



CITY OF NEW ORLEANS

BlightSTAT

Reporting Period: June, 2015

www.nola.gov/opa



Office of Performance and Accountability

Agenda

- **Intake**
- **Inspections**
- **Hearings**
- **Abatement**
 - Abatement Reviews
 - Sheriff's Sales
 - Demolitions
 - Lot Clearing
- **Commercial Properties Update**
- **Reinvestment**



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.



City Strategic Framework

Mission

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

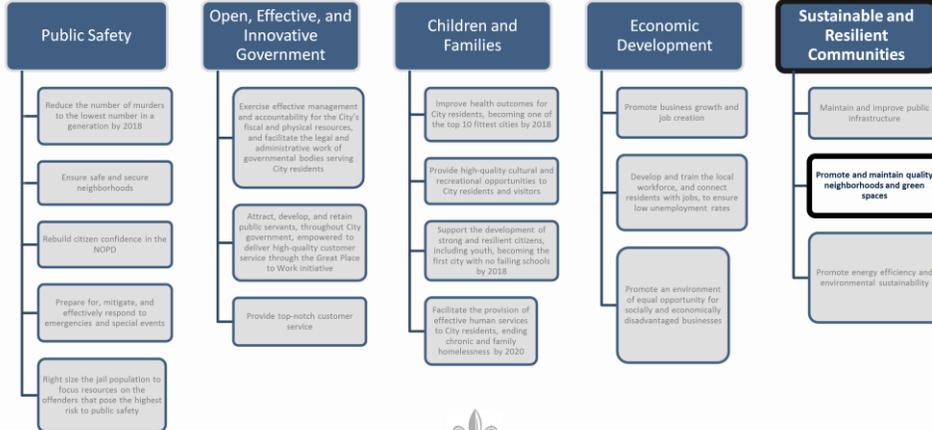
Values

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



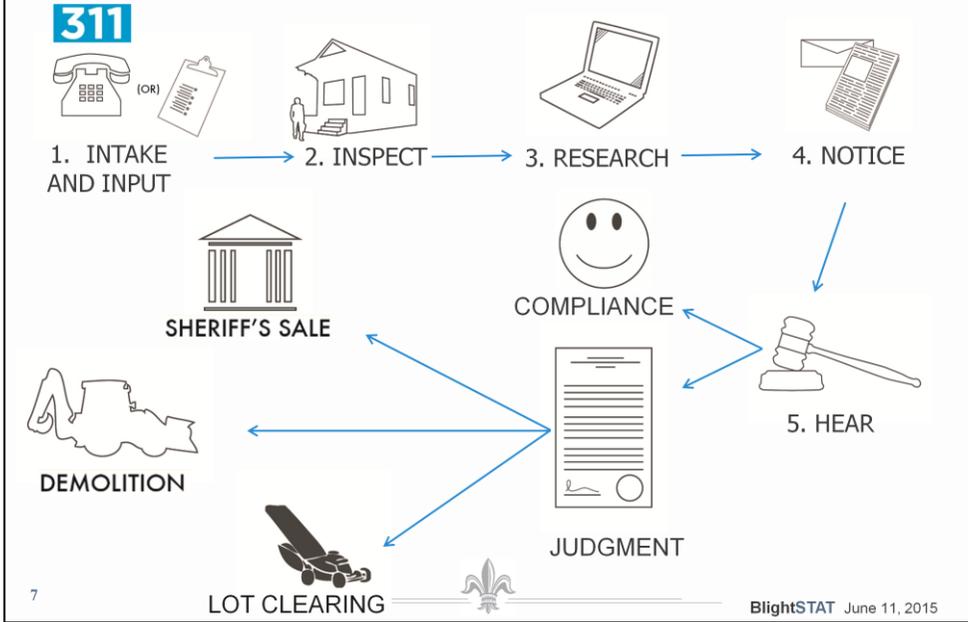
Strategic Framework

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
<p>Maintain and improve public infrastructure</p> <ol style="list-style-type: none"> ★ Maintain and improve road surface infrastructure, including implementation of Recovery Roads program and Sewerage and Water Board water and sewer line replacement Consistently implement Complete Streets philosophy in streets investments ★ Effectively administer the City's capital improvements program to include significant investments in parks, playgrounds, libraries, community centers, and public safety facilities ★ Optimize the City's subsurface drainage infrastructure to ensure resilient neighborhoods, including implementation of the Urban Water Plan ★ Expand transportation options for residents to encourage mass transit, including bus and streetcar development, and bike sharing 	<ul style="list-style-type: none"> Percent of citizens rating condition of streets good or very good Mean travel time to work Percentage of workers commuting to work by means other than driving alone Percent of citizens rating drainage/flood control good or very good Percent of citizens rating public transportation good or very good Percent of citizens rating traffic congestion good or very good
<p>Promote and maintain quality neighborhoods and green spaces</p> <ol style="list-style-type: none"> ★ Maintain current strategies and launch new strategies for blight Provide access to quality, affordable, secure housing Provide effective sanitation services to residents and businesses Protect and preserve parks and other green spaces Regulate land use to support safe, vibrant neighborhoods and preserve historic properties ★ Enhance access and use of the riverfront area to improve the quality of life of riverfront neighborhoods including development of Crescent Park and other public green spaces along the Mississippi River ★ Implement plans to spur investment along the Claiborne Corridor including Choice neighborhoods investments in the greater Iberville/Tremé neighborhood ★ Develop an implementation strategy for the next phase of the Lower 9th Ward ★ Bring transformational commercial redevelopment projects to underserved neighborhoods, such as New Orleans East ★ Develop and implement a master plan for lakefront communities, including West End and the Municipal Yacht Harbor ★ Implement the Comprehensive Zoning Ordinance ★ Improve commitment to monitoring and enforcing environmental health 	<ul style="list-style-type: none"> Percent of parcels in fair or good condition Percent of citizens rating control of trash and litter / trash pickup good or very good ParkScore (based on acreage, service and investment, and access) Percent of citizens rating zoning good or very good Percent of households paying more than 30% of income on housing
<p>Promote energy efficiency and environmental sustainability</p> <ol style="list-style-type: none"> Restore the City's marshes and coastline Promote green energy and other sustainability measures Remediate brownfields, lead, and other environmental hazards ★ Replace and repair streetlights with energy efficient technology ★ Develop and implement a resiliency master plan under the direction of a Chief Resiliency Officer ★ Promote recycling ★ Develop an effective solid waste management plan and implement new strategies in order to increase the services available to residents 	<ul style="list-style-type: none"> Percent of days with healthy air quality Number of health based drinking water violations Number of certified green buildings Number of land acres in Orleans Parish Percent of City's streetlight network retrofitted with LED technology



