CITY OF NEW ORLEANS

**CustomerServiceSTAT**

**March 5, 2014**
**(Reporting Period: January, 2015)**
www.nola.gov/opa

# Agenda

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

# Purpose and Scope

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

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

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

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

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

**Data Source:** 311

**Definitions**
*311:* telephone number that connects customers with customer service representatives to help with non-emergency information and service requests
*Calls:* information requests, referrals, and service requests received by the 311 call center, as well as abandoned calls, wrong number calls, and auto attendant calls
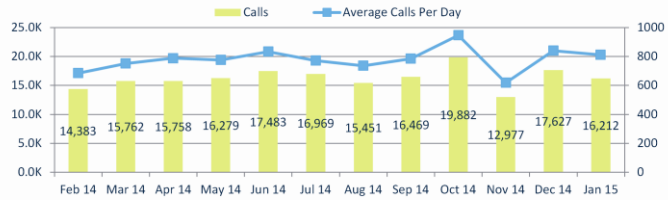*Information request:* a 311 call to request information
*Referral:* a 311 call resulting in a transfer to a City department
*Service request:* a 311 call to request that the City perform a service. Includes only those requests opened by 311 personnel.
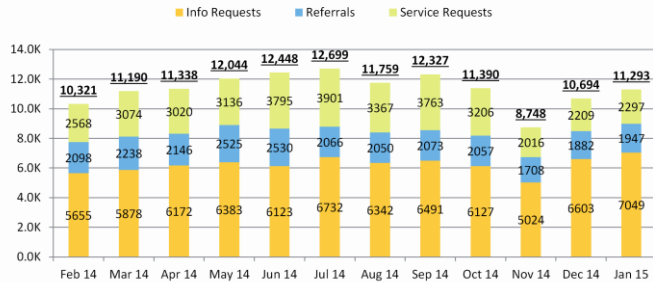
**Note:** The number of calls is greater than the number of requests because abandoned calls are included in the number of calls.

# 311 call volume remained steady at around 16,000 in January

## Number of 311 calls

Legend: Calls — Average Calls Per Day

| | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Calls | 14,383 | 15,762 | 15,758 | 16,279 | 17,483 | 16,969 | 15,451 | 16,469 | 19,882 | 12,977 | 17,627 | 16,212 |

## Number of 311 requests

Legend: Info Requests — Referrals — Service Requests

| | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 10,321 | 11,190 | 11,338 | 12,044 | 12,448 | 12,699 | 11,759 | 12,327 | 11,390 | 8,748 | 10,694 | 11,293 |
| Service Requests | 2568 | 3074 | 3020 | 3136 | 3795 | 3901 | 3367 | 3763 | 3206 | 2016 | 2209 | 2297 |
| Referrals | 2098 | 2238 | 2146 | 2525 | 2530 | 2066 | 2050 | 2073 | 2057 | 1708 | 1882 | 1947 |
| Info Requests | 5655 | 5878 | 6172 | 6383 | 6123 | 6732 | 6342 | 6491 | 6127 | 5024 | 6603 | 7049 |

**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 continued to decrease, abandonment rate slightly increased

**Average hold time**

Legend: Average Hold Time — Target (15)

| | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Seconds | 10 | 8 | 9 | 9 | 10 | 9 | 7 | 7 | 7 | 6 | 5 | 4 |

🔑 **Rate of 311 call abandonment**

Legend: Abandonment Rate — Target (10%)

| | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Abandonment Rate | 5% | 5% | 6.15% | 6.42% | 8.12% | 4% | 3% | 2% | 5% | 2% | 3% | 4% |

| Key Measure | 2014 | | 2015 | | |
|---|---|---|---|---|---|
| | Actual | Target Met? | Actual | Target | Status |
| Rate of 311 call abandonment | 4.61% | 🟢 | 4% | ≤10% | 🟢 |

CustomerServiceSTAT   March 5, 2015   **5**

311 is taking on calls pertaining to Revenue issues, which will likely drive up the call abandonment rate and drive down the first call resolution rate. 311 is considering embedding someone from Revenue, and looking at expanding the Knowledge Base to help operators process these new call types.

# Call length remains constant, first call resolution rate slightly below target

**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
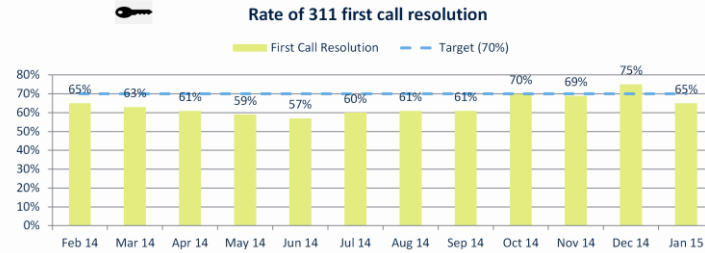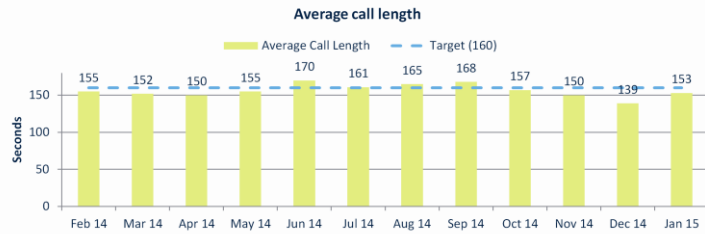*First call resolution:* information requests and undocumented calls that are resolved directly by the 311 call center. Excludes service requests and department referrals.

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

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

## Average call length

Legend: Average Call Length — Target (160)

| Month | Value |
|-------|-------|
| Feb 14 | 155 |
| Mar 14 | 152 |
| Apr 14 | 150 |
| May 14 | 155 |
| Jun 14 | 170 |
| Jul 14 | 161 |
| Aug 14 | 165 |
| Sep 14 | 168 |
| Oct 14 | 157 |
| Nov 14 | 150 |
| Dec 14 | 139 |
| Jan 15 | 153 |

(Seconds)

🔑

## Rate of 311 first call resolution

Legend: First Call Resolution — Target (70%)

| Month | Value |
|-------|-------|
| Feb 14 | 65% |
| Mar 14 | 63% |
| Apr 14 | 61% |
| May 14 | 59% |
| Jun 14 | 57% |
| Jul 14 | 60% |
| Aug 14 | 61% |
| Sep 14 | 61% |
| Oct 14 | 70% |
| Nov 14 | 69% |
| Dec 14 | 75% |
| Jan 15 | 65% |

| Key Measure | 2014 | | 2015 | | |
|-------------|------|------|------|------|------|
| | Actual | Target Met? | Actual | Target | Status |
| Rate of 311 first call resolution | 62% | 🔺 | 65% | ≥70% | 🔺 |

**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
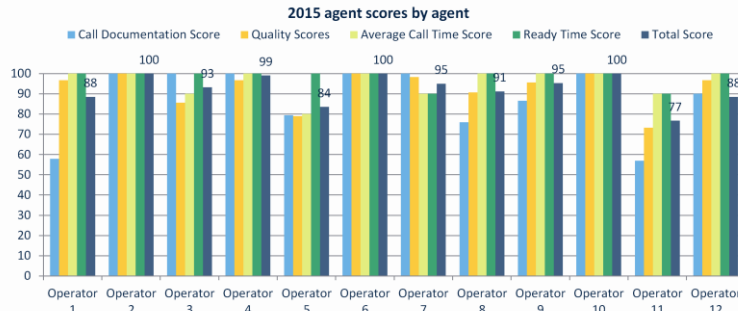*Call documentation score:* score assigned based on the quality of agent call documentation in the system
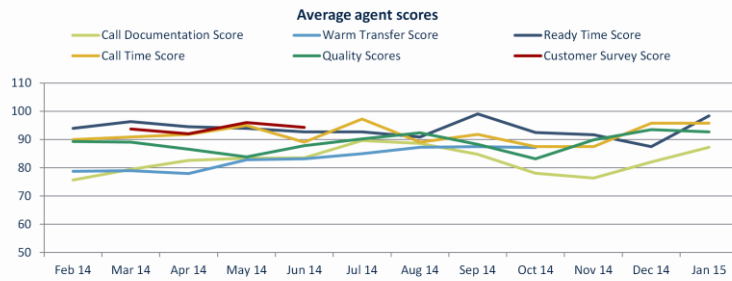*Call time score:* score assigned based on average time agents are expected to be calls
*Ready time score:* score assigned based on the average time an agent is expected to be available to receive incoming calls
*Quality score:* score assigned based on quality of agent calls
*Warm transfer score:* score assigned based on the success rate of call transfers

