CITY OF NEW ORLEANS

BlightSTAT

Reporting Period: November, 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

Blight**STAT** feedback form on back page of presentation

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.

BlightSTAT November, 2013

City Strategic Framework

Mission

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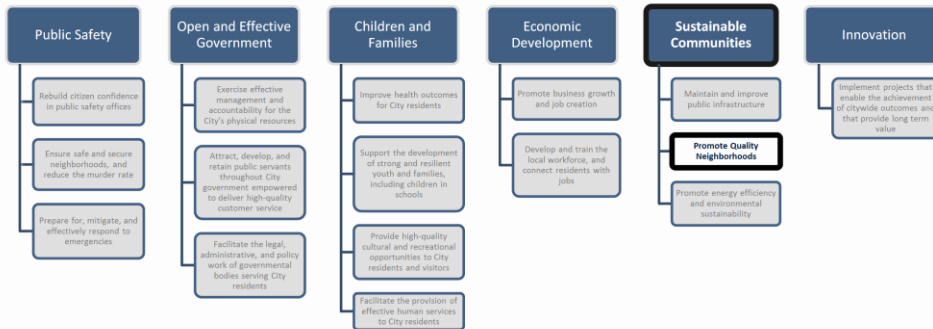
Values

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

BlightSTAT November, 2013
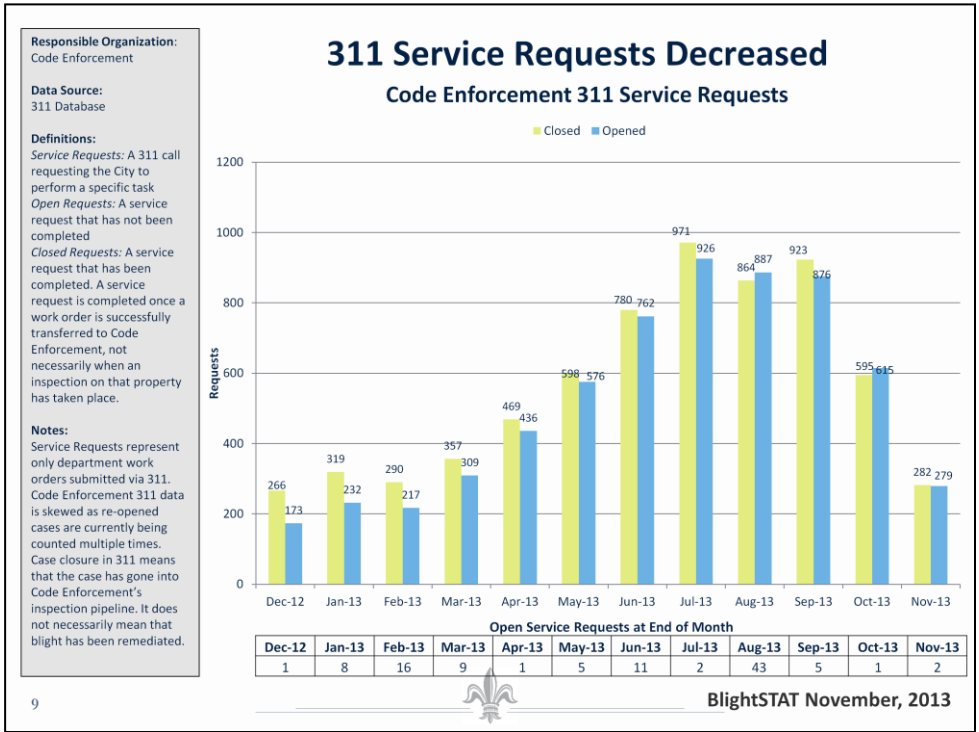
7

311

(OR) **INTAKE**

311 Service Requests Decreased

Code Enforcement 311 Service Requests

Responsible Organization: Code Enforcement

Data Source: 311 Database

Definitions:
Service Requests: A 311 call requesting the City to perform a specific task
Open Requests: A service request that has not been completed
Closed Requests: A service request that has been completed. A service request is completed once a work order is successfully transferred to Code Enforcement, not necessarily when an inspection on that property has taken place.

Notes:
Service Requests represent only department work orders submitted via 311. Code Enforcement 311 data is skewed as re-opened cases are currently being counted multiple times. Case closure in 311 means that the case has gone into Code Enforcement's inspection pipeline. It does not necessarily mean that blight has been remediated.