Overview of the Blight Reduction Process



Action Items

Assigned	Responsible Parties	Action Item	Due	Status
1/8/2015	C. MacPhee	Work with inspectors on use of LAMA field tool	Ongoing	App currently in testing
4/9/2015	L. Elliott	Develop recommendation for dealing with vacant lots in the research queue	6/11/2015	
7/9/2015	L. Gardere, O. Wise	Discuss interactive maps of commercial blight and Sheriff's sales to facilitate inter-agency collaboration	TBD	

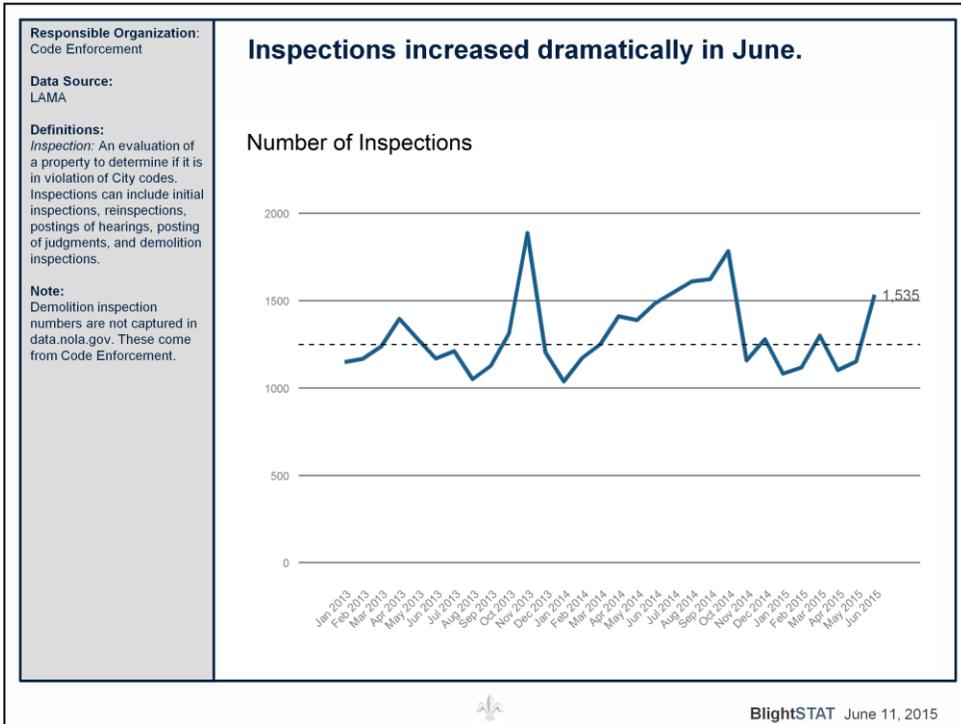


One action item added at this meeting.



INSPECT





Code Enforcement cleared a significant portion of their inspection backlog.

Responsible Organization:
Code Enforcement

Data Source:
LAMA

Definitions:

New Cases:
Any case that is opened after
January 1st, 2013

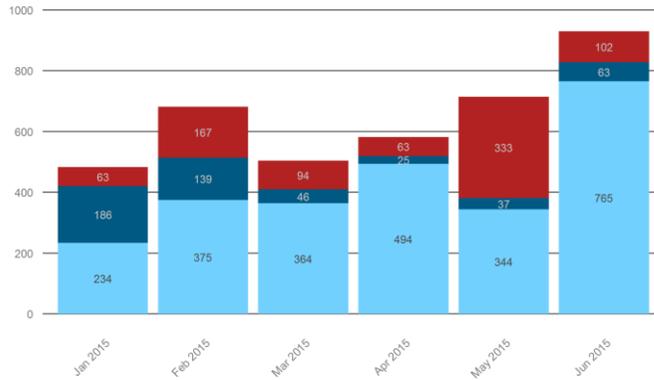
New Initial Inspection:
An initial inspection on a new
case. New initial inspections
are a subset of the initial
inspections shown on the
previous slide

Queue: The list of all new
cases awaiting inspection

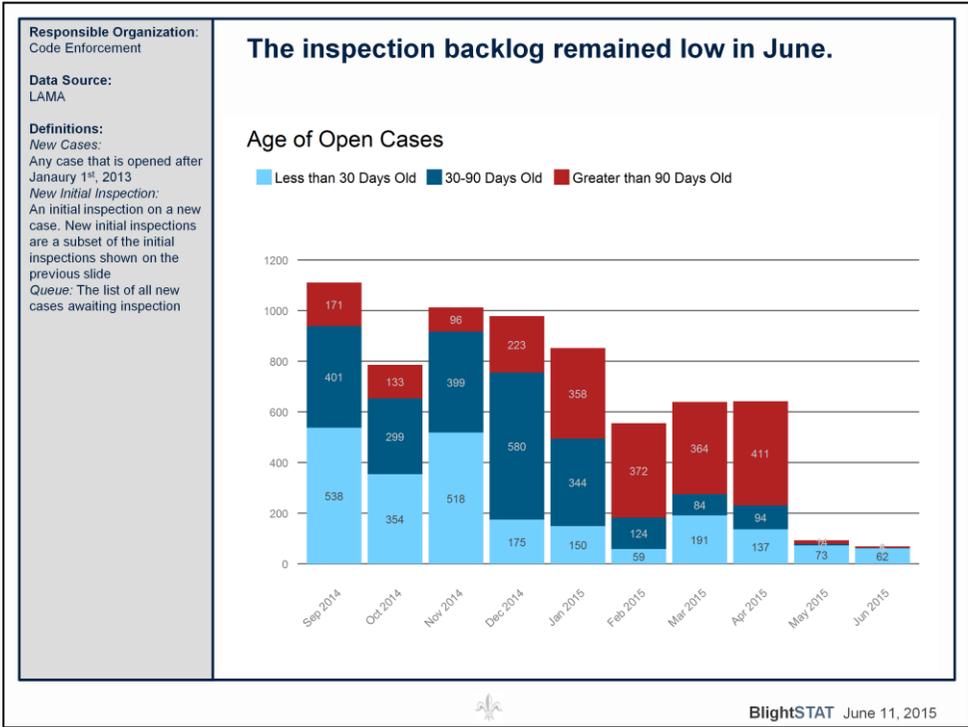
Inspections completed increased in June. Most inspections were less than 30 days old.