## Average agent scores held steady or slightly increased in January

### Average agent scores

Legend: Call Documentation Score, Warm Transfer Score, Ready Time Score, Call Time Score, Quality Scores, Customer Survey Score

### 2015 agent scores by agent

Legend: Call Documentation Score, Quality Scores, Average Call Time Score, Ready Time Score, Total Score

Operator 1, Operator 2, Operator 3, Operator 4, Operator 5, Operator 6, Operator 7, Operator 8, Operator 9, Operator 10, Operator 11, Operator 12

Values: 88, 100, 93, 99, 84, 100, 95, 91, 95, 100, 77, 88

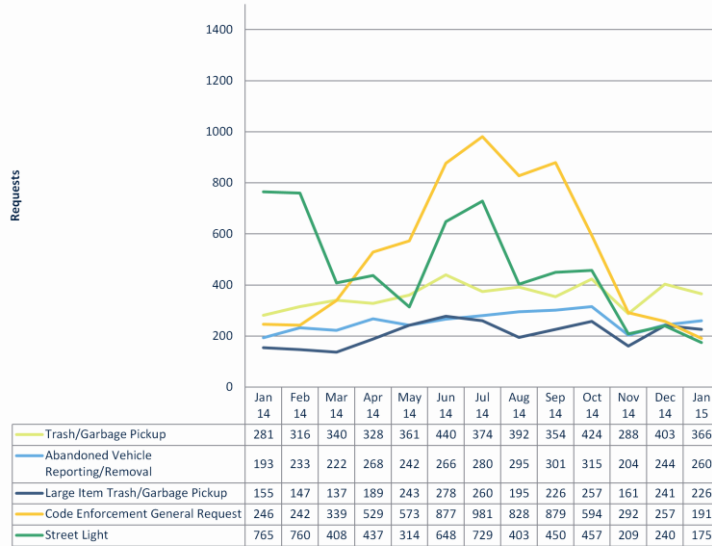**Responsible Organization**: Information Technology and Innovation (ITI)

**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.

## Streetlight requests have declined significantly since the start of the LED replacement program

### Top 5 Service Request Types – January 2015

| | Jan 14 | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trash/Garbage Pickup | 281 | 316 | 340 | 328 | 361 | 440 | 374 | 392 | 354 | 424 | 288 | 403 | 366 |
| Abandoned Vehicle Reporting/Removal | 193 | 233 | 222 | 268 | 242 | 266 | 280 | 295 | 301 | 315 | 204 | 244 | 260 |
| Large Item Trash/Garbage Pickup | 155 | 147 | 137 | 189 | 243 | 278 | 260 | 195 | 226 | 257 | 161 | 241 | 226 |
| Code Enforcement General Request | 246 | 242 | 339 | 529 | 573 | 877 | 981 | 828 | 879 | 594 | 292 | 257 | 191 |
| Street Light | 765 | 760 | 408 | 437 | 314 | 648 | 729 | 403 | 450 | 457 | 209 | 240 | 175 |

# Sanitation service fees remained most popular information request

| | Information Requests | No. | Prior Month Rank |
|---|---|---|---|
| 1 | Sanitation Service Fees | 655 | 1 |
| 2 | Taxi Cab Bureau | 419 | 2 |
| 3 | City Council | 59 | 3 |
| 4 | Municipal Police | 57 | 5 |
| 5 | Safety and Permits | 51 | - |

| | Department Referrals | No. | Prior Month Rank |
|---|---|---|---|
| 1 | Finance – Treasury | 251 | 1 |
| 2 | Finance – Revenue | 211 | 3 |
| 3 | Public Works | 157 | 5 |
| 4 | Safety and Permits | 156 | 2 |
| 5 | NORDC | 136 | 4 |
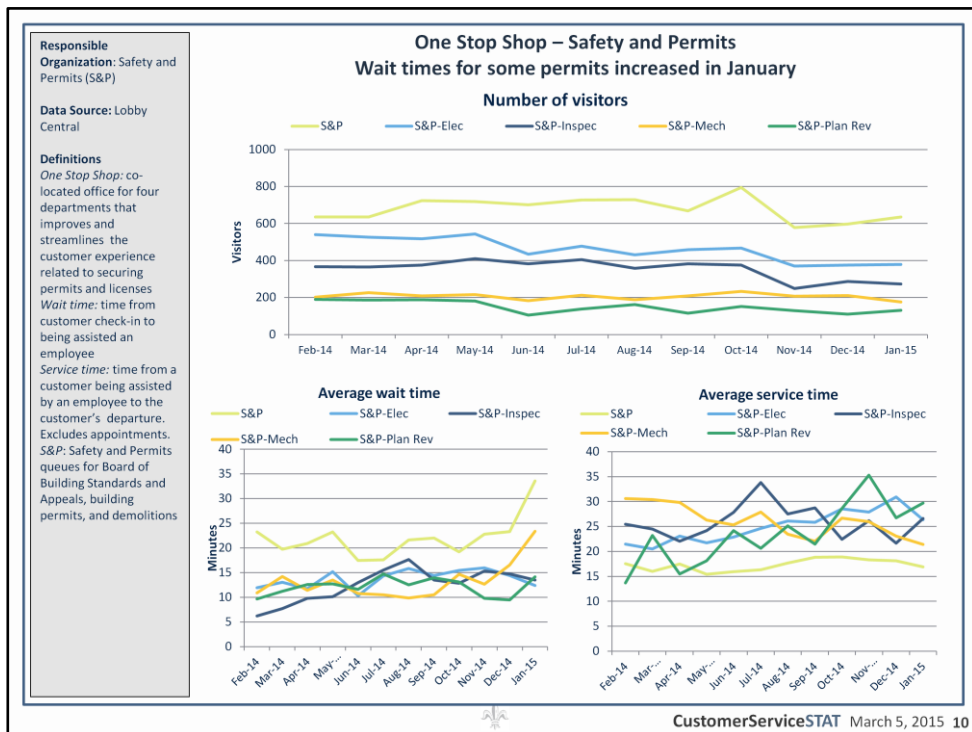
Jen Cecil noted that wait times trended up due to staffing issues which have since been resolved. She expects the wait time to decrease in February and March. Jen also noted that CPCN renewals, which occur from January through mid-March, may be driving up wait times as some customers arrive for their appointments early. Oliver Wise asked if there was an allocation for additional staff. Jen said she had the budget, but not a Civil Service allocation. Oliver also asked about the upward trend in plan reviews. Jen said she would look into it.
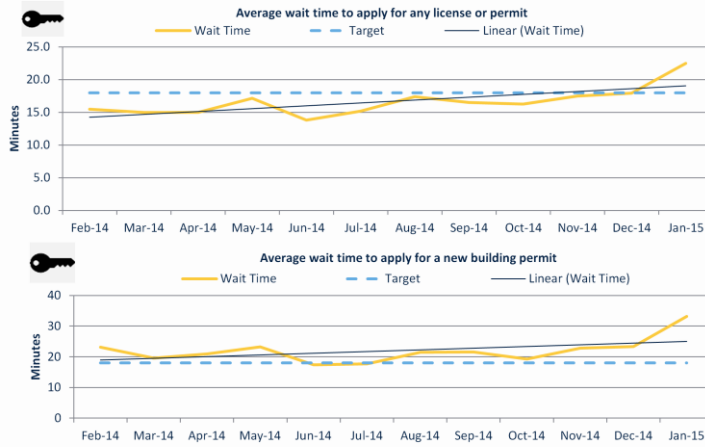
**Responsible Organization**: Safety and Permits (S&P)