Open Service Requests at End of Month

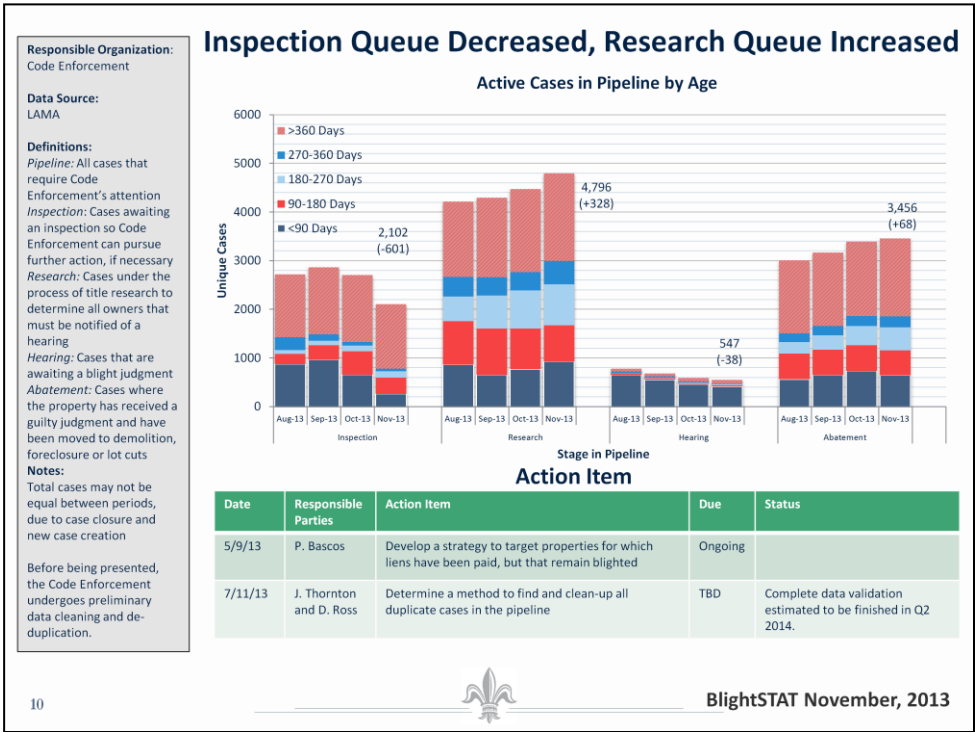| Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
1	8	16	9	1	5	11	2	43	5	1	2

BlightSTAT November, 2013

The decrease in requests is largely because of cold weather, as people call less when lawns grow slowly.
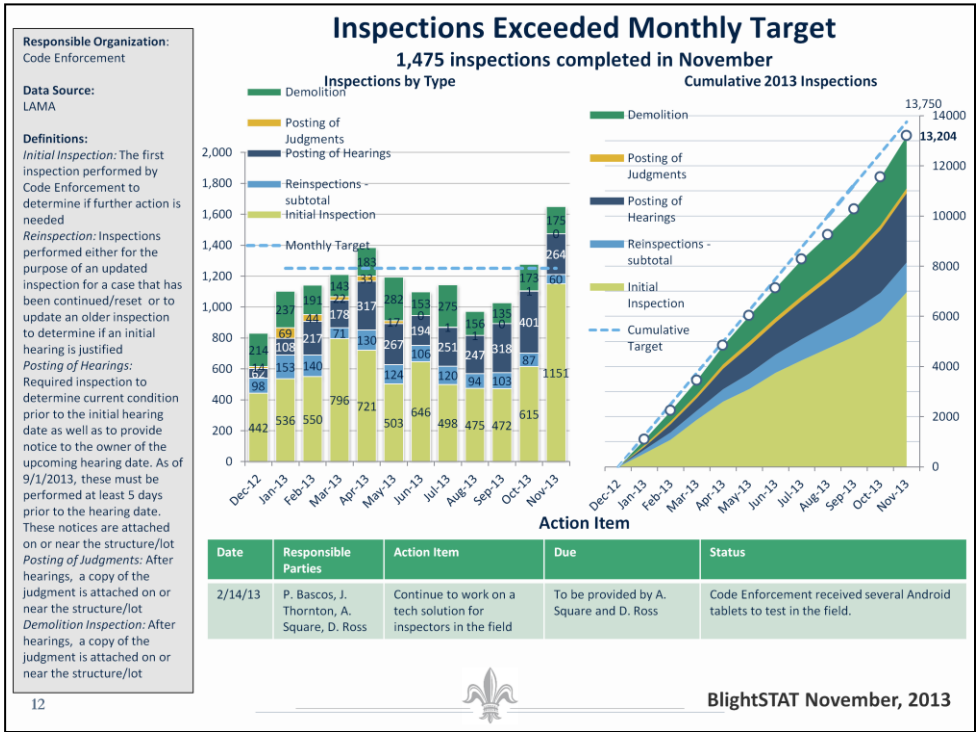
There was a very large number of inspections in November, causing the queue to decrease substantially.

Two new title researchers have been hired and will begin working in the next couple of weeks.

INSPECT

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With a large increase in productivity in November and December, Code Enforcement anticipates that they will be able to meet their target of 15,000 inspections by the end of the year. The increase in inspections is largely due to plotting inspection routes more efficiently and targeting areas with more blight.

