CITY OF NEW ORLEANS

Blight**STAT**

Reporting Period: December, 2013

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Bright Idea

HARVARD Kennedy School
ASH CENTER
for Democratic Governance
and Innovation

Office of Performance and Accountability

Agenda

8:00-8:10   Introduction and
                       Announcements

8:10-8:20   Intake

8:20-8:40   Inspections

8:40-9:00   Hearings

9:00-9:20   Demolitions

9:20-9:40   Code Lien Foreclosures and
                       Sheriff's Sales

9:40-10:00 Reinvestment

BlightSTAT feedback form on back page of presentation

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INTRODUCTION

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 BlightSTAT, City leaders and managers review key performance results related to the Mayor's strategy to reduce blighted properties by 10,000 by the end of 2014 . 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, BlightSTAT meetings are open to the public.

Scope: BlightSTAT focuses on the Citywide, cross-departmental issue of blight. BlightSTAT does not focus on performance managed in other STAT programs or initiatives, nor does it include in depth discussions of complaints about specific locations.

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.

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City Strategic Framework

Mission
The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion.
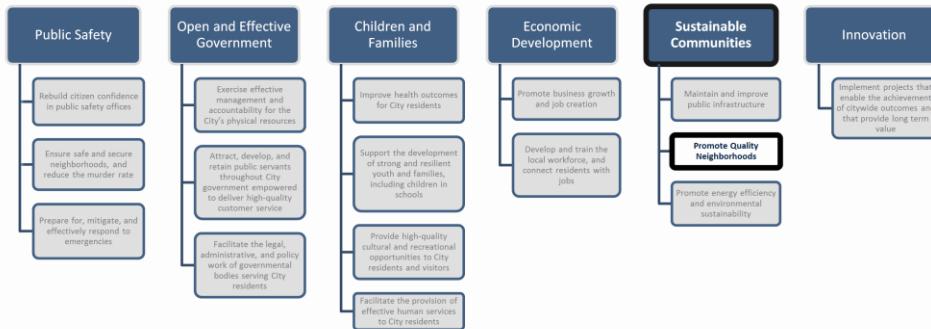
Values
Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

Vision
New Orleans is a model city. We are a unified city. We are a creative city.
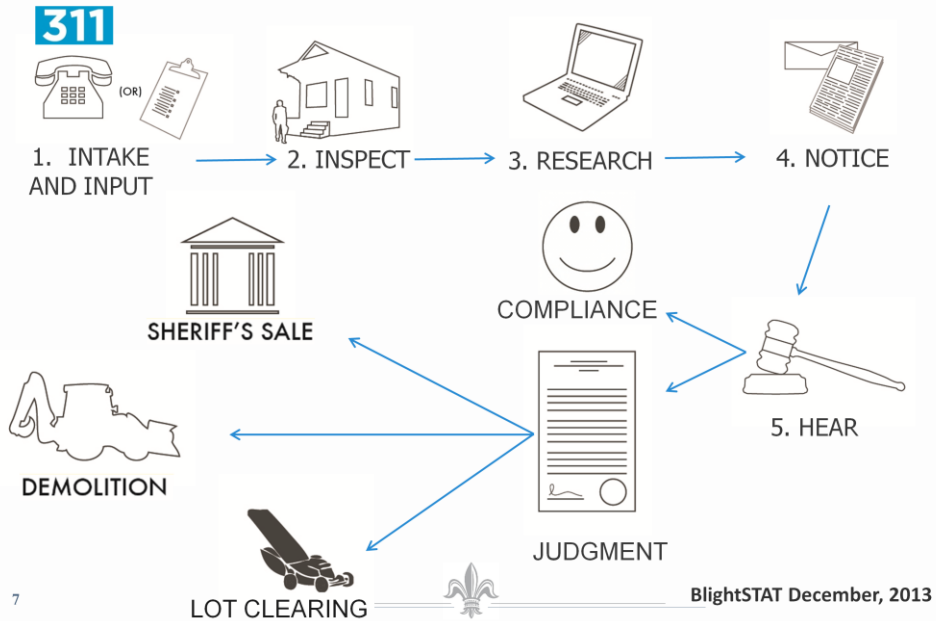
Result Area Goals and Objectives

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	Promote energy efficiency and environmental sustainability
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			
		Facilitate the provision of effective human services to City residents			