**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
## Wait times for permits exceeded target length in January

### Average wait time to apply for any license or permit

Legend: Wait Time — Target — Linear (Wait Time)

Y-axis (Minutes): 0.0, 5.0, 10.0, 15.0, 20.0, 25.0
X-axis: Feb-14, Mar-14, Apr-14, May-14, Jun-14, Jul-14, Aug-14, Sep-14, Oct-14, Nov-14, Dec-14, Jan-15

### Average wait time to apply for a new building permit

Legend: Wait Time — Target — Linear (Wait Time)

Y-axis (Minutes): 0, 10, 20, 30, 40
X-axis: Feb-14, Mar-14, Apr-14, May-14, Jun-14, Jul-14, Aug-14, Sep-14, Oct-14, Nov-14, Dec-14, Jan-15

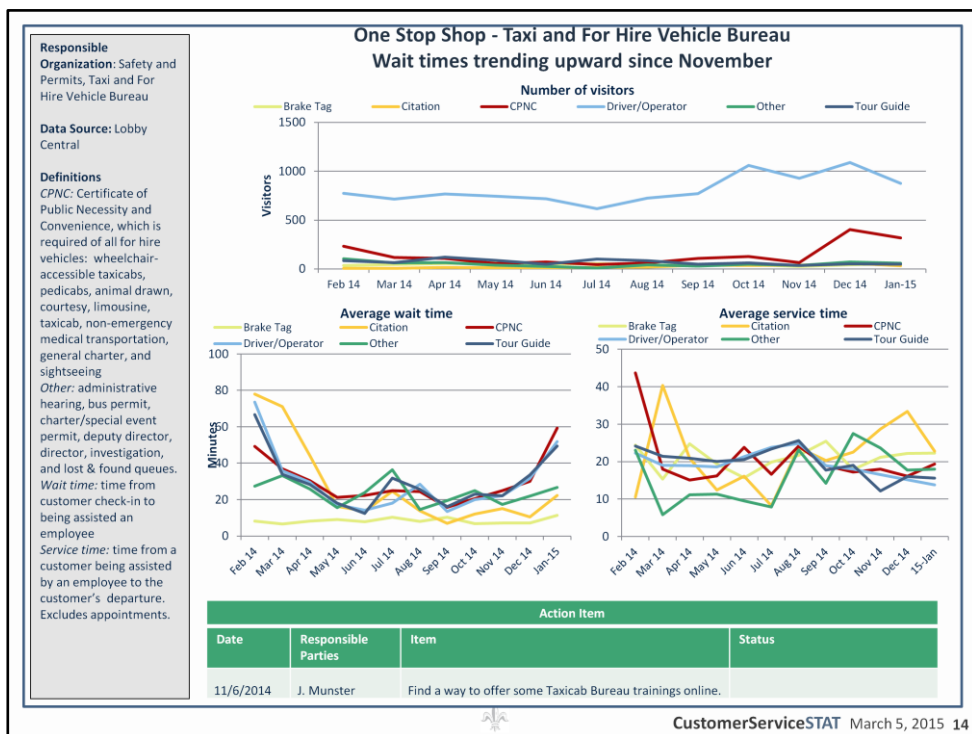| Key Measures | 2015 | | |
|---|---|---|---|
| | Actual | Target | Status |
| Average wait time (in minutes) to apply for any license or permit* | 22.5 | ≤18 | ◆ |
| Average wait time (in minutes) to apply for a new building permit | 33.2 | ≤18 | ◆ |

*Excludes special event permits.
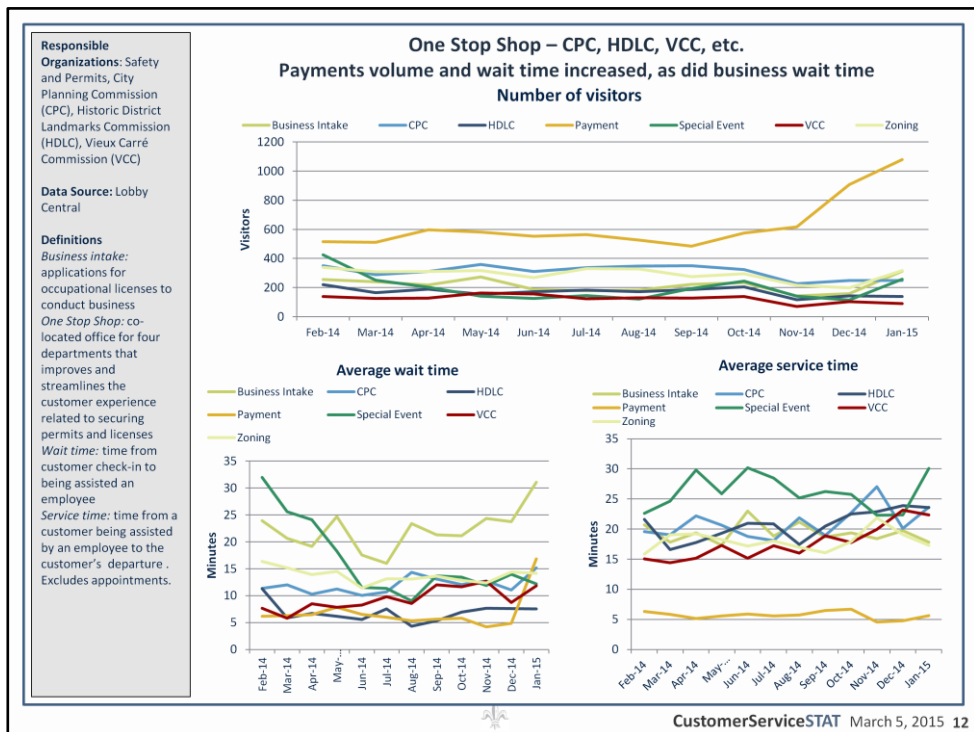
The increase in payment volume is due to CPNC renewals, and the new policy of cashing out payments for CPNC renewals as they are made.
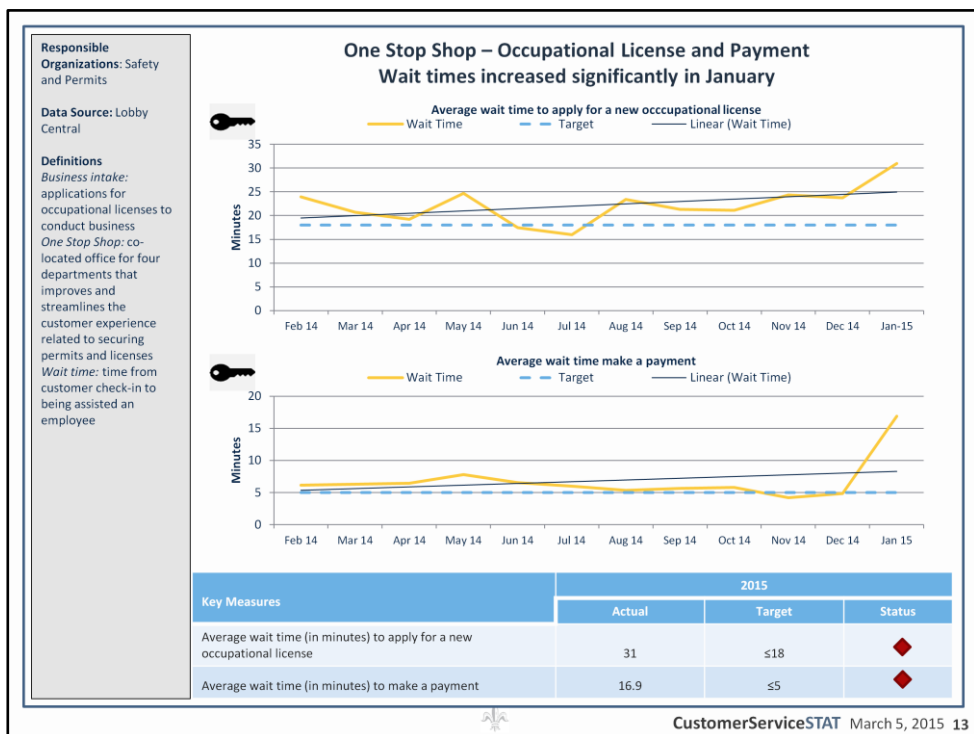
The increase in average wait time to make a payment is due to CPNC renewals.