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

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	Total New Initial Inspections Completed
January	1	1	16	175	136
February	7	5	29	236	354
March	10	8	30	269	803
April	7	8	33	324	1294
May	10	8	35	471	1644
June	8	8	42	628	2195
July	12	9	48	895	2633
August	15	10	59	1141	3055
September	20	11	69	1350	3476
October	19	12	95	1277	4041
November	92 (+73)	28 (+16)	126 (+31)	762 (-515)	5046 (+1,005)

Action Item

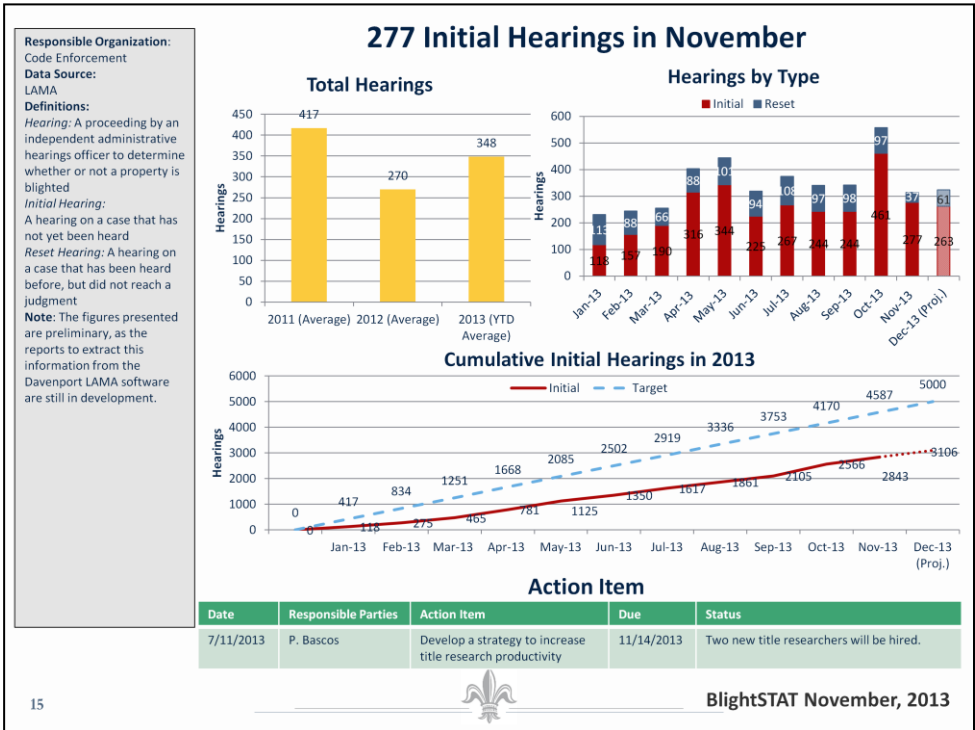| Date	Responsible Parties	Action Item	Due	Status
11/14/2013	P. Bascos, J. Thornton, W. Reid	Develop plan to target new cases that remain uninspected	End of 2013	Code Enforcement has identified all new cases that remain in the inspection queue and developed an inspection plan to eliminate the new case backlog. Inspectors normally assigned to less blighted districts will target these cases.

BlightSTAT November, 2013

Code Enforcement reported that at the time of this meeting they have finished all cases in their new inspection queue. Because many of the inspections completed in November and December were older cases, Code Enforcement will likely not meet their target of completing new initial inspections by 30 days.
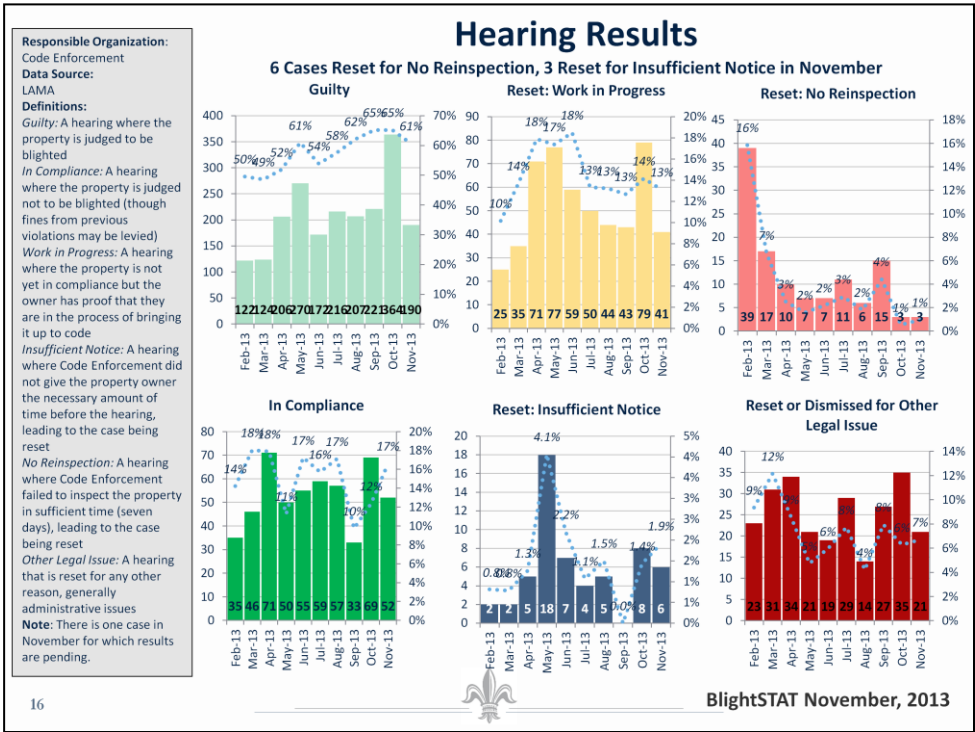
HEAR

277 Initial Hearings in November

Responsible Organization: Code Enforcement
Data Source: LAMA
Definitions:
Hearing: A proceeding by an independent administrative hearings officer to determine whether or not a property is blighted
Initial Hearing: A hearing on a case that has not yet been heard
Reset Hearing: A hearing on a case that has been heard before, but did not reach a judgment
Note: The figures presented are preliminary, as the reports to extract this information from the Davenport LAMA software are still in development.