Age of Completed New Inspections

■ Less than 30 Days Old ■ 30-90 Days Old ■ Greater than 90 Days Old



BlightSTAT June 11, 2015

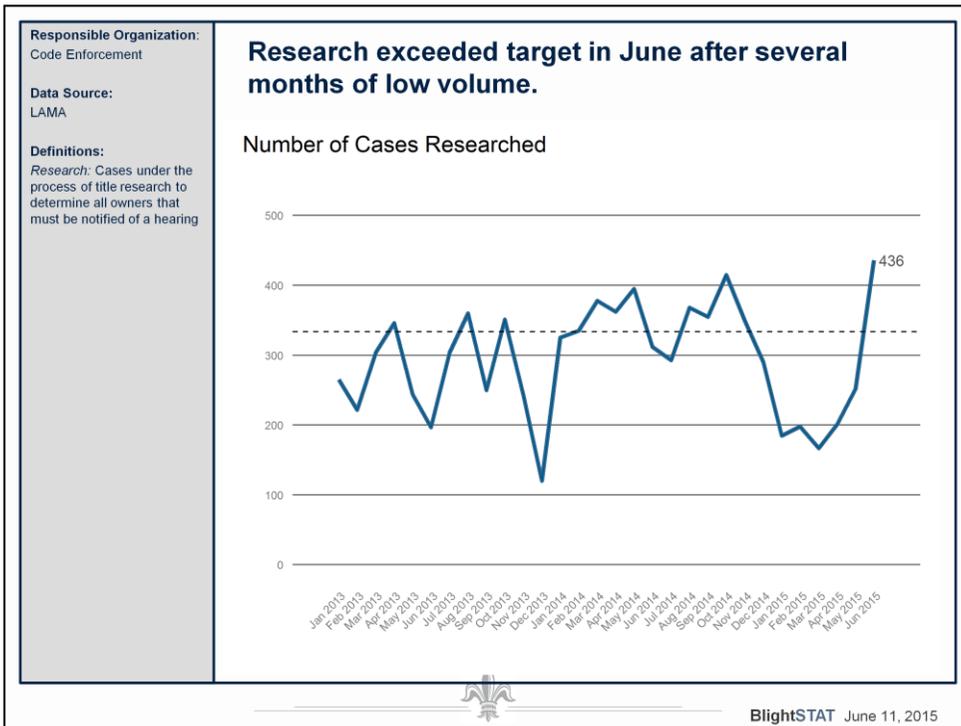


Code Enforcement kept the inspection backlog down in May and June, keeping pace with input.



HEAR





The research team is now mostly fully staffed. Because of staff departures and long-term leave, there were only 3 staff members in early 2015. Now there are eight. The last hire came on in June. Code Enforcement hopes to maintain this upward trend.

Responsible Organization:
Code Enforcement

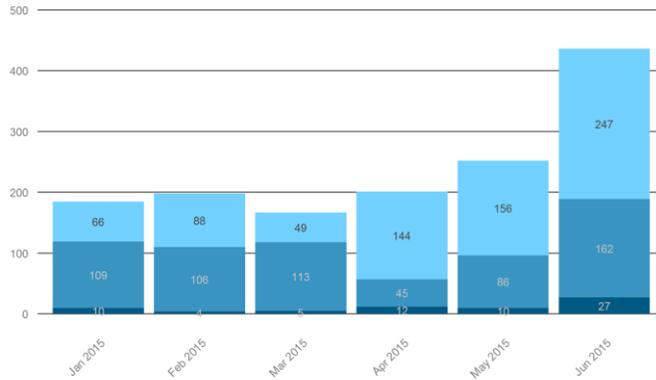
Data Source:
LAMA

Definitions:
Research: Cases under the process of title research to determine all owners that must be notified of a hearing

In June, there was an increase in the number of cases opened in 2014 and 2015 being researched.

Filing Year of Cases Researched

■ Opened before 2014 ■ Opened in 2014 ■ Opened in 2015



BlightSTAT June 11, 2015

Responsible Organization:
Code Enforcement

Data Source:
LAMA

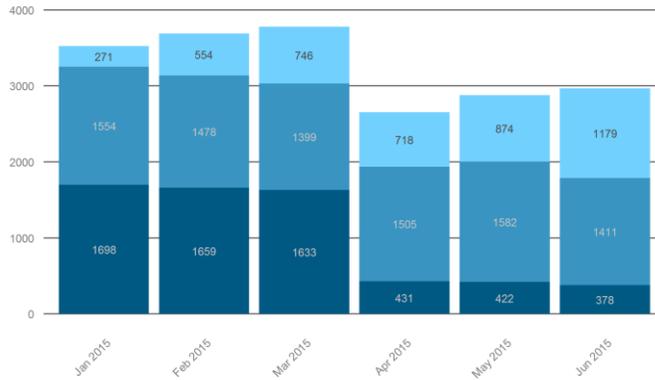
Definitions:
Research: Cases under the process of title research to determine all owners that must be notified of a hearing

Note: The decrease from March to August is related to the closure of old cases with out of date inspections.

The research backlog increased slightly in June.