**One Stop Shop - Taxi and For Hire Vehicle Bureau**
**Wait times trending upward since November**

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

Data Source: Lobby Central

Definitions
*CPNC:* Certificate of Public Necessity and Convenience, which is required of all for hire vehicles: wheelchair-accessible taxicabs, pedicabs, animal drawn, courtesy, limousine, taxicab, non-emergency medical transportation, general charter, and sightseeing
*Other:* administrative hearing, bus permit, charter/special event permit, deputy director, director, investigation, and lost & found queues.
*Wait time:* time from customer check-in to being assisted an employee
*Service time:* time from a customer being assisted by an employee to the customer's departure. Excludes appointments.

**Number of visitors**
Legend: Brake Tag, Citation, CPNC, Driver/Operator, Other, Tour Guide

**Average wait time**
Legend: Brake Tag, Citation, CPNC, Driver/Operator, Other, Tour Guide

**Average service time**
Legend: Brake Tag, Citation, CPNC, Driver/Operator, Other, Tour Guide

| Action Item | | | |
|---|---|---|---|
| Date | Responsible Parties | Item | Status |
| 11/6/2014 | J. Munster | Find a way to offer some Taxicab Bureau trainings online. | |

CustomerServiceSTAT  March 5, 2015  14

Jen noted that there are three factors driving up volume and, consequently, wait times for January: CPNC renewals, the default policy of assigning people without birthdays on their birth certificates the birthday of January 1, and the return of FBI background checks sent out in November.

**Responsible Organization**: Safety and Permits

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

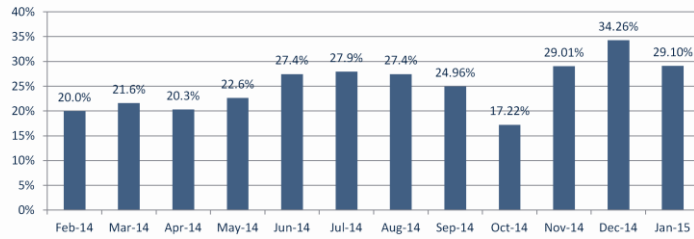**Note:** Aug-14 permit applications received online, previously reported as 23.6%, was adjusted in October 2014.

**Legend**

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

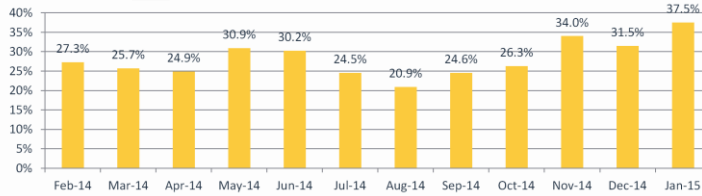🔑 Key measure that best indicates whether City activities are achieving the desired results

## Online application rate beats target, steady at around 30 – 40%

🔑 **Percent of permit applications received online**

| Month | Value |
|---|---|
| Feb-14 | 20.0% |
| Mar-14 | 21.6% |
| Apr-14 | 20.3% |
| May-14 | 22.6% |
| Jun-14 | 27.4% |
| Jul-14 | 27.9% |
| Aug-14 | 27.4% |
| Sep-14 | 24.96% |
| Oct-14 | 17.22% |
| Nov-14 | 29.01% |
| Dec-14 | 34.26% |
| Jan-15 | 29.10% |

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

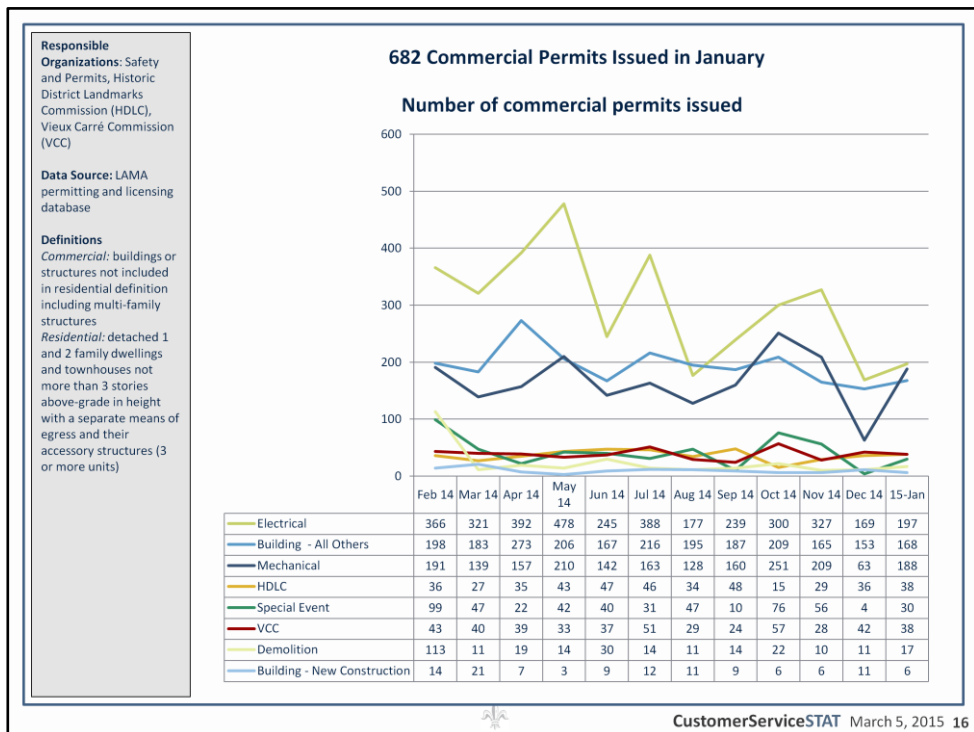🔑 **Percent of business license applications received online**

| Month | Value |
|---|---|
| Feb-14 | 27.3% |
| Mar-14 | 25.7% |
| Apr-14 | 24.9% |
| May-14 | 30.9% |
| Jun-14 | 30.2% |
| Jul-14 | 24.5% |
| Aug-14 | 20.9% |
| Sep-14 | 24.6% |
| Oct-14 | 26.3% |
| Nov-14 | 34.0% |
| Dec-14 | 31.5% |
| Jan-15 | 37.5% |