Total Hearings
2011 (Average)	2012 (Average)	2013 (YTD Average)
417	270	348

Hearings by Type (Initial / Reset)

Cumulative Initial Hearings in 2013

Action Item

Date	Responsible Parties	Action Item	Due	Status
7/11/2013	P. Bascos	Develop a strategy to increase title research productivity	11/14/2013	Two new title researchers will be hired.

15

BlightSTAT November, 2013

The job posting for four new title researchers has been written and is currently awaiting posting by Civil Service. The target for initial hearings in 2014 has been decreased to 5,000. To meet this target, Code Enforcement will need to hold 333 initial hearings per month.

Hearing Results

6 Cases Reset for No Reinspection, 3 Reset for Insufficient Notice in November

Guilty

Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
122	124	206	270	172	216	207	221	364	190

Percentages: 50%, 49%, 52%, 54%, 58%, 61%, 62%, 65%, 65%, 61%

Reset: Work in Progress

Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
25	35	71	77	59	50	44	43	79	41

Percentages: 10%, 14%, 18%, 17%, 18%, 13%, 13%, 13%, 14%, 13%

Reset: No Reinspection

Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
39	17	10	7	7	11	6	15	3	3

Percentages: 16%, 7%, 3%, 2%, 2%, 3%, 2%, 4%, 1%, 1%

In Compliance

Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
35	46	71	50	55	59	57	33	69	52

Percentages: 14%, 18%, 18%, 11%, 16%, 17%, 17%, 10%, 12%, 17%

Reset: Insufficient Notice

Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
2	2	5	18	7	4	5	0	8	6

Percentages: 0.8%, 0.8%, 1.3%, 4.1%, 2.2%, 1.1%, 1.5%, 0.0%, 1.4%, 1.9%

Reset or Dismissed for Other Legal Issue

Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
23	31	34	21	19	29	14	27	35	21

Percentages: 9%, 12%, 6%, 4%, 8%, 6%, 7%

BlightSTAT November, 2013

The cases that were reset for no reinspection were reset because of address errors. These properties are generally vacant lots.

Cases that are reset or dismissed for another legal issue are reset because of issues beyond the control of Code Enforcement. In many of these cases, the property owner is working to bring their property into compliance.

Most Reset Cases Reach Judgment at Next Hearing

Hearing Results Breakdown

Legend:
- Dismissed or Reset: Other Legal Issue
- Reset: Insufficient Notice
- Reset: No Reinspection
- Reset: Work in progress
- Guilty
- Complied
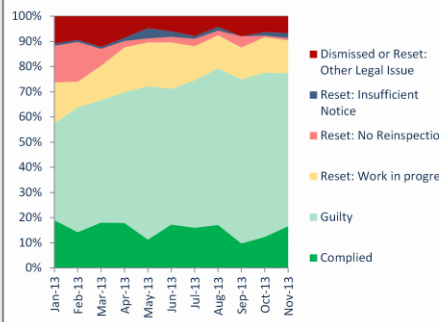
Number of Times Cases Have Been Heard in 2013

Times Heard	Count
Five	2
Four	23
Three	124
Two	481
One	2395
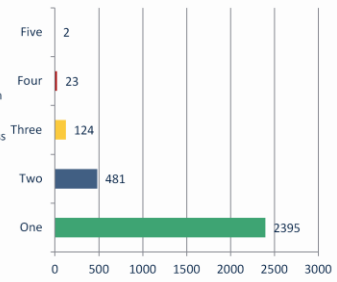
Measure	2013 YTD Actual	2013 Target	Status
Percent of hearings reset due to failure to re-inspect the property	4.0%	≤5%	🟢
Percent of hearings reset due to failure to properly notify the owner	1.6%	≤3%	🟢

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

17

BlightSTAT November, 2013

Fifty Two New Properties Brought into Compliance in November

Number of Properties Brought into Compliance

Responsible Organization:
Code Enforcement

Data Source:
LAMA

Definitions:
In Compliance: A hearing where the property is judged not to be blighted (though fines from previous violations may be levied)
Approved Lien Waivers: When a property is found guilty at a hearing, the City can place a lien on the property that the owner must pay. If the owner later brings the property up to code, they can file to have the lien removed.

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

(Data points labeled 781 and 688 at Nov-13; x-axis Jan-13 through Nov-13; y-axis 0 to 900)

BlightSTAT November, 2013

DEMOLITION

9 Demolitions in November
Cumulative 2013 Demolitions · Demolitions by Program · BlightSTAT November, 2013

Invitations to bid for FEMA and Strategic Demolition (SDER) contracts were completed in November. Code Enforcement is awaiting action from the Louisiana Office of Community Development on the SDER contract before a new contractor is found.