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Strategic Framework

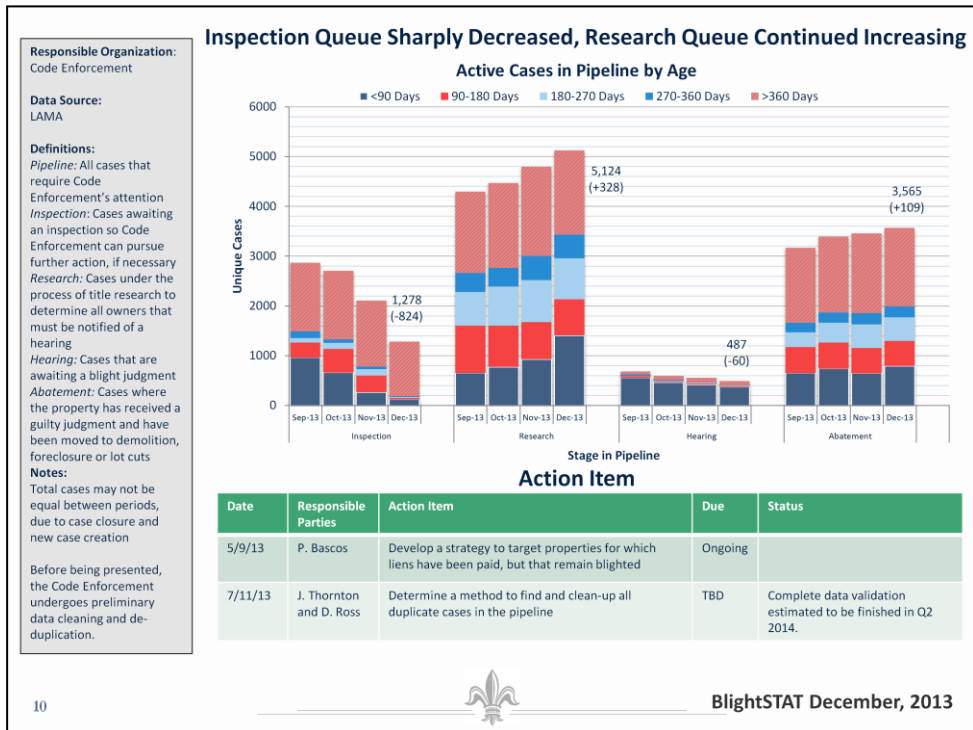| **Citywide Result Area: Sustainable Communities**	
Goal: Support sustainable communities that integrate quality housing, transportation, schools, commercial development, energy efficiency, parks and green space, flood protection and cultural assets.	
Objectives and Strategies	**Outcome Measures**
Maintain and improve public infrastructure 1. Maintain and improve road surface infrastructure 2. Consistently implement Complete Streets philosophy in streets investments 3. Effectively administer the City's capital improvements program 4. Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods	• Citizen perceptions of condition of streets (UNO Quality of Life Survey) • Mean travel time to work (American Community Survey) • Percentage of workers commuting to work by means other than driving alone (including carpooling, public transportation, biking, and walking)
Promote Quality Neighborhoods **1. Reduce blighted properties by 10,000 by the end of 2014** 2. Provide effective sanitation services to residents and businesses 3. Protect and preserve parks and other green spaces 4. Regulate land use to support safe, vibrant neighborhoods and preserve historic properties	• **Blighted addresses or empty lots** • Citizen perceptions of parks and recreation (UNO Quality of Life Survey) • Citizen perceptions of trash pickup (UNO Quality of Life Survey) • Citizen perceptions of general quality of life (UNO Quality of Life Survey) • ParkScore (based on acreage, service and investment, and access) (Trust for Public Land)
Promote energy efficiency and environmental sustainability 1. Restore the City's marshes and coastline 2. Promote green energy and other sustainability measures 3. Remediate brownfields, lead, and other environmental hazards	• Percentage of days with healthy air quality (EPA) • Health based drinking water violations (EPA) • Certified green buildings (US Green Building Council) • Land acres in Orleans Parish (US Geological Survey)

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Overview of the Blight Reduction Process

311 (OR)
1. INTAKE AND INPUT → 2. INSPECT → 3. RESEARCH → 4. NOTICE

SHERIFF'S SALE

COMPLIANCE

5. HEAR

DEMOLITION

JUDGMENT

LOT CLEARING

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Inspection Queue Sharply Decreased, Research Queue Continued Increasing

Responsible Organization: Code Enforcement

Data Source: LAMA

Definitions:
Pipeline: All cases that require Code Enforcement's attention
Inspection: Cases awaiting an inspection so Code Enforcement can pursue further action, if necessary
Research: Cases under the process of title research to determine all owners that must be notified of a hearing
Hearing: Cases that are awaiting a blight judgment
Abatement: Cases where the property has received a guilty judgment and have been moved to demolition, foreclosure or lot cuts

Notes:
Total cases may not be equal between periods, due to case closure and new case creation

Before being presented, the Code Enforcement undergoes preliminary data cleaning and de-duplication.

Active Cases in Pipeline by Age

Legend: ■ <90 Days ■ 90-180 Days ■ 180-270 Days ■ 270-360 Days ■ >360 Days

Y-axis: Unique Cases (0 – 6000)

Inspection: Sep-13, Oct-13, Nov-13, Dec-13 — 1,278 (-824)
Research: Sep-13, Oct-13, Nov-13, Dec-13 — 5,124 (+328)
Hearing: Sep-13, Oct-13, Nov-13, Dec-13 — 487 (-60)
Abatement: Sep-13, Oct-13, Nov-13, Dec-13 — 3,565 (+109)

X-axis: Stage in Pipeline

Action Item

Date	Responsible Parties	Action Item	Due	Status
5/9/13	P. Bascos	Develop a strategy to target properties for which liens have been paid, but that remain blighted	Ongoing	
7/11/13	J. Thornton and D. Ross	Determine a method to find and clean-up all duplicate cases in the pipeline	TBD	Complete data validation estimated to be finished in Q2 2014.

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The large number of completed inspections caused the research queue to increase. To increase research productivity, Code Enforcement has hired two new researchers and will be hiring four more.