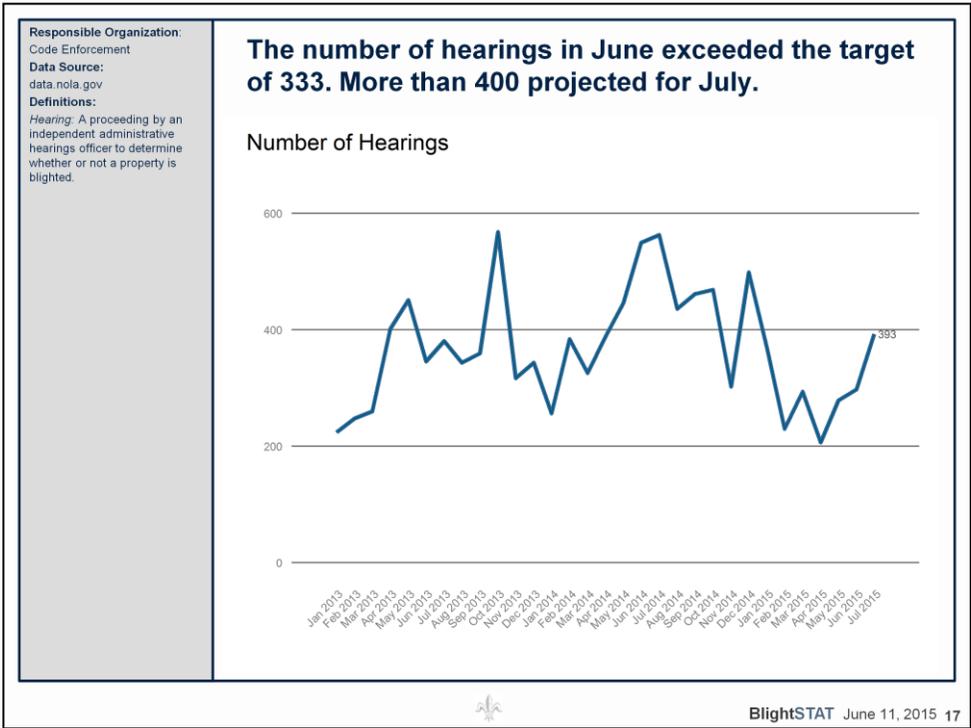
Filing Year of Open Cases

■ Opened before 2014 ■ Opened in 2014 ■ Opened in 2015



BlightSTAT June 11, 2015

This increase is due to a higher inspections volume. Code Enforcement is currently running a pilot research program with a third-party title research company. They will evaluate the effectiveness of the program and decide whether to expand.



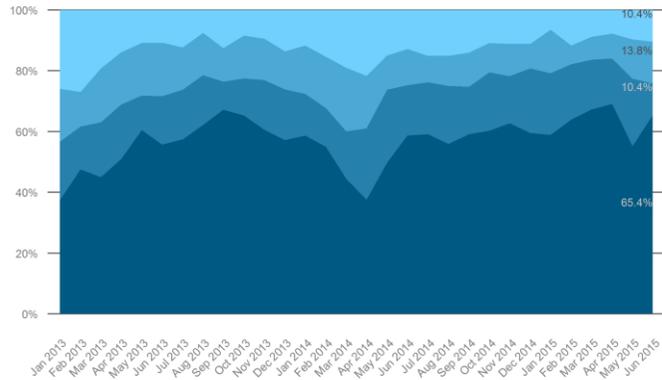
Hearings very closely correlate to trends in research. Scheduling and other logistical snags have been eliminated.

Responsible Organization:
Code Enforcement
Data Source: LAMA
Definitions:
Guilty: A hearing where the property is judged to be blighted
Violations Abated: A hearing where the property is judged not to be blighted (though fines from previous violations may be levied). As of June 2014, judgments of "Dismissed Abated" are counted under Violations Abated.
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 (five days), leading to the case being reset
Other Legal Issue: Cases reset or closed for factors beyond Code Enforcement's control. In many cases the property is in compliance.

There was an increase in the percentage of cases with guilty judgments in June.

Hearing Results

■ Guilty ■ Violations Abated ■ Work in Progress ■ Other Reset/Dismissed



Responsible Organization:

Code Enforcement
Data Source: LAMA

Definitions:

Guilty: A hearing where the property is judged to be blighted
Violations Abated: A hearing where the property is judged not to be blighted (though fines from previous violations may be levied). As of June 2014, judgments of "Dismissed Abated" are counted under Violations Abated.

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

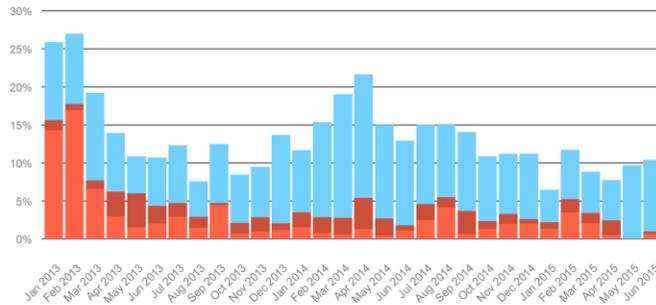
No Respection: A hearing where Code Enforcement failed to inspect the property in sufficient time (five days), leading to the case being reset

Other Legal Issue: Cases reset or closed for factors beyond Code Enforcement's control. In many cases the property is in compliance.

Only 1% of cases were reset for undesirable reasons in June.

Percent of Cases Reset

■ No Respection ■ Insufficient Notice ■ Others (External Factors)

