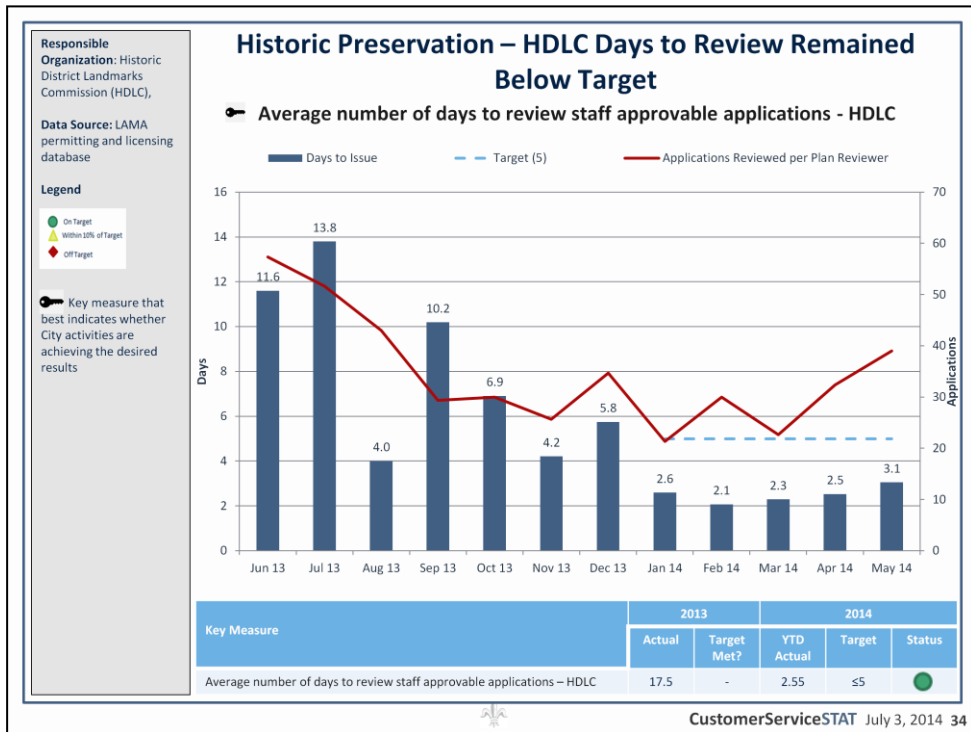
Despite an increase in applications, the HDLC has stayed below its target number of days to review applications due to changes in its allocation of the work.
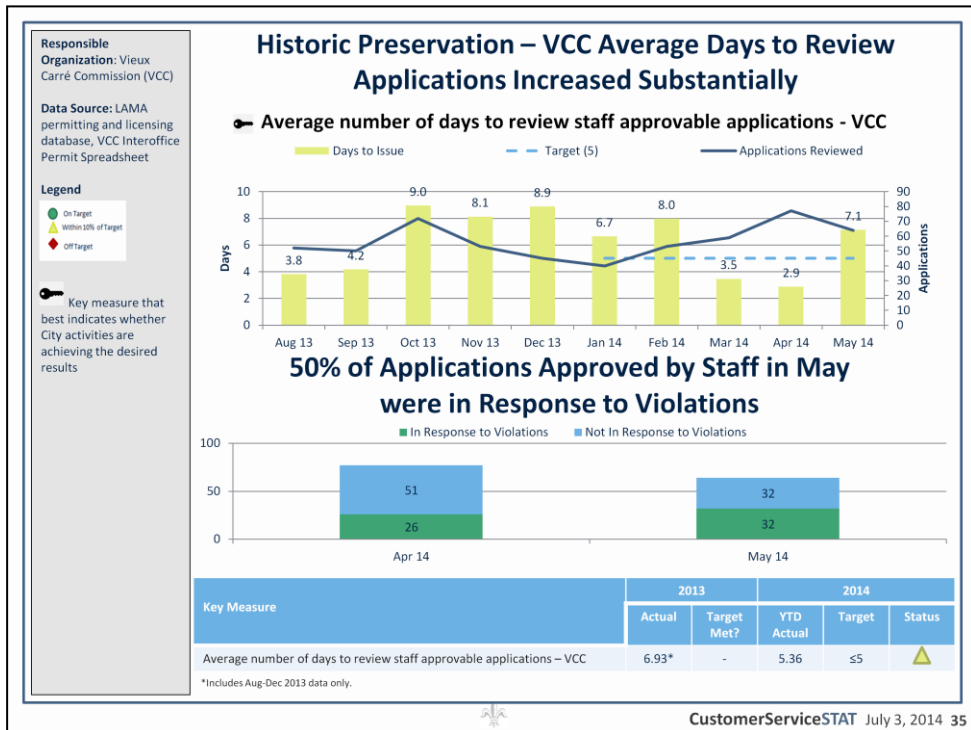
The increase in the number of days to review applications was likely due to an increase in applications in response to violations. The VCC anticipates that enforcement related violations will decrease.