Even though there is not a contractor in place, Code Enforcement is continuing the necessary processes to demolish properties. There are approximately 25 properties in the queue and the first demolition will be of a large multi-unit property.

LOT CLEARING

Code Enforcement and NORA Continued Working to Extend Lot Maintenance Contract

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

Values: Feb-13: 2, Mar-13: 11, Apr-13: 18, May-13: 36, Jun-13: 66, Jul-13: 161, Aug-13: 214, Sep-13: 272, Oct-13: 319, Nov-13: 319

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	

22

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Code Enforcement and NORA hope to have their CEA completed by the end of the year. Code Enforcement can still refer properties to NORA for lot cutting even before the CEA is complete and mor properties will be referred in December.

# CODE LIEN FORECLOSURES AND SHERIFF'S SALES
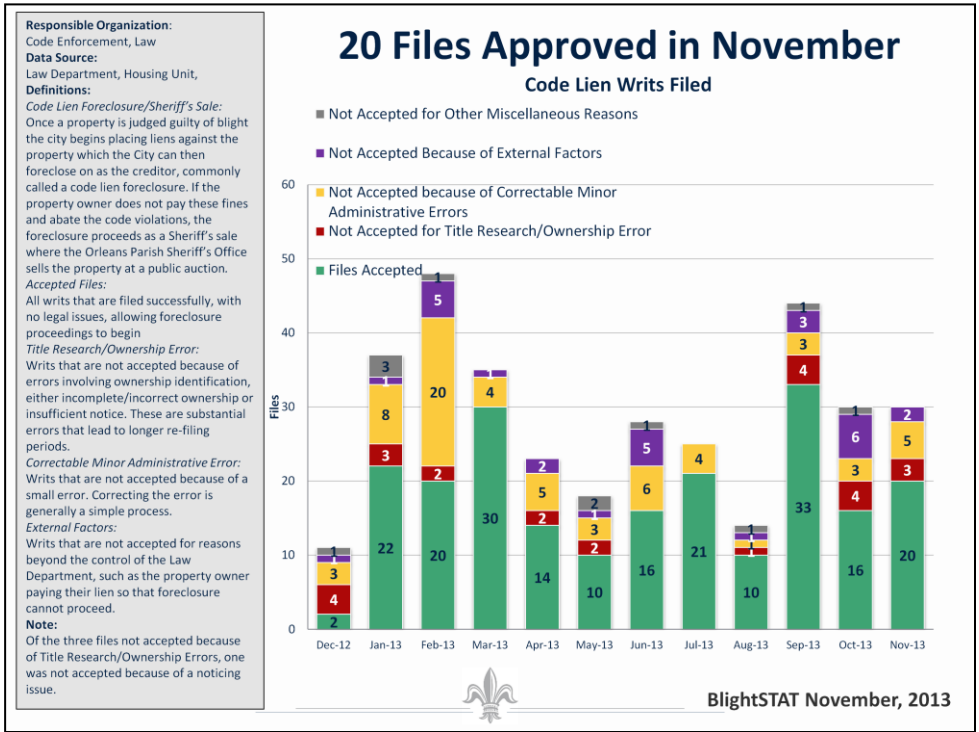
The three cases that were not accepted for title research or ownership errors require a new filing. The five cases with minor correctable errors can be re-filed readily.