INSPECT

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Responsible Organization:
Code Enforcement

Data Source:
LAMA

Definitions:
Initial Inspection: The first inspection performed by Code Enforcement to determine if further action is needed
Reinspection: Inspections performed either for the purpose of an updated inspection for a case that has been continued/reset or to update an older inspection to determine if an initial hearing is justified
Posting of Hearings: Required inspection to determine current condition prior to the initial hearing date as well as to provide notice to the owner of the upcoming hearing date. As of 9/1/2013, these must be performed at least 5 days prior to the hearing date. These notices are attached on or near the structure/lot
Posting of Judgments: After hearings, a copy of the judgment is attached on or near the structure/lot
Demolition Inspection: After hearings, a copy of the judgment is attached on or near the structure/lot

Note:
743 inspections have been added to the 2013 numbers to include earlier inspections entered after the end of the period.

Inspections Met Yearly Target
1,124 Inspections Completed in December

Inspections by Type

Cumulative 2013 Inspections
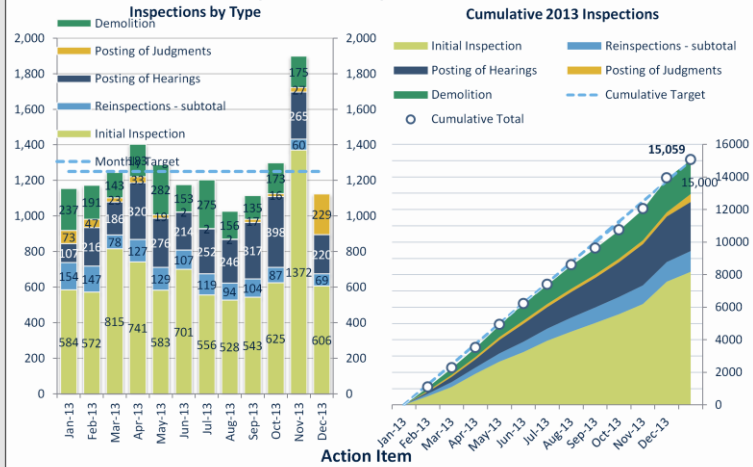
Action Item

Date	Responsible Parties	Action Item	Due	Status
2/14/13	P. Bascos, J. Thornton, A. Square, D. Ross	Continue to work on a tech solution for inspectors in the field	Q2 2014	Code Enforcement received several Android tablets to test in the field.

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Number of New Cases in Queue Decreased Substantially

Responsible Organization: Code Enforcement

Data Source: LAMA

Definitions:
New Cases: Any case that is opened after Janaury 1st, 2013
New Initial Inspection: An initial inspection on a new case. New initial inspections are a subset of the initial inspections shown on the previous slide
Queue: The list of all new cases awaiting inspection

Note: The number in parentheses gives the change from the previous month

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

Month	Monthly Average Days to Complete New Initial Inspections	YTD Average Days to Complete Inspections	Average Age of New Cases Still in Queue	Total New Cases in Queue
January	1	1	16	175
February	7	5	29	236
March	10	8	30	269
April	7	7	33	324
May	9	8	35	471
June	8	8	42	628
July	12	8	48	895
August	15	9	59	1141
September	18	10	69	1350
October	20	12	95	1277
November	98	30	126	762
December	58 (-40)	32 (+2)	96 (-31)	155 (-607)

Measure	2013 Year-End Actual	2013 Target	Status
Average number of days to complete a new, initial inspection request	32	≤30	🔺

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Of the 155 open cases, 67 were opened in December

HEAR
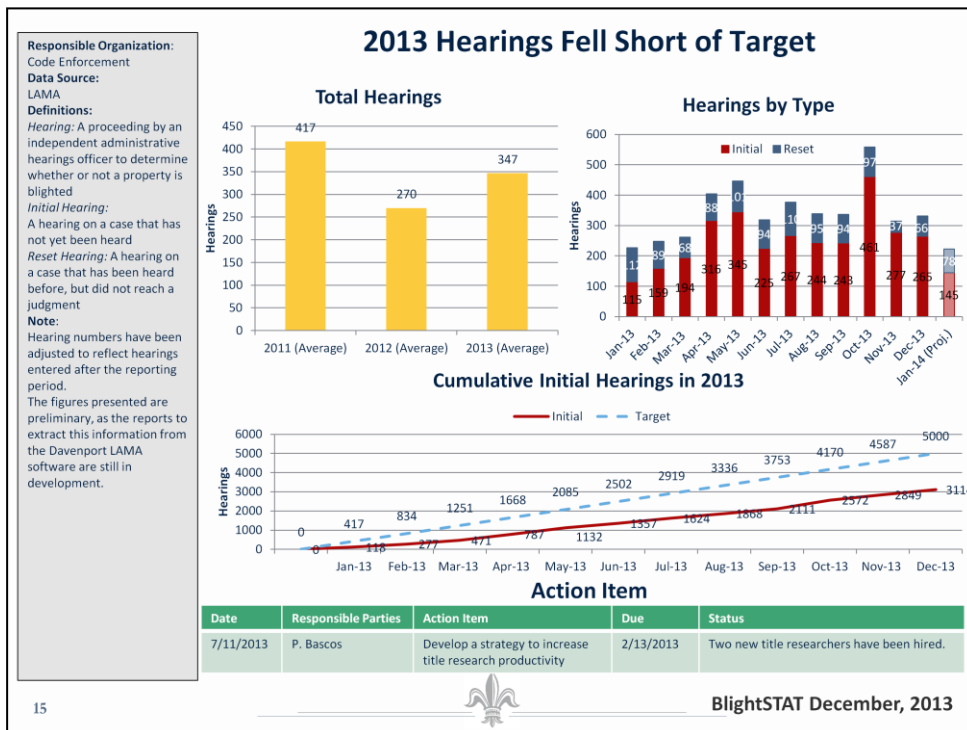
The number of hearings for January is projected to be low because of the holidays and Code Enforcement moving their offices.