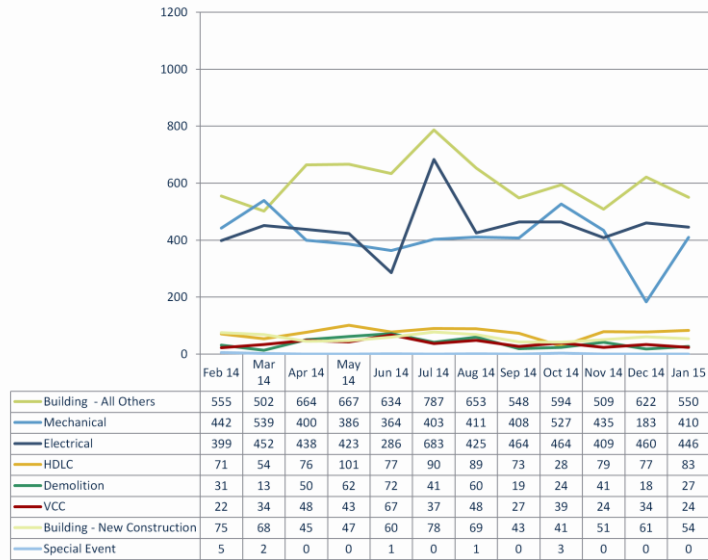| Key Measures | 2015 | | |
|---|---|---|---|
| | Actual | Target | Status |
| 🔑 Percent of permit and license applications received online | 37.5% | ≥20% | 🟢 |

**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)

### 682 Commercial Permits Issued in January

#### Number of commercial permits issued

| | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | 15-Jan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Electrical | 366 | 321 | 392 | 478 | 245 | 388 | 177 | 239 | 300 | 327 | 169 | 197 |
| Building - All Others | 198 | 183 | 273 | 206 | 167 | 216 | 195 | 187 | 209 | 165 | 153 | 168 |
| Mechanical | 191 | 139 | 157 | 210 | 142 | 163 | 128 | 160 | 251 | 209 | 63 | 188 |
| HDLC | 36 | 27 | 35 | 43 | 47 | 46 | 34 | 48 | 15 | 29 | 36 | 38 |
| Special Event | 99 | 47 | 22 | 42 | 40 | 31 | 47 | 10 | 76 | 56 | 4 | 30 |
| VCC | 43 | 40 | 39 | 33 | 37 | 51 | 29 | 24 | 57 | 28 | 42 | 38 |
| Demolition | 113 | 11 | 19 | 14 | 30 | 14 | 11 | 14 | 22 | 10 | 11 | 17 |
| Building - New Construction | 14 | 21 | 7 | 3 | 9 | 12 | 11 | 9 | 6 | 6 | 11 | 6 |

CustomerServiceSTAT  March 5, 2015  16

Building permits, rather than electrical, are a better measure of commercial development.

**Responsible Organizations**: Safety and Permits, Historic District Landmarks Commission (HDLC), Vieux Carré Commission (VCC)
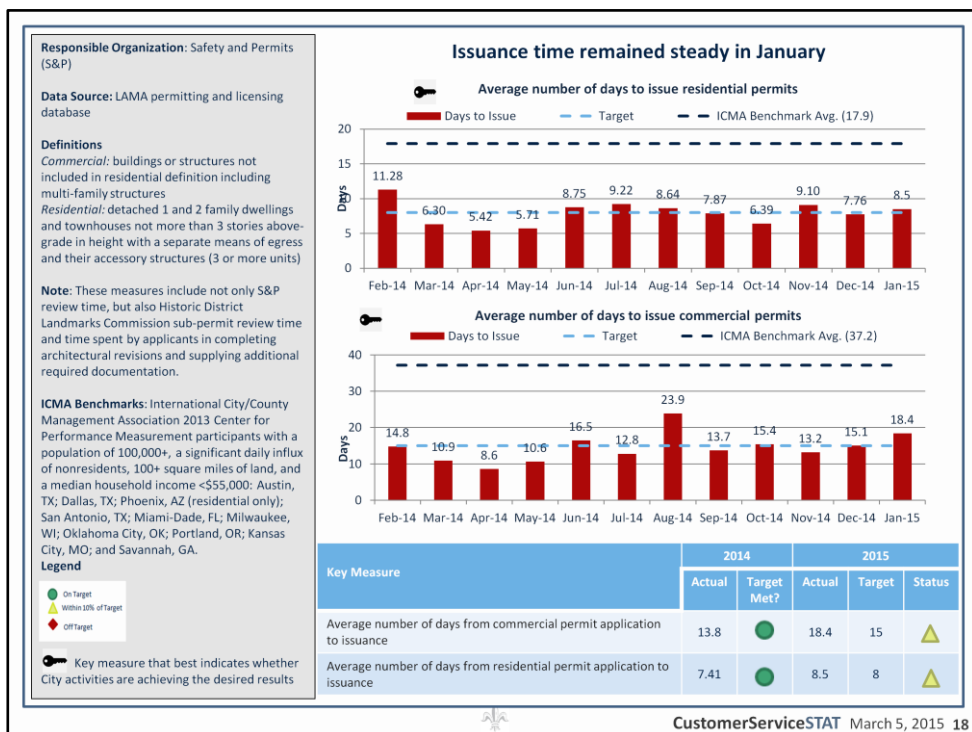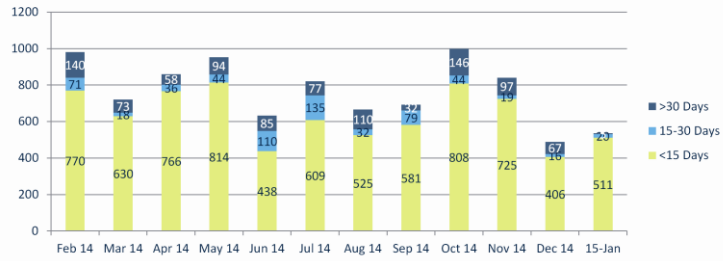
**Data Source:** LAMA permitting and licensing database

**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)
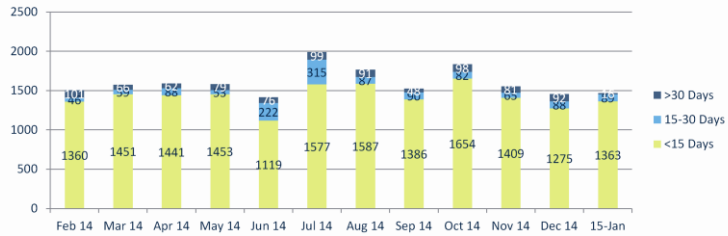
## 1,594 Residential Permits Issued in January

### Number of residential permits issued



| | Feb 14 | Mar 14 | Apr 14 | May 14 | Jun 14 | Jul 14 | Aug 14 | Sep 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Building - All Others | 555 | 502 | 664 | 667 | 634 | 787 | 653 | 548 | 594 | 509 | 622 | 550 |
| Mechanical | 442 | 539 | 400 | 386 | 364 | 403 | 411 | 408 | 527 | 435 | 183 | 410 |
| Electrical | 399 | 452 | 438 | 423 | 286 | 683 | 425 | 464 | 464 | 409 | 460 | 446 |
| HDLC | 71 | 54 | 76 | 101 | 77 | 90 | 89 | 73 | 28 | 79 | 77 | 83 |
| Demolition | 31 | 13 | 50 | 62 | 72 | 41 | 60 | 19 | 24 | 41 | 18 | 27 |
| VCC | 22 | 34 | 48 | 43 | 67 | 37 | 48 | 27 | 39 | 24 | 34 | 24 |
| Building - New Construction | 75 | 68 | 45 | 47 | 60 | 78 | 69 | 43 | 41 | 51 | 61 | 54 |
| Special Event | 5 | 2 | 0 | 0 | 1 | 0 | 1 | 0 | 3 | 0 | 0 | 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

### Issuance time remained steady in January

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

Days to Issue — Target — ICMA Benchmark Avg. (17.9)

Feb-14: 11.28, Mar-14: 6.30, Apr-14: 5.42, May-14: 5.71, Jun-14: 8.75, Jul-14: 9.22, Aug-14: 8.64, Sep-14: 7.87, Oct-14: 6.39, Nov-14: 9.10, Dec-14: 7.76, Jan-15: 8.5

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

Days to Issue — Target — ICMA Benchmark Avg. (37.2)

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, Oct-14: 15.4, Nov-14: 13.2, Dec-14: 15.1, Jan-15: 18.4

| Key Measure | 2014 Actual | 2014 Target Met? | 2015 Actual | 2015 Target | Status |
|---|---|---|---|---|---|
| Average number of days from commercial permit application to issuance | 13.8 | ● | 18.4 | 15 | △ |
| Average number of days from residential permit application to issuance | 7.41 | ● | 8.5 | 8 | △ |

CustomerServiceSTAT  March 5, 2015  **18**

January saw the training of new employees responsible for this measure. Jen Cecil expects the average to decline once the new employees are brought up to speed.