1,505 Writs Accepted from 2010 through November 2013

Snapshot of Code Lien Foreclosure Pipeline
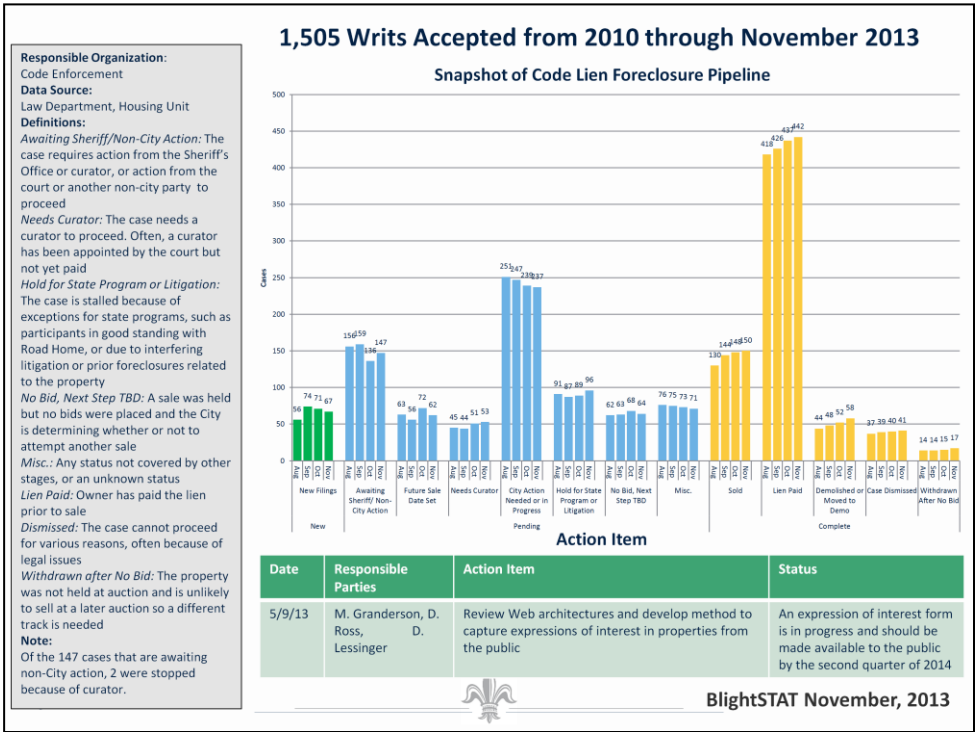
Positive movement was reported on the lien foreclosure pipeline, as the number of cases requiring City action has decreased and the number of sales has increased.
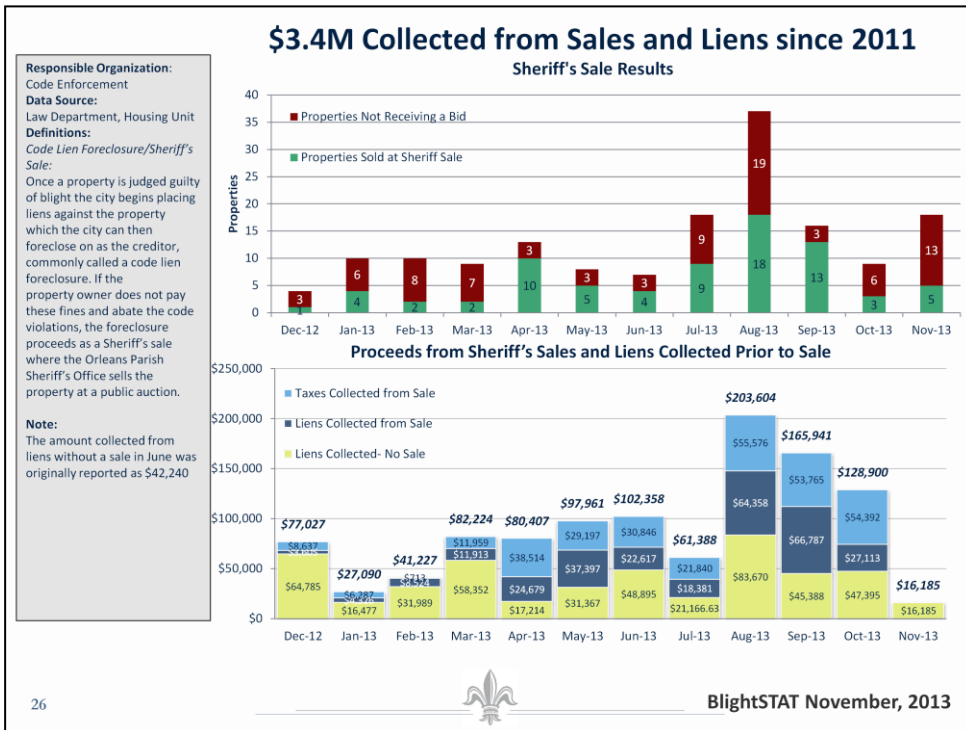
There were fewer sales in the past couple of months because of seasonal variation, with interest generally decreasing around the holidays.

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.

Responsible Organization:
Code Enforcement and Law

Data Source:
Code Enforcement

609 Jackson – previous judgment overturned. BK but property removed from Claim. Case restarted. Inspected and in research queue.

6601 Plaza/5700 Read (Grand Theatre) - Property is undergoing legal review

6700 plaza (former RTA Building) – Previous case was reset with work in progress-next hearing scheduled for 3/17/2014

10301 I-10 W. Service Road (Palms apartments)- Property received judgment 10/28/2013

10112-16 Plainfield Dr – Hearing 12/10/2013 9:30am

8500 Lake Forest (abandoned gas station) –

3010 Sandra Place (Crescent City Gates) –

10101 Lake Forest – Secured, debris clearance ongoing

6001 Bullard (old Schwegmann) – waiting for hearing date. Building open

5951 Milne (Lakeview School) – Hearing held on 12/1/2013

6324 Chef Menteur – Private sale failed. Preparing writ

55195 Michoud (Six Flags -13-07023-PNBL) – Code Enforcement working with manager to remediate property

5650 Read –Permits issued. The property is accessible and pool has water. Case will be restarted

23804 Read (aka 5851 Read) – Consent judgment has been signed. CEHB will monitor

8580 Lake Forest (parking lot) – Maintained. CEHB will monitor

9660 Lake Forest (strip mall)– Secured. CEHB will monitor.

6800 Plaza –Property secured. CEHB will monitor

2800 Sullen – Sheriff's sale scheduled for 12/19/2013

4300 Sullen – Private demolition permits

8501 Lake Forest Blvd (aka 8500 I-10 Service Road) private litigation still open.

Action Item

| Date	Responsible Parties	Action Item	Status
7/11/13	P. Bascos	Bring Safety and Permits and the City Planning Commission into blighted commercial property abatement meetings. Ensure that zoning variances and building permits align with redevelopment strategies.	

Code Enforcement reported that 609 Jackson-property owner filed bankruptcy and the case has been restarted. It is currently in the research queue, but the research process should be fairly simple.