The target for initial hearings in 2014 has been decreased to 4,000. In 2014, there will be 96 sessions for hearings. To meet their target, Code Enforcement will need to hold 42 initial hearings per session.

Hearing Results

4 Cases Reset for No Reinspection, 3 Reset for Insufficient Notice in December

Responsible Organization: Code Enforcement
Data Source: LAMA
**Definitions:**
Guilty: A hearing where the property is judged to be blighted
In Compliance: A hearing where the property is judged not to be blighted (though fines from previous violations may be levied)
Work in Progress: A hearing where the property is not yet in compliance but the owner has proof that they are in the process of bringing it up to code
Insufficient Notice: A hearing where Code Enforcement did not give the property owner the necessary amount of time before the hearing, leading to the case being reset
No Reinspection: A hearing where Code Enforcement failed to inspect the property in sufficient time (seven days), leading to the case being reset
Other Legal Issue: A hearing that is reset for any other reason, generally administrative issues
Note: There are four cases in December for which results are pending.

Guilty

Reset: Work in Progress
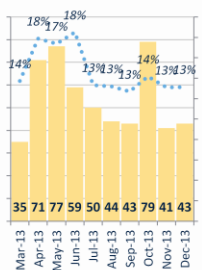
Reset: No Reinspection
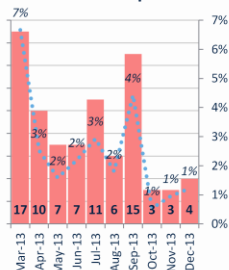
In Compliance
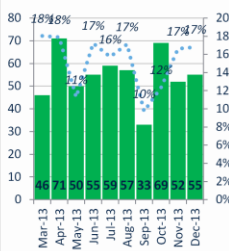
Reset: Insufficient Notice
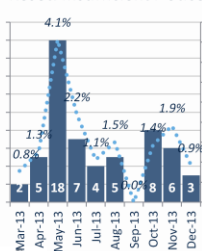
Reset or Dismissed for Other Legal Issue

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The Year-End Target for Properties Brought into Compliance Was Met

Number of Properties Brought into Compliance

Legend: Compliance at Hearings | Approved Lien Waivers | YTD Target
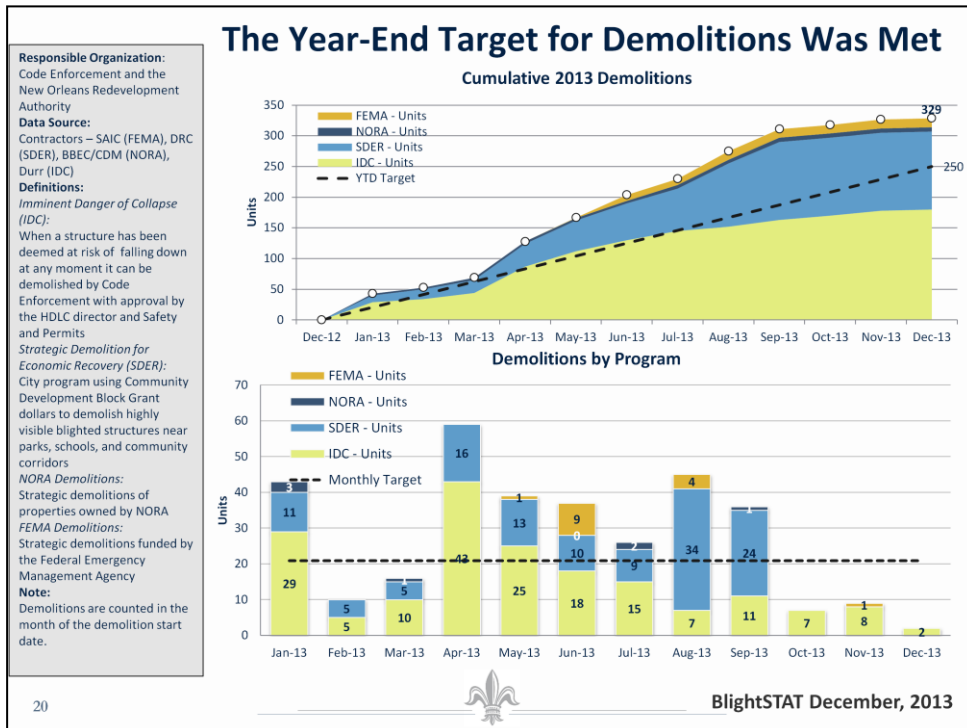
836
750