Enforcement

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	N/A	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
8/21/13	L. Hesdorffer	Consistently input permit and enforcement data in LAMA	Ongoing	LAMA data quality issue
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	4/3/14	Would require changes to City and possibly State laws.

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

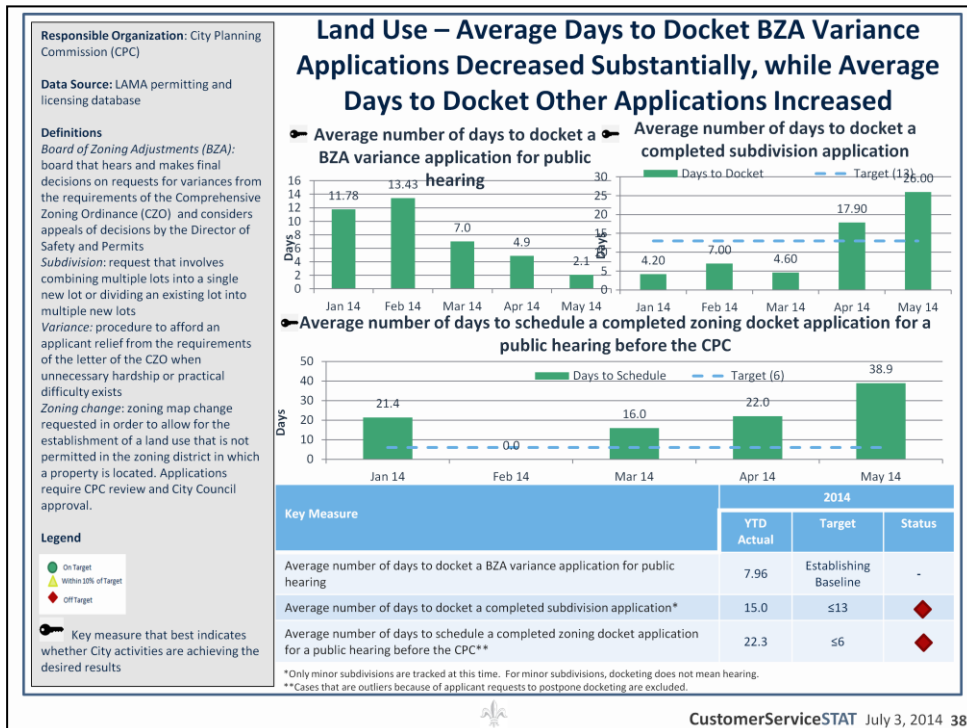## Land Use Project Filings Increased Slightly
Number of land use projects filed
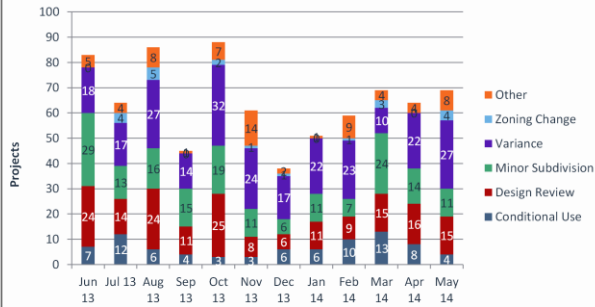
Number of items on BZA and CPC hearing dockets
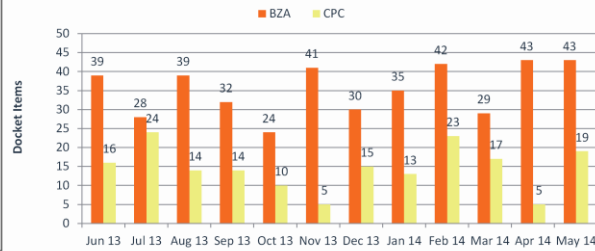
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The City Planning Commission continued to experience data entry errors, and continues to work with staff on accuracy.

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?