The Lakeview School at 5951 Milne will be put up for sale and not demolished.

REINVESTMENT
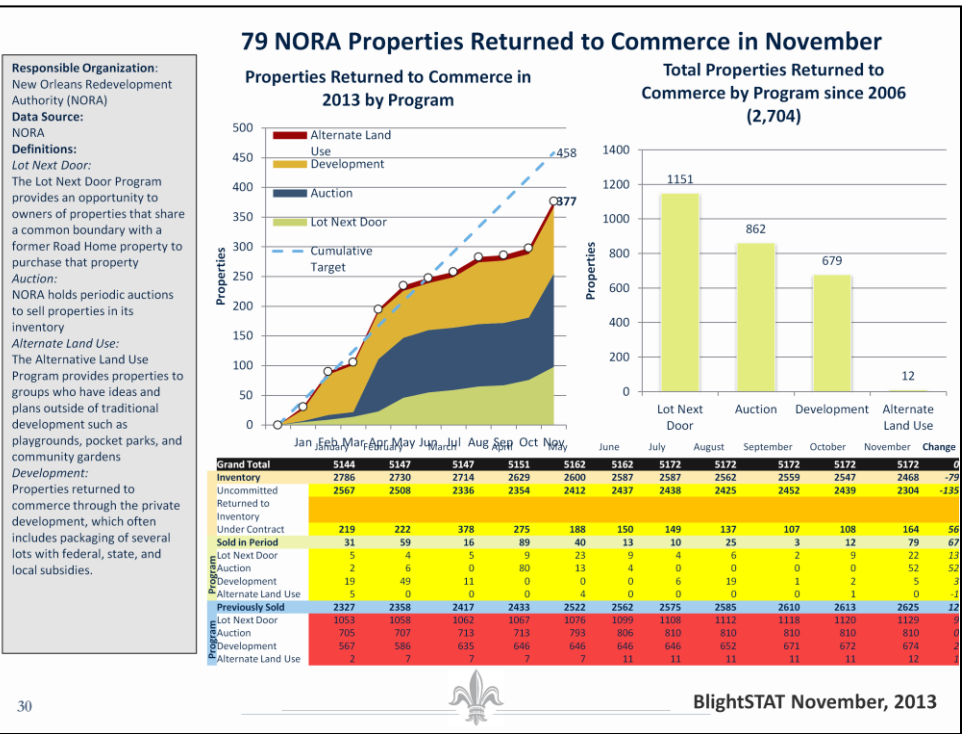
The New Orleans Redevelopment Authority (NORA) anticipates 60-80 closings in December through the Lot Next Door program. With these and further closings from their successful auction in October, NORA anticipates meeting their target of returning 500 properties to commerce in 2013.

8 Units Sold Using the HUD Neighborhood Stabilization Program, Phase 2 (NSP2) Award in November

Responsible Organization: New Orleans Redevelopment Authority (NORA)
Data Source: NORA
Definitions: *Neighborhood Stabilization Program, Phase 2 (NSP2):* NSP2 is a competitive program that was established by the US Department of Housing and Urban Development (HUD) to stabilize neighborhoods whose viability has been and continues to be damaged by the economic effects of properties that have been foreclosed upon and abandoned

NSP2 Housing Units	
Sold	118
Rented	178
Complete and For Sale/Rent	115
Under Construction	50
In Pre-Development	8
TOTAL	**469**

Cumulative NSP2 Housing Units Completed
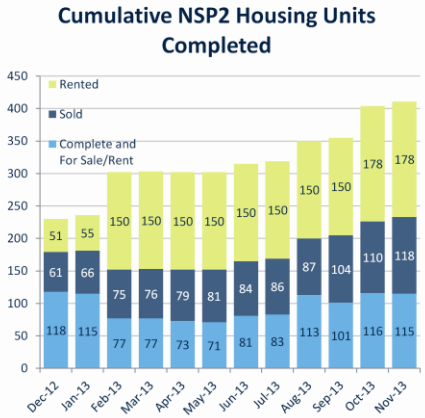
Action Item