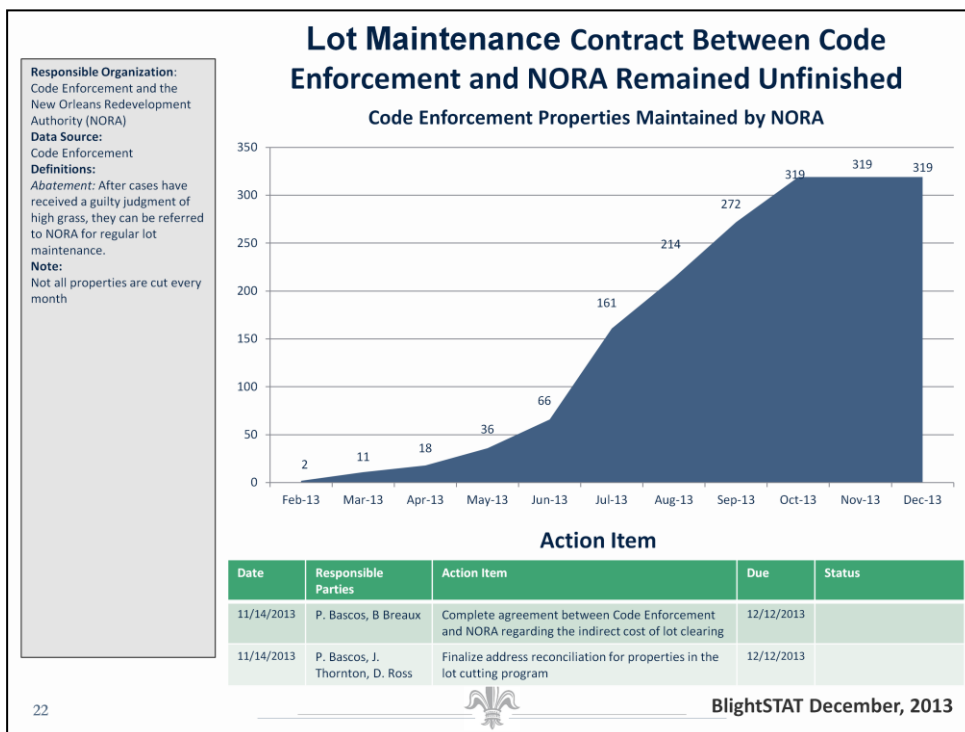BlightSTAT December, 2013
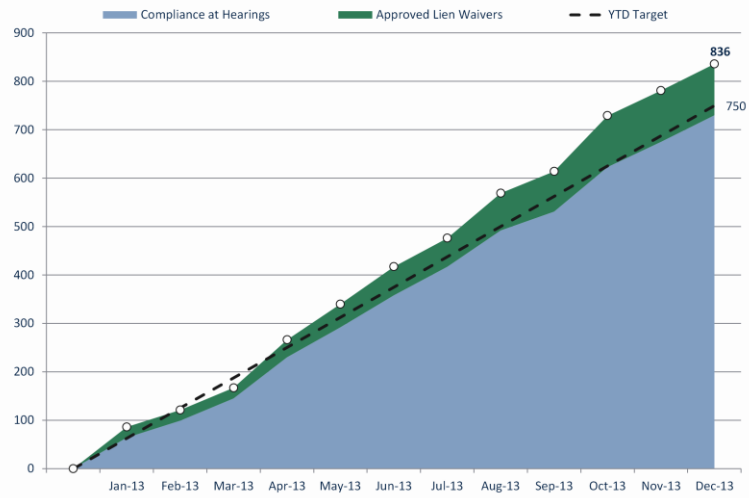
DEMOLITION

Contracts for FEMA and Strategic Demolitions are still in progress. Code Enforcement anticipates having a new contract for FEMA demolitions completed by the end of the month. There have been delays on the Strategic Demolition contract, and Code Enforcement has not set a deadline for completion.

LOT CLEARING

Lot Maintenance Contract Between Code Enforcement and NORA Remained Unfinished

Code Enforcement Properties Maintained by NORA

Responsible Organization:
Code Enforcement and the New Orleans Redevelopment Authority (NORA)
Data Source:
Code Enforcement
Definitions:
Abatement: After cases have received a guilty judgment of high grass, they can be referred to NORA for regular lot maintenance.
Note:
Not all properties are cut every month

Action Item

Date	Responsible Parties	Action Item	Due	Status
11/14/2013	P. Bascos, B Breaux	Complete agreement between Code Enforcement and NORA regarding the indirect cost of lot clearing	12/12/2013	
11/14/2013	P. Bascos, J. Thornton, D. Ross	Finalize address reconciliation for properties in the lot cutting program	12/12/2013	

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Code Enforcement reported that the lot maintenance contract with NORA has been finished as of early January. Four lots were referred to NORA for the NOLA For Life Day on January 11th.