**95% of Commercial and 93% of Residential Permits Issued in less than 15 Days in January**

**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.

Distribution of days to issue commercial permits

Distribution of days to issue residential permits

CustomerServiceSTAT  March 5, 2015  19

**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.

**Building permits issues in one day increased for in-person applicants, but continued to drop for online applicants**

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

Applied In Person — Applied Online — — ICMA Benchmark Avg. (53.3%)

| Month | Applied In Person | Applied Online |
|---|---|---|
| Feb-14 | 60% | 16% |
| Mar-14 | 66% | 22% |
| Apr-14 | 79% | 34% |
| May-14 | 76% | 21% |
| Jun-14 | 78% | 21% |
| Jul-14 | 74% | 25% |
| Aug-14 | 73% | 12% |
| Sep-14 | 50% | 35% |
| Oct-14 | 54% | 20% |
| Nov-14 | 67% | 20% |
| Dec-14 | 76% | 17% |
| Jan-15 | 83% | 14% |

CustomerServiceSTAT  March 5, 2015  20

The group briefly discussed measure online applications completed within 48 hours as an alternative measure of timeliness. Additionally, Jen Cecil noted that the downward trend in online applications completed in one day is probably due to the departure of the assistant zoning administrator.
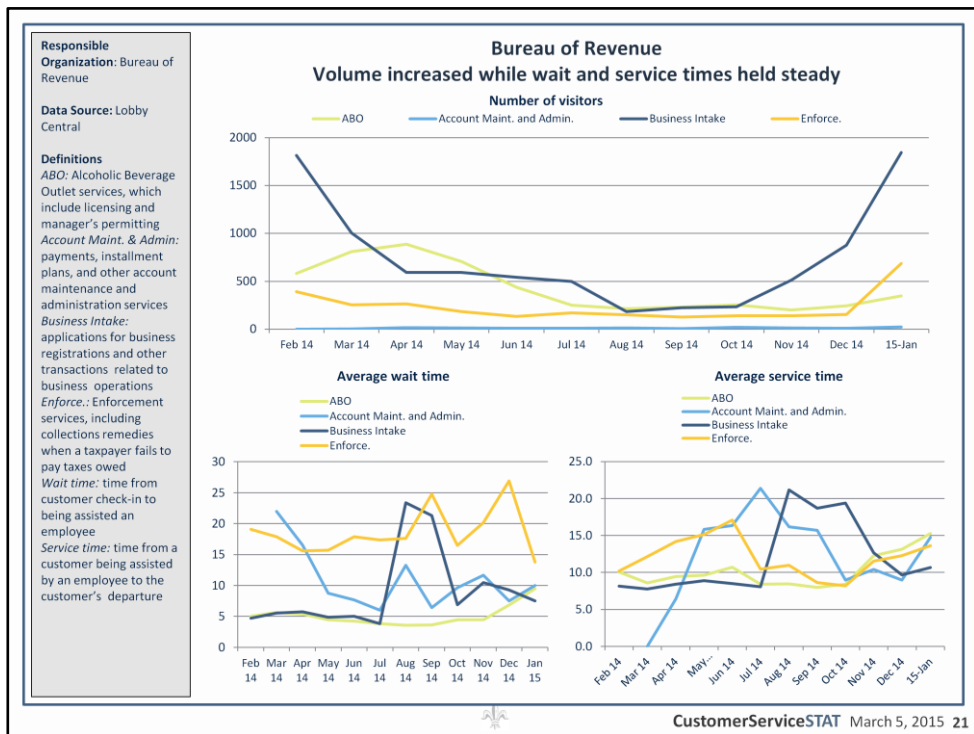
The upward trend in volume is typical, due to license renewals.

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

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

**Mechanical licenses issued the same day dropped, while processing time for business licenses declined**

Average number of days to issue business licenses
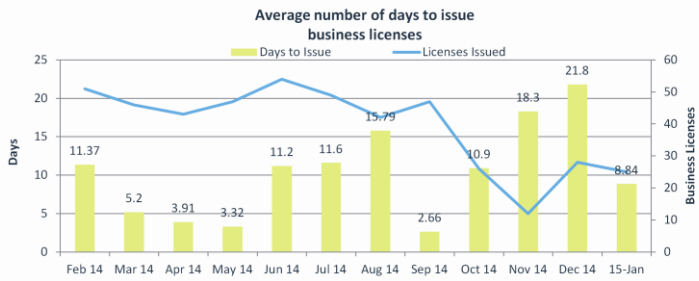
NOTE: Excludes alcohol beverage outlet licenses (ABOs)

Percent of mechanical licenses issued same day

Percent of electrical licenses issued same day

CustomerServiceSTAT  March 5, 2015  22

Jen Cecil said to expect an increase in the number of operator/driver permits issued in February, due to returning FBI background investigations.
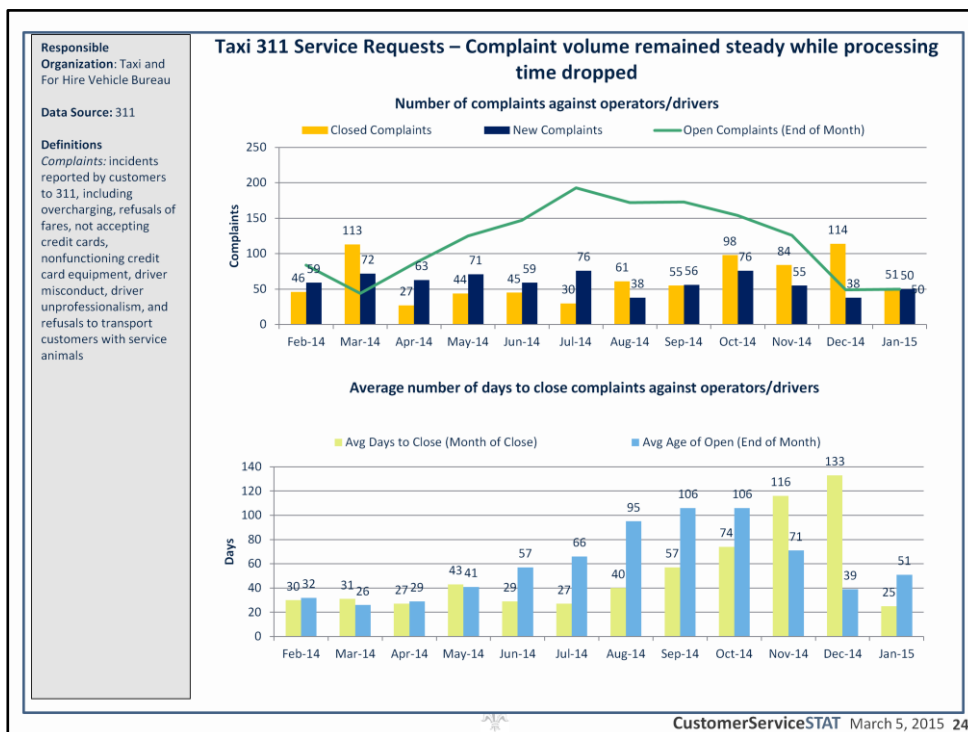
Jen Cecil noted that there is a new policy affecting complaint closure, which may be responsible for the decline in the number of open complaints. Complaints are now considered closed when an adjudication is scheduled, or the complaint is unfounded.