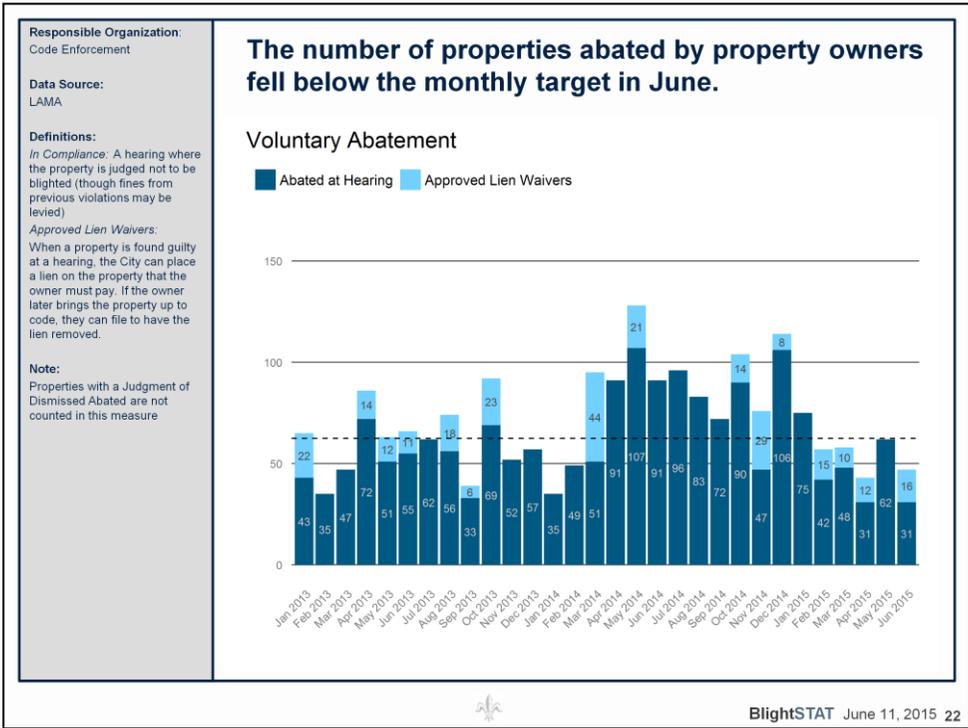


Key Performance Indicators

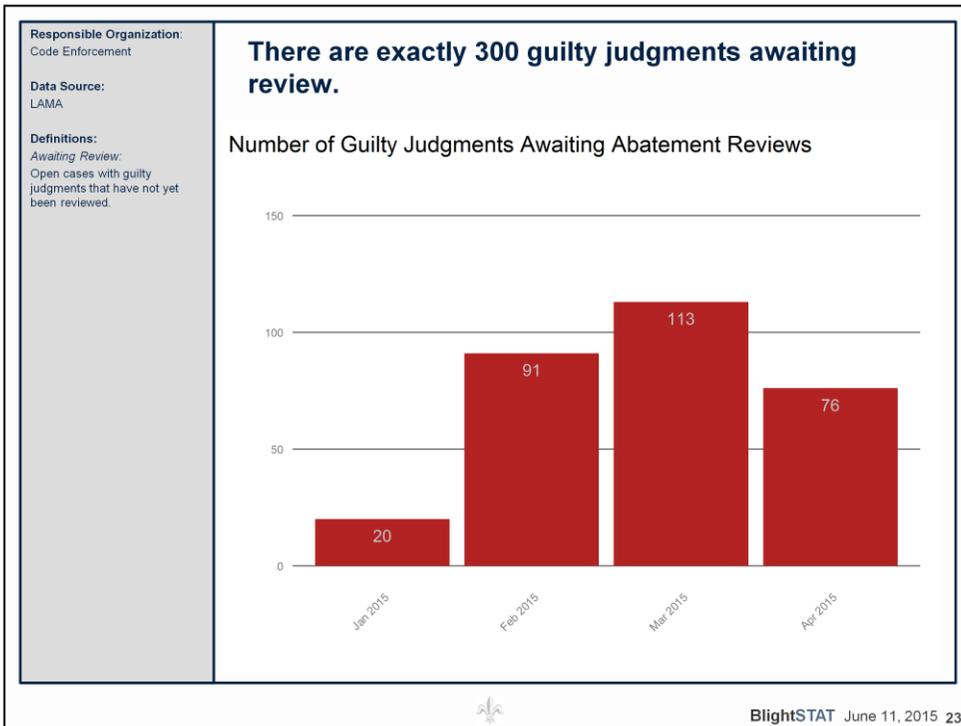
KPI	2013		2014		2015		
	Actual	Target Met?	Actual	Target Met?	Actual	Target	Status
Number of cases researched	-	-	4,206	-	1,439	-	-
Number of properties brought to hearing	3,111	❖	4,010	●	1,338	>1,667	❖
Percent of hearings reset due to failure to re-inspect the property	3.73%	●	1.59%	●	1%	<3%	●
Percent of hearings reset due to failure to properly notify the owner	1.50%	●	1.75%	●	1%	<2%	●







The below target measure for June was probably due to natural variation in abatement behavior. Pura Bascos and Oliver Wise agreed that despite not meeting the target this month, the strategy still holds. Increasing the number of hearings, they believe, will generally increase the number of properties brought into voluntary compliance.



Deputy CAO Rogers noted that judgements from January and February should have received a review by now. Code Enforcement expects they will have all been reviewed by mid-August.

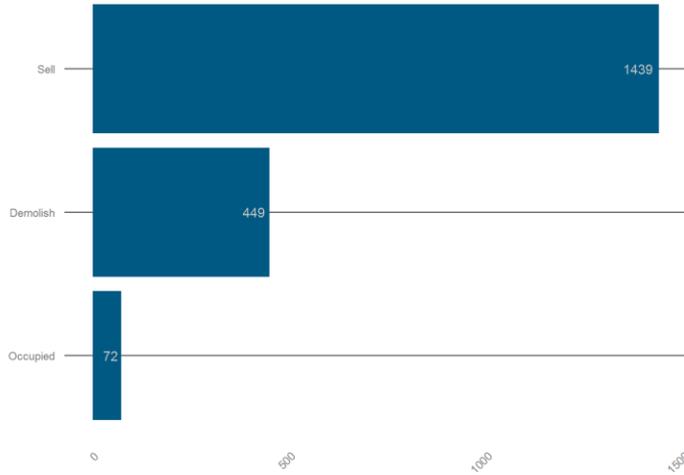
Responsible Organization:
Code Enforcement

Data Source:
LAMA

Definitions:

The large majority of reviews have gone to the sale queue.

Outcome of Reviews



Responsible Organization:

Code Enforcement, Law

Data Source:

Law Department, Housing Unit,

Definitions:

Code Lien Foreclosure/Sheriff's Sale:

Once a property is judged guilty of blight the city begins placing liens against the property which the City can then foreclose on as the creditor. If the property owner does not pay these fines and abate the code violations, the foreclosure proceeds as a Sheriff's sale where the Orleans Parish Sheriff's Office sells the property at a public auction.

Accepted Files:

All cases that are filed successfully, with no legal issues.

Title Research:

Cases that are not accepted because of errors involving ownership identification, *Procedural Deficiency:*

Cases that are not accepted because of errors made during administrative adjudication. These errors include insufficient notice of hearing, insufficient notice of judgment, improper form of notice, improper form of judgment, and any other substantial errors that occur during the administrative adjudication process.

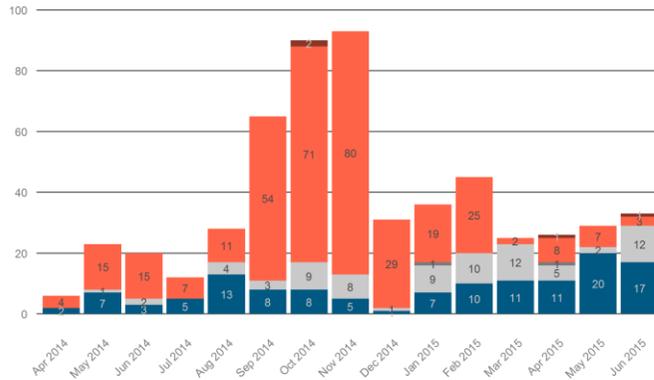
External Factors:

Cases that are not accepted for reasons beyond the control of the Law Department, such as the property owner paying their lien.

There were 17 files accepted in June and 12 rejected due to external factors.

Legal Review Outcomes-Sheriff Sales

Accepted External Factors Miscellaneous Procedural Deficiency Title Research



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John Hagan noted that, though only two attorneys were assigned to Sheriff's sales during the month of June, they still managed to have more files accepted than many previous months. Oliver Wise noted that the department still needed to increase output, despite this good performance, in order to keep up with the increased volume of hearing decisions. John Hagan said they have a proposal under review to contract with an outside research agency which would significantly improve the productivity of the office. Most of the attorneys' time is spent doing title research.