CODE LIEN FORECLOSURES AND SHERIFF'S SALES

17 Files Approved in December

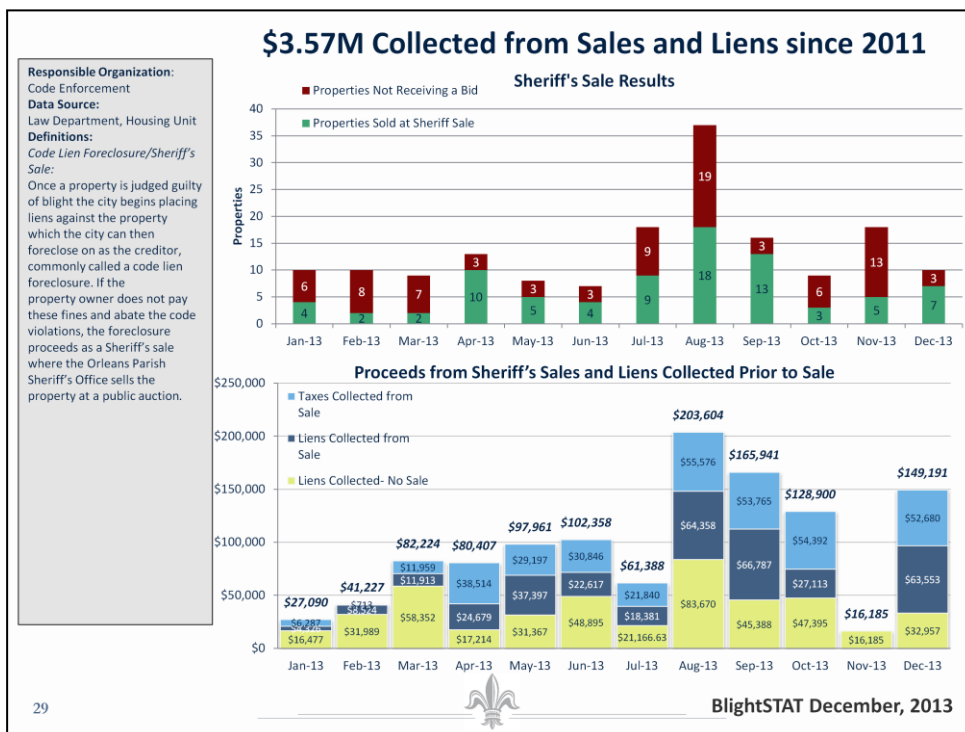Code Lien Writs Filed

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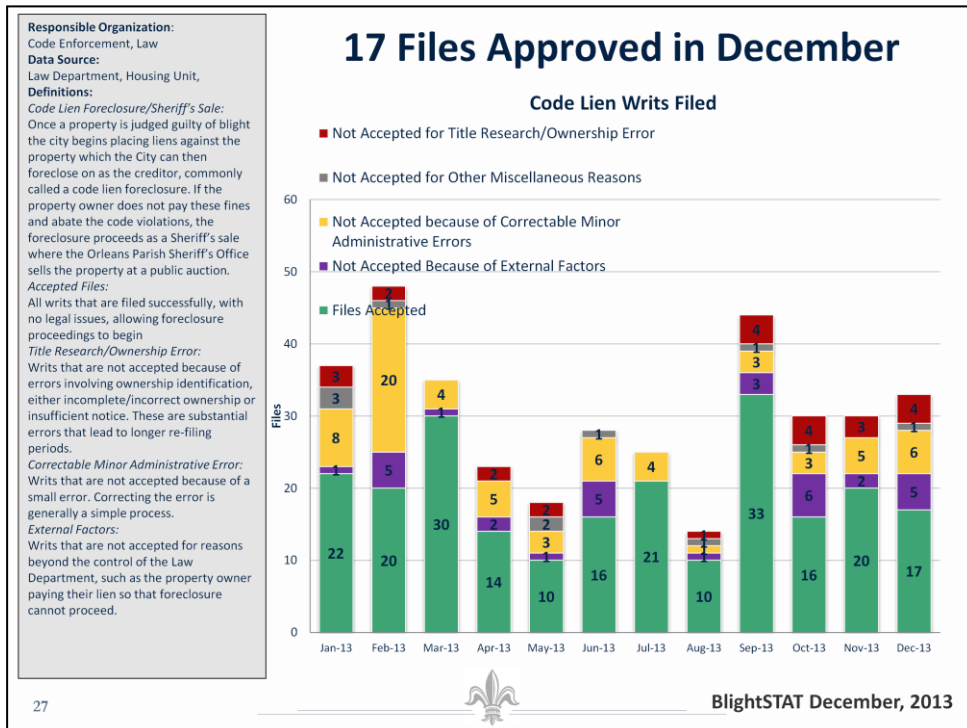
Data for code lien writs is not yet in LAMA. Before it can be incorporated, Code Enforcement and the Law Department will need to work with the department of Information Technology and Innovation to ensure that the data quality is high enough to LAMA integration.
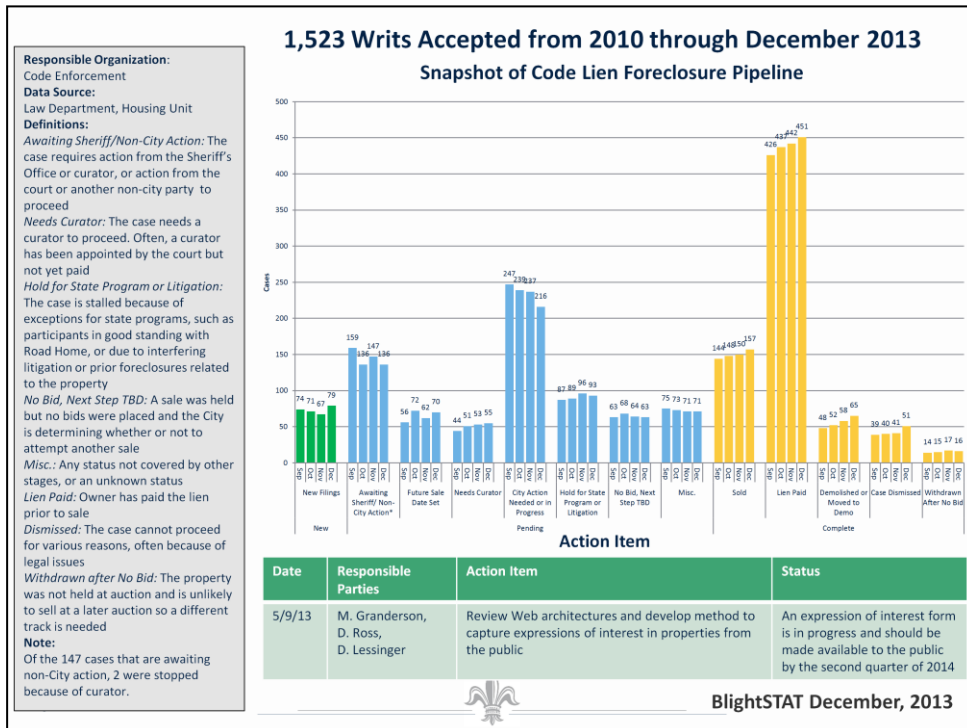
Positive movement was reported on the lien foreclosure pipeline, as the number of cases requiring City action has decreased and the number of sales has increased.