**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 10% of Target
- 🔴 Off Target

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

## Business license inspection volume increased significantly, processing time held steady near the target

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

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

| Month | Days to Complete |
|---|---|
| Feb-14 | 7.03 |
| Mar-14 | 11.20 |
| Apr-14 | 7.03 |
| May-14 | 7.07 |
| Jun-14 | 4.84 |
| Jul-14 | 5.97 |
| Aug-14 | 3.25 |
| Sep-14 | 11.49 |
| Oct-14 | 14.54 |
| Nov-14 | 8.32 |
| Dec-14 | 5.33 |
| Jan-15 | 7.50 |
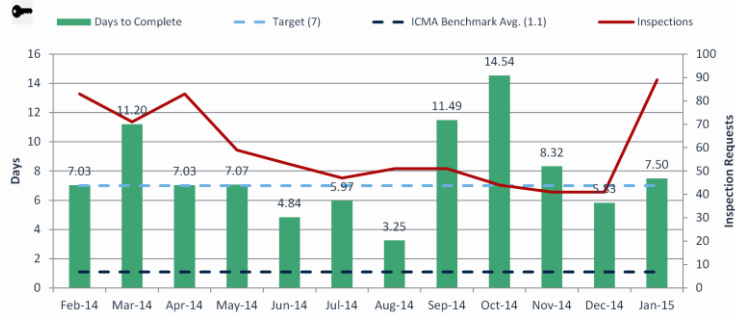
*Excludes ABO business licenses.

| 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?** | **Actual** | **Target** | **Status** |
| Average number of days to respond to a business license inspection requests | 8.01 | 🔴 | 7.71 | ≤7 | 🔴 |

**CustomerServiceSTAT** March 5, 2015 **25**

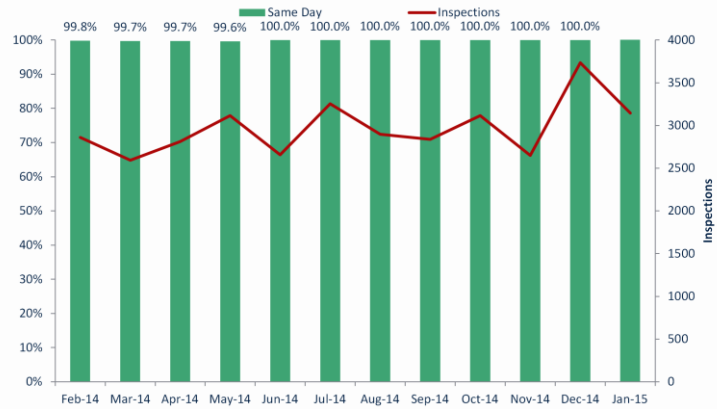**Responsible Organization**: Safety and Permits

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

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

## Safety and Permit Inspections – All building inspection requests completed same day in January

### Percent of building inspection requests completed same day



| Key Measure | 2015 | | |
|---|---|---|---|
| | 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

## Complaint volume decreased, processing time remained under target

🔑 **Average number of days to respond to building complaints**

Legend: Days to Respond — Target (7) — Inspections

Values: 49.3, 48.6, 1.02, 1.29, 9.06, 1.47, 10.2, 0.7, 1.7, 2.3, 2.5, 4
Months: Feb 14, Mar 14, Apr 14, May 14, Jun 14, Jul 14, Aug 14, Sep 14, Oct 14, Nov 14, Dec 14, Jan 15

🔑 **Average number of days to respond to zoning complaints**

Legend: Days to Respond — Target (7) — Inspections

Values: 148, 0.00, 90.7, 44.6, 18.2, 0.51, 52.6, 0.3, 8.8, 2.2, 7.2, 0.4
Months: Feb 14, Mar 14, Apr 14, May., Jun 14, Jul 14, Aug 14, Sep 14, Oct 14, Nov 14, Dec 14, Jan 15
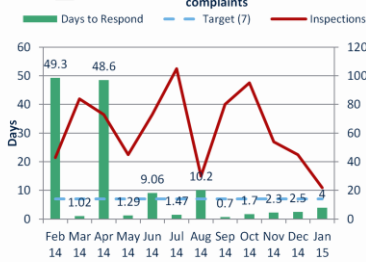
## Average age of complaints with no first inspection at end of month

Legend: Age — Complaints

Values: 407, 287, 195, 218, 303, 151, 268, 147, 83, 126, 126, 168
Months: Feb 14, Mar 14, Apr 14, May 14, Jun 14, Jul 14, Aug 14, Sep 14, Oct 14, Nov 14, Dec 14, Jan-15
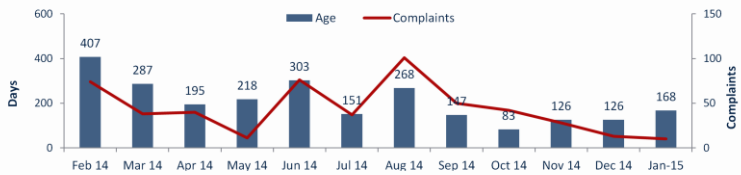
NOTE: Some cases that were open at the end of the month but closed before the data was compiled may not be included.

| Key Measure | 2015 | | |
|---|---|---|---|
| | Actual | Target | Status |
| Average number of days to respond to building complaints | 4 | ≤7 | 🟢 |
| Average number of days to respond to zoning complaints | 0.4 | ≤7 | 🟢 |

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

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

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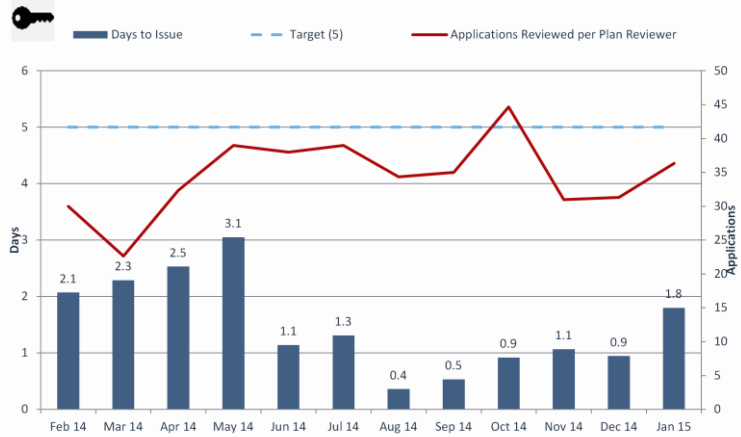
- 🟢 On Target
- 🔺 Within 10% of Target
- 🔴 Off Target

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

### Historic Preservation – Average days to issue increased

**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:
- 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
- Oct 14: 0.9
- Nov 14: 1.1
- Dec 14: 0.9
- Jan 15: 1.8

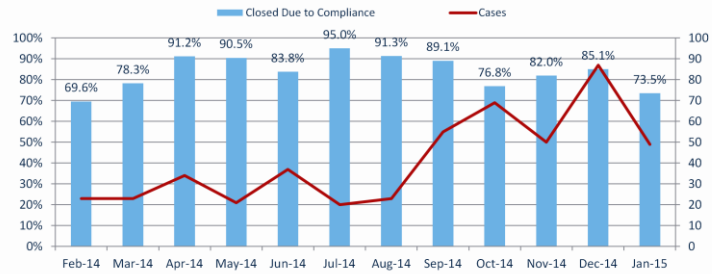| Key Measure | 2014 | | 2015 | | |
| --- | --- | --- | --- | --- | --- |
| | Actual | Target Met? | Actual | Target | Status |
| Average number of days to review staff approvable applications – HDLC | 1.5 | 🟢 | 1.8 | ≤5 | 🟢 |