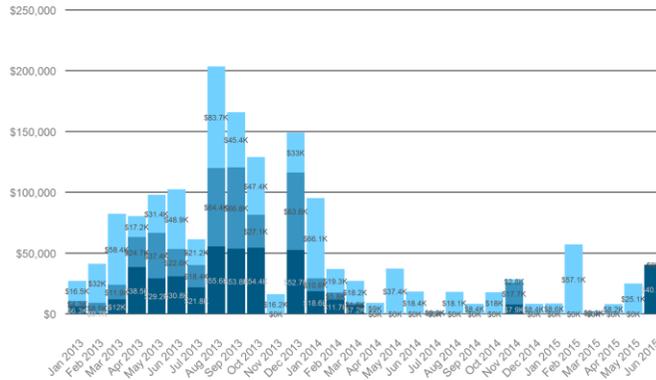
Responsible Organization:
Code Enforcement
Data Source:
Law Department, Housing Unit
Definitions:
Code Lien Foreclosure/Sheriff's Sale:

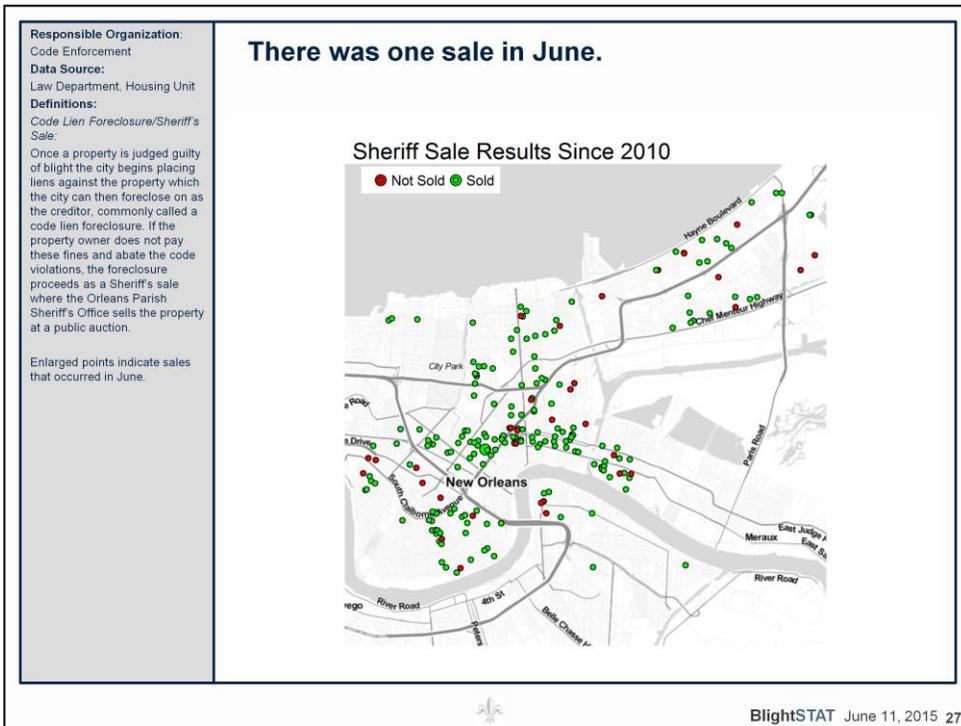
Once a property is judged guilty of blight the city begins placing liens against the property which the city can then foreclose on as the creditor, commonly called a code lien foreclosure. If the property owner does not pay these fines and abate the code violations, the foreclosure proceeds as a Sheriff's sale where the Orleans Parish Sheriff's Office sells the property at a public auction.

There was \$40,500 collected from Sheriff's sales in June.

Amount of Collections from Sheriff Sales

■ Taxes from Sales ■ Liens from Sale ■ Liens without Sale





In response to the criticism that few properties have gone to sale this year, John Hagan explained that once a property is filed for sale, there is a 6-month delay as the Sheriff searches for the property owner, appoints a curator, and reviews the filing.

Responsible Organization:
Code Enforcement, Law

Data Source:
Law Department, Housing Unit,

Definitions:

Code Lien Foreclosure/Sheriff's Sale:

Once a property is judged guilty of blight the city begins placing liens against the property which the City can then foreclose on as the creditor. If the property owner does not pay these fines and abate the code violations, the foreclosure proceeds as a Sheriff's sale where the Orleans Parish Sheriff's Office sells the property at a public auction.

Accepted Files:

All cases that are filed successfully, with no legal issues.

Title Research:

Cases that are not accepted because of errors involving ownership identification. *Procedural Deficiency:*

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External Factors:

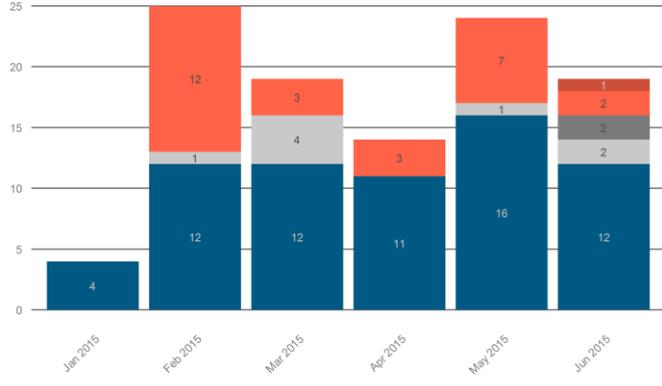
Cases that are not accepted for reasons beyond the control of the Law Department, such as the property owner paying their lien.

Note:
All of the rejected files were from cases from 2009.

There were 12 files accepted and 7 rejected in June.

Legal Review Outcomes-Demolitions

Accepted External Factors Miscellaneous Procedural Deficiency Title Research



Demos in June were primarily FEMA demolitions.