$3.57M Collected from Sales and Liens since 2011

Sheriff's Sale Results

Proceeds from Sheriff's Sales and Liens Collected Prior to Sale

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There were fewer sales in the past couple of months because of seasonal variation, with interest generally decreasing around the holidays.

Code Enforcement has started strategically focusing on selling properties that are in place-based areas. Discussion focused on the need for the New Orleans Redevelopment Authority and the Office of Community Development to coordinate their redevelopment efforts on areas where Code Enforcement holds the most sales.

REINVESTMENT

NORA Returned 80 Properties to Commerce in December

Properties Returned to Commerce in 2013 by Program

Responsible Organization:
New Orleans Redevelopment
Authority (NORA)
Data Source:
NORA
Definitions:
Lot Next Door:
The Lot Next Door Program
provides an opportunity to
owners of properties that
share a common boundary
with a former Road Home
property to purchase that
property
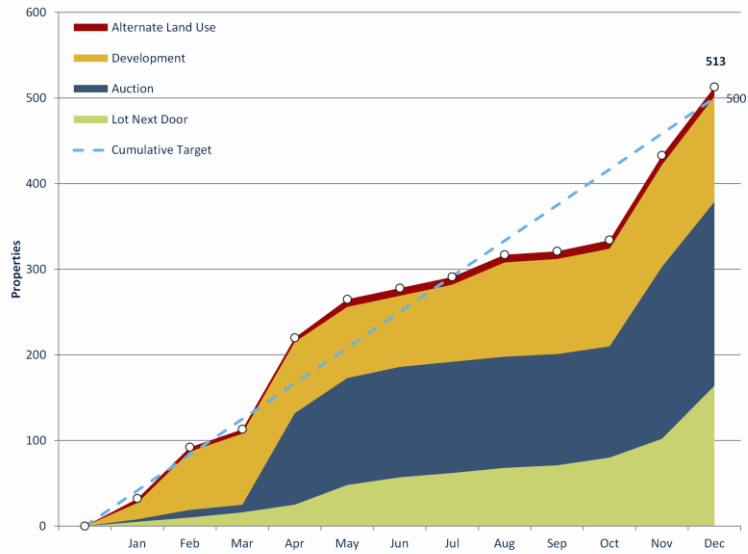*Auction:*
NORA holds periodic auctions
to sell properties in its
inventory
Alternate Land Use:
The Alternate Land Use
Program provides properties
to groups who have ideas and
plans outside of traditional
development such as
playgrounds, pocket parks,
and community gardens
Development:
Properties returned to
commerce through private
development, which often
includes packaging several
lots with federal, state, and
local subsidies.
Note:
Properties Returned to
Commerce chart has been
adjusted to include 41 non-
Road Home properties sold
throughout 2013.

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The New Orleans Redevelopment Authority reported that they anticipate fully finishing the NSP2 program by the end of February.
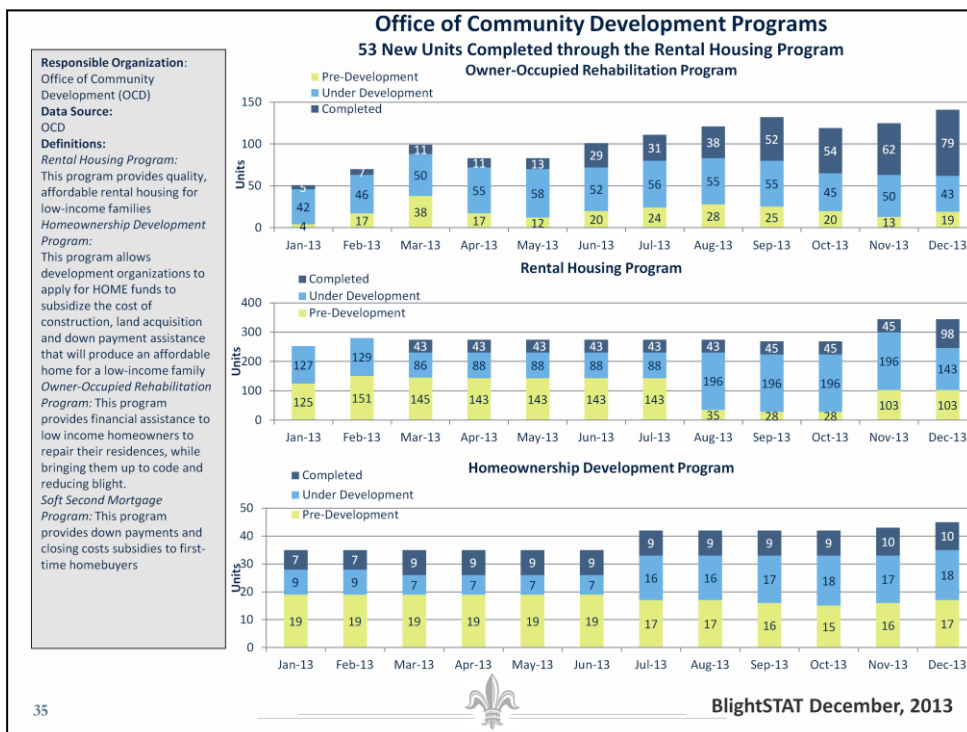
The Office of Community Development reported that they anticipate completing a new multi-unit complex through the Rental Housing Program in February or March.