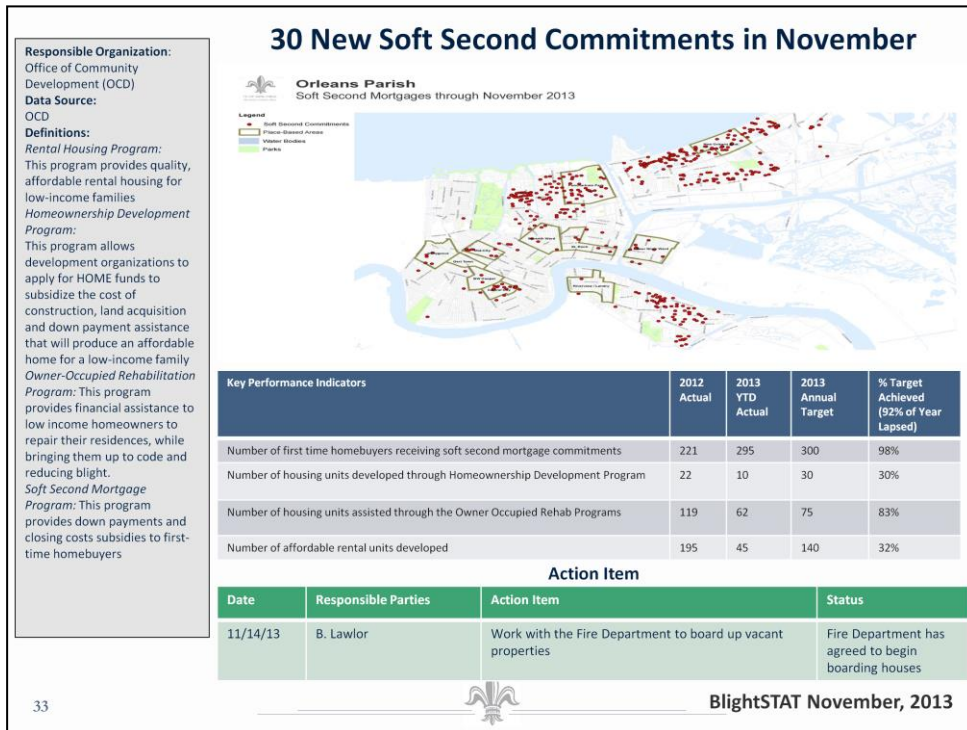| Date	Responsible Parties	Action Item	Status
2/14/13	D. Lessinger and D. Ross	Develop a timeline to share additional public investment information with the public on data.nola.gov	

31

BlightSTAT November, 2013

Substantial movement continues to be made on properties developed using the NSP2 Award. No new properties will be added through this program.
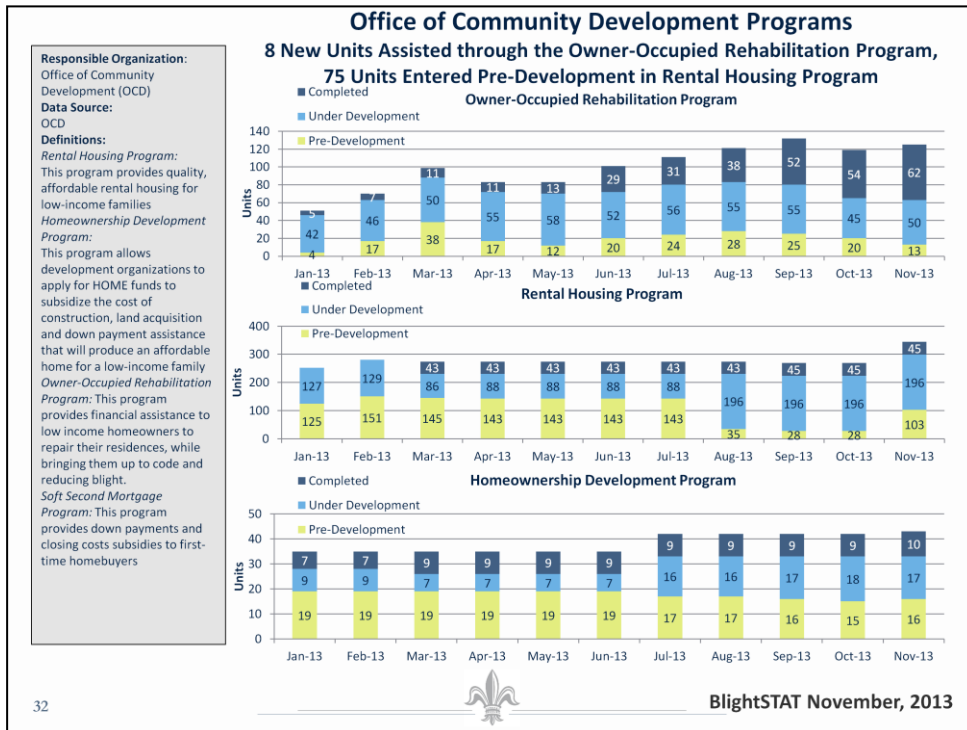
The Office of Community Development (OCD) finalized several new contracts through the Rental Housing Program and there are 200 new properties in their pipeline, 75 of which have already entered pre-development.

OCD reported that they will be close to meeting their target for the Owner-Occupied Rehabilitation program, if they do not meet it outright. OCD reported that they anticipate meeting their target through the Rental Housing program. OCD reported that they will not meet their target for the Homeownership Development Program.

30 New Soft Second Commitments in November

Orleans Parish
Soft Second Mortgages through November 2013

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

Key Performance Indicators	2012 Actual	2013 YTD Actual	2013 Annual Target	% Target Achieved (92% of Year Lapsed)
Number of first time homebuyers receiving soft second mortgage commitments	221	295	300	98%
Number of housing units developed through Homeownership Development Program	22	10	30	30%
Number of housing units assisted through the Owner Occupied Rehab Programs	119	62	75	83%
Number of affordable rental units developed	195	45	140	32%

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

33

BlightSTAT November, 2013

The Office of Community Development (OCD) reported that they have reached 536 total soft second mortgage commitments. OCD reported that they may not have enough funds to continue the Soft Second Program, but they are going to request that the Louisiana Office of Community Development continue funding the program.