Responsible Organization:
Code Enforcement and the New Orleans Redevelopment Authority

Data Source:
Contractors – SAIC (FEMA), DRC (SDER), BBEC/CDM (NORA), Durr (IDC)

Definitions:
Imminent Danger of Collapse (IDC):

When a structure has been deemed at risk of falling down at any moment it can be demolished by Code Enforcement with approval by the HDLC director and Safety and Permits

Strategic Demolition for Economic Recovery (SDER):

City program using Community Development Block Grant dollars to demolish highly visible blighted structures near parks, schools, and community corridors

NORA Demolitions:

Strategic demolitions of properties owned by NORA

FEMA Demolitions:

Strategic demolitions funded by the Federal Emergency Management Agency

Note:

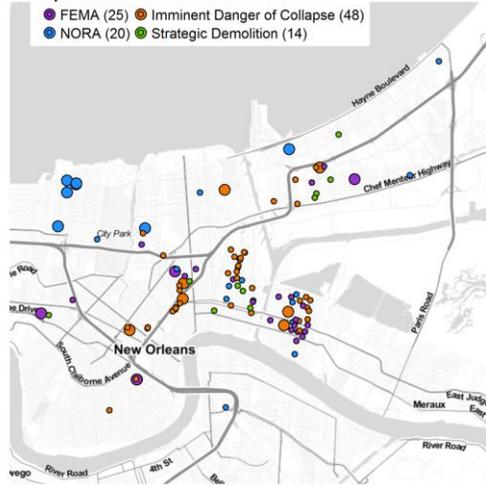
Demolitions are counted in the month of the demolition start date.

Enlarged points indicate demolitions that occurred in June.

There have been 107 properties demolished in 2015

Properties Demolished in 2015

● FEMA (25) ● Imminent Danger of Collapse (48)
● NORA (20) ● Strategic Demolition (14)



Responsible Organization:
Code Enforcement and the New Orleans Redevelopment Authority

Data Source:
Contractors – SAIC (FEMA), DRC (SDER), BBEC/CDM (NORA), Durr (IDC)

Definitions:
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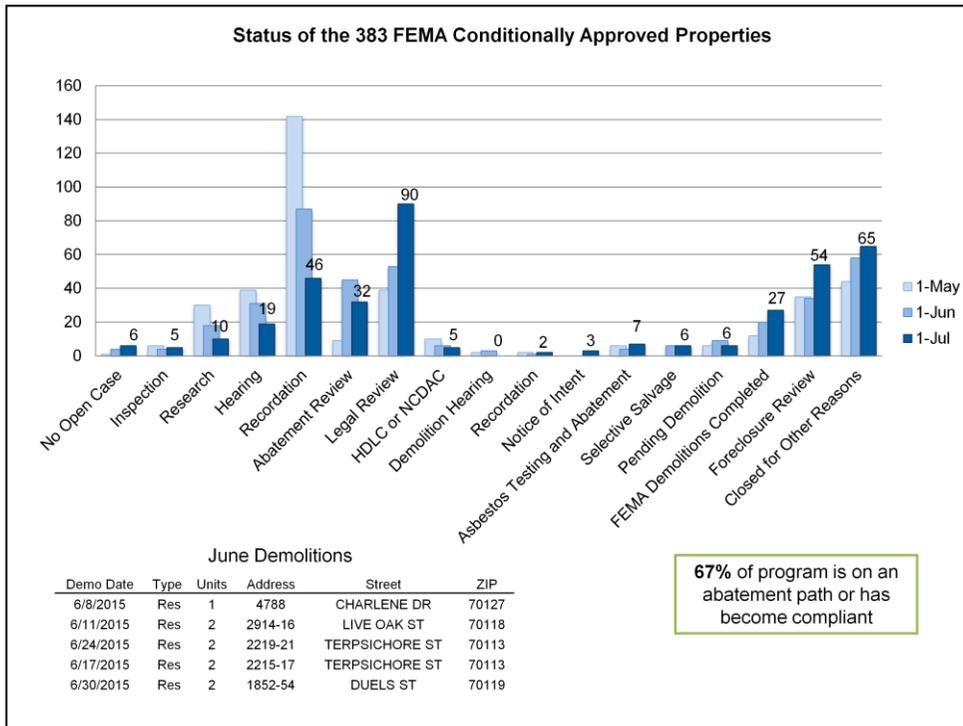
Note:

Demolitions are counted in the month of the demolition start date.

Since 2010, 4,137 units have been demolished.

Number of Demolitions Since 2010





This program recently had some additional lawyers assigned to it, so productivity is expected to increase. The six “no open cases” are cases in which the homeowners have expressed interest or made payments toward fixing their properties.

Responsible Organization:
Chief Administrative Office and
Code Enforcement

Data Source:
Chief Administrative Office

Definitions:

Chapter 66:

The lot-cutting program allows the City to address properties with overgrown vegetation, debris, or other hazardous conditions without taking property through full Code Enforcement hearings process.

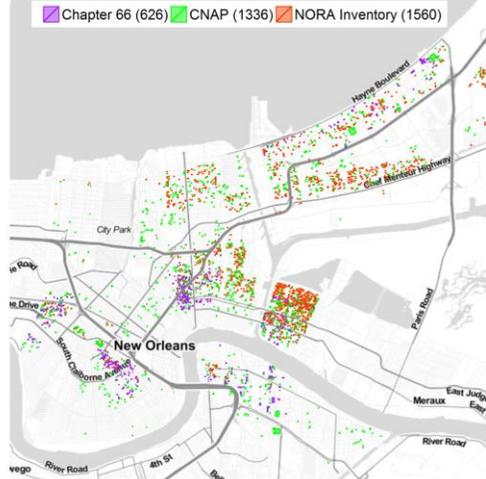
CNAP: Continuous Nuisance Abatement Program. The City's program to maintain lots after they have received a guilty judgment of high grass.

NORA Inventory:

All properties in NORA's inventory that are not under contract.

Over 3,500 lots under routine maintenance by the City.

Lot Maintenance in New Orleans

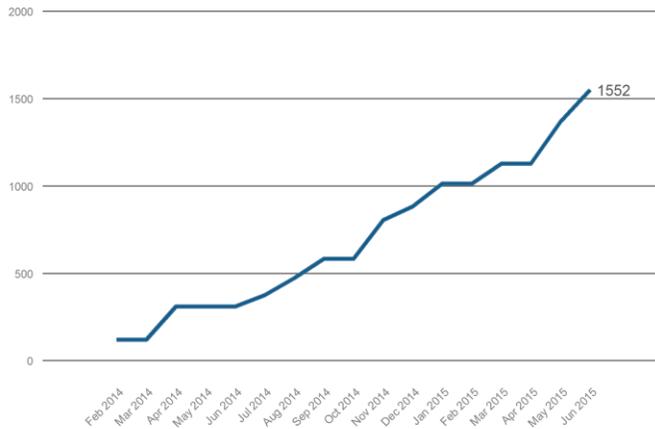


BlightSTAT June 11, 2015

Responsible Organization:
Chief Administrative Office and
Code Enforcement
Data Source:
Chief Administrative Office
Definitions:
CNAP: Continuous Nuisance
Abatement Program. The City's
program to maintain lots after
they have received a guilty
judgment of high grass.