14 New Soft Second Commitments in December

Responsible Organization: Office of Community Development (OCD)
Data Source: OCD
Definitions:
Rental Housing Program: This program provides quality, affordable rental housing for low-income families
Homeownership Development Program: This program allows development organizations to apply for HOME funds to subsidize the cost of construction, land acquisition and down payment assistance that will produce an affordable home for a low-income family
Owner-Occupied Rehabilitation Program: This program provides financial assistance to low income homeowners to repair their residences, while bringing them up to code and reducing blight.
Soft Second Mortgage Program: This program provides down payments and closing costs subsidies to first-time homebuyers
Key:

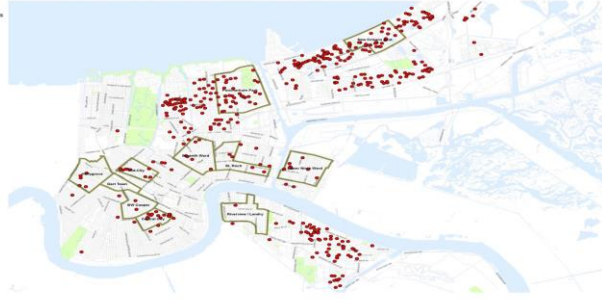🟢 On Target
🔺 Within 10% of Target
🔶 Off Target

Orleans Parish
Soft Second Mortgages through December 2013

Legend
- Soft Second Commitments
- Place-Based Areas
- Water Bodies
- Parks

Key Performance Indicators	2012 Actual	2013 Actual	2013 Annual Target	Year-End Status
Number of first time homebuyers receiving soft second mortgage commitments	221	309	300	🟢
Number of housing units developed through Homeownership Development Program	22	10	30	🔶
Number of housing units assisted through the Owner Occupied Rehab Programs	119	79	75	🟢
Number of affordable rental units developed	195	98	140	🔶

Action Item

Date	Responsible Parties	Action Item	Status
11/14/13	B. Lawlor	Work with the Fire Department to board up vacant properties	Fire Department has agreed to begin boarding houses

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2014 Performance Plan

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

Objective: Promote quality neighborhoods	Key Outcome Measures
	• Percent of citizens satisfied with life in New Orleans (UNO Quality of Life Survey) • Percent of citizens rating zoning fair, good, or very good (UNO Quality of Life Survey)

Strategy: Reduce blighted properties by 10,000 by the end of 2014

Key Performance Measures	Responsible Organization	2013 Year-End Actual	2014 Targets
Average number of days to complete a new, initial inspection request	Code Enforcement	32	≤30
Number of inspections	Code Enforcement	15,059	≥15,000
Number of properties brought to hearing	Code Enforcement	3,114	≥4,000
Percent of hearings reset due to failure to properly notify the owner	Code Enforcement	1.5%	≤3.0%
Percent of hearings reset due to failure to re-inspect the property	Code Enforcement	3.7%	≤5.0%
Number of blighted units demolished	Code Enforcement	329	≥250
Number of blighted properties brought into compliance	Code Enforcement	836	≥750

(continued on next page)

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2014 Performance Plan

(continued from previous page)

Key Performance Measures	Responsible Organization	2013 Year-End Actual	2014 Targets
Number of properties returned to commerce through disposition programs	New Orleans Redevelopment Authority	513	≥300
Percent of sales where agreements were successfully completed by the end user	New Orleans Redevelopment Authority	New Measure in 2014	Management Statistic
Percent of total development costs that is leveraged investment	New Orleans Redevelopment Authority	89%*	Management Statistic
Amount of NORA direct investment in real estate projects	New Orleans Redevelopment Authority	$8,403,425*	Management Statistic
Amount of leveraged investment committed to real estate projects	New Orleans Redevelopment Authority	$66,299,192*	Management Statistic
Number of first time homebuyers who received soft second mortgage commitments	Community Development	309	≥300
Number of housing units developed through the Homeownership Development Program	Community Development	10	≥20
Number of affordable rental units developed	Community Development	98	≥125
Number of owner-occupied housing units rehabilitated	Community Development	73	≥75

*Results through September 30th

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