**CustomerServiceSTAT** March 5, 2015 **28**
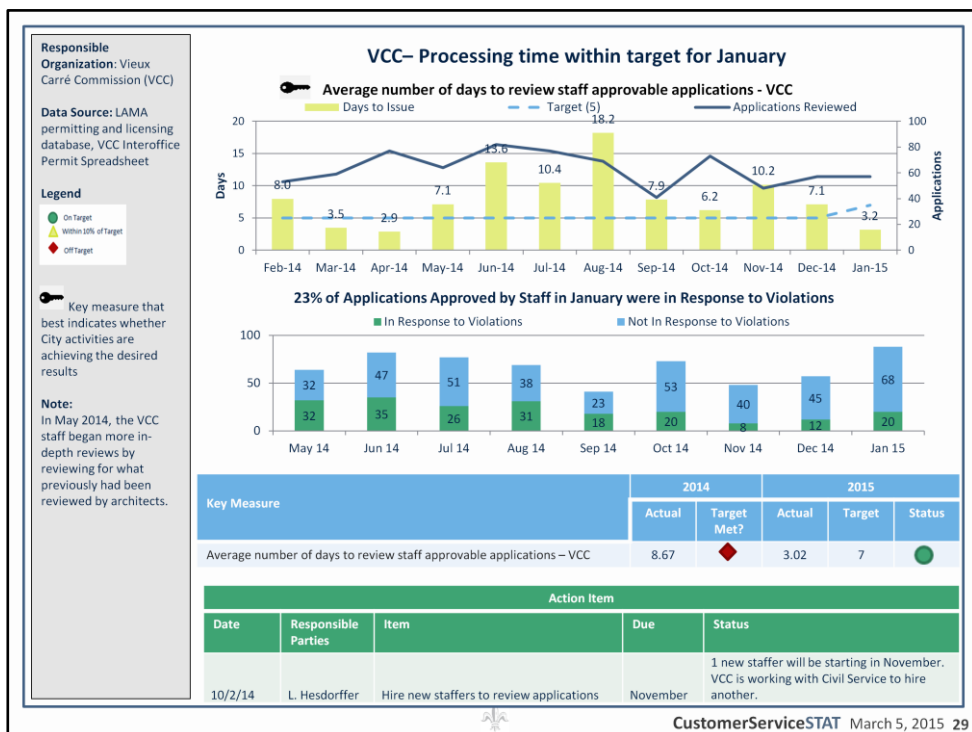
VCC brought on new staff recently which helped push their days to issue statistic down.

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

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

## Compliance closure rate remained steady in January

### Closed Enforcement Cases Closed Due to Voluntary Compliance - HDLC

Legend: Closed Due to Compliance — Cases

| Month | Value |
|---|---|
| Feb-14 | 69.6% |
| Mar-14 | 78.3% |
| Apr-14 | 91.2% |
| May-14 | 90.5% |
| Jun-14 | 83.8% |
| Jul-14 | 95.0% |
| Aug-14 | 91.3% |
| Sep-14 | 89.1% |
| Oct-14 | 76.8% |
| Nov-14 | 82.0% |
| Dec-14 | 85.1% |
| Jan-15 | 73.5% |

| | Actual | Target | Status |
|---|---|---|---|
| | **2015** | | |
| 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 | 74% | 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 | |

**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
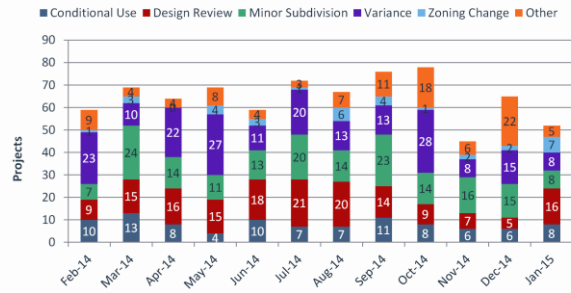*Variance:* procedure to afford an applicant relief from the requirements of the letter of the CZO when unnecessary hardship or practical difficulty exists
*Zoning change:* zoning map change requested in order to allow for the establishment of a land use that is not permitted in the zoning district in which a property is located. Applications require CPC review and City Council approval.
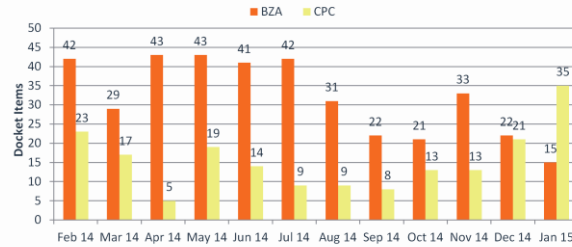*Other:* appeal of Safety and Permits; conditional use, zoning change; design review, conditional use; design review, minor subdivision; major subdivision; minor subdivision, conditional use; property disposition; street name change; text amendment; zoning change, conditional use projects, and zoning – nonconforming use determination

## CPC docket is full for January, projects filed that month relatively low

### Number of land use projects filed

Legend: Conditional Use, Design Review, Minor Subdivision, Variance, Zoning Change, Other

Y-axis: Projects (0–90)

X-axis: Feb-14, Mar-14, Apr-14, May-14, Jun-14, Jul-14, Aug-14, Sep-14, Oct-14, Nov-14, Dec-14, Jan-15

Data values (by month):
- Feb-14: 10, 9, 7, 23, —, 9
- Mar-14: 13, 15, 24, 10, 4, 4
- Apr-14: 8, 16, 14, 22, 4, —
- May-14: 4, 15, 11, 27, 4, 8
- Jun-14: 10, 18, 13, 11, 4, 4
- Jul-14: 7, 21, 20, 20, 1, —
- Aug-14: 7, 20, 14, 13, 6, 7
- Sep-14: 11, 14, 23, 13, 4, 11
- Oct-14: 8, 9, 14, 28, 4, 18
- Nov-14: 6, 7, 16, 8, 6, —
- Dec-14: 6, 5, 15, 15, 7, 22
- Jan-15: 8, 16, 8, 8, 7, 5

### Number of items on BZA and CPC hearing dockets

Legend: BZA, CPC

Y-axis: Docket Items (0–50)

X-axis: Feb 14, Mar 14, Apr 14, May 14, Jun 14, Jul 14, Aug 14, Sep 14, Oct 14, Nov 14, Dec 14, Jan 15

| Month | BZA | CPC |
|---|---|---|
| Feb 14 | 42 | 23 |
| Mar 14 | 29 | 17 |
| Apr 14 | 43 | 5 |
| May 14 | 43 | 19 |
| Jun 14 | 41 | 14 |
| Jul 14 | 42 | 9 |
| Aug 14 | 31 | 9 |
| Sep 14 | 22 | 8 |
| Oct 14 | 21 | 13 |
| Nov 14 | 33 | 13 |
| Dec 14 | 22 | 21 |
| Jan 15 | 15 | 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.
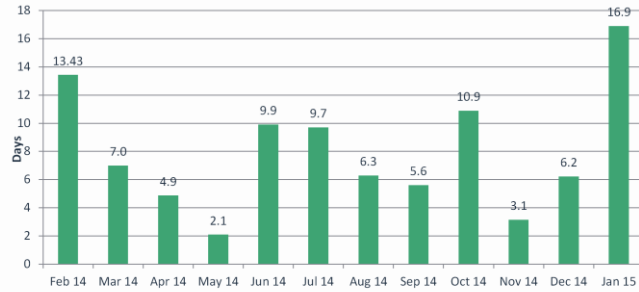
**Legend**

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

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

## Land Use – Days to docket increased significantly

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



| Key Measure | 2015 | | |
|---|---|---|---|
| | Actual | Target | Status |
| Average number of days to docket a BZA variance application for public hearing | 16.9 | 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?