As of the end of June, 1,552 properties were receiving routine maintenance through CNAP.

Properties Receiving Routine Maintenance Through CNAP



Responsible Organization:
Chief Administrative Office and
Code Enforcement

Data Source:
Chief Administrative Office

Definitions:

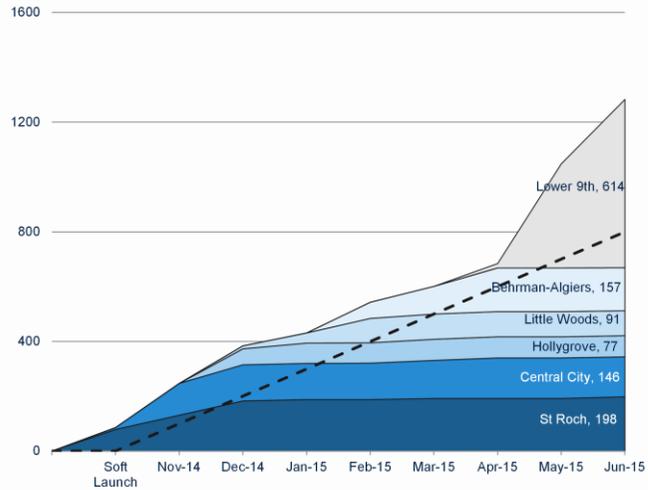
Chapter 66:

The lot-cutting program allows the City to address properties with overgrown vegetation, debris, or other hazardous conditions without taking property through full Code Enforcement hearings process.

CNAP: Continuous Nuisance Abatement Program. The City's program to maintain lots after they have received a guilty judgment of high grass.

The Chapter 66 Program continued to expand dramatically in the Lower 9 in June.

Number of Lots in Chapter 66 Program



BlightSTAT June 11, 2015

Responsible Organization:
Chief Administrative Office and
Code Enforcement

Data Source:
Chief Administrative Office

Definitions:

Chapter 66:

The lot-cutting program allows the City to address properties with overgrown vegetation, debris, or other hazardous conditions without taking property through full Code Enforcement hearings process.

Soft Launch:

The Chapter 66 pilot period from July through October. No targets were set for this period.

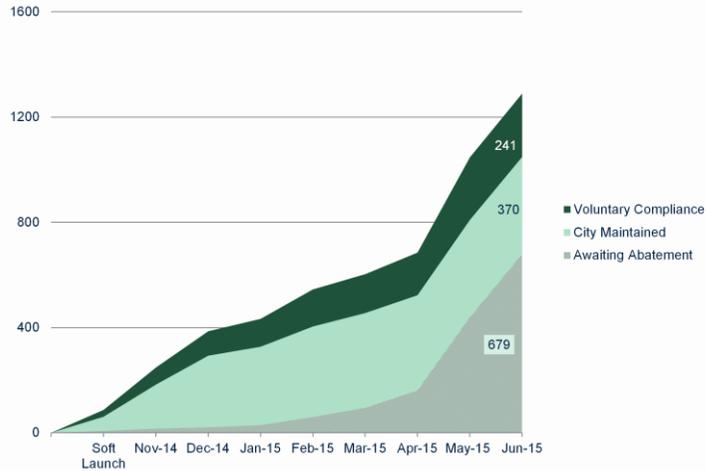
Routine Maintenance:

Properties that have gone through the intake process receive regular maintenance cuts every 30 days (after Initial Cut).

Voluntary Compliance: No violations were found on the property at the time of reinspection, or when maintenance crew arrives for Initial Cut. If violations have been abated, no services are performed. Properties brought into compliance after reinspection may be monitored for continued compliance.

There are 611 properties that came into voluntary compliance or were maintained by the City in June.

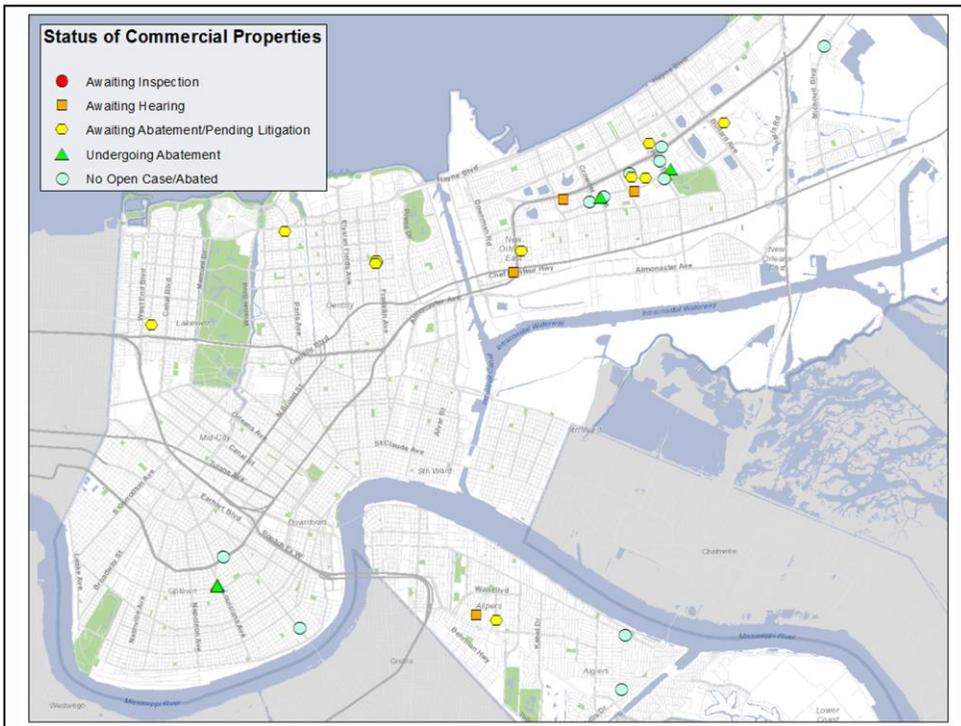
Status of Lots in Chapter 66 Program
(By Month of Initial Inspection)



Key Performance Indicators

KPI	2013		2014		2015		
	Actual	Target Met?	Actual	Target Met?	Actual	Target	Status
Number of blighted properties brought into compliance by property owners	836	●	1,041	●	342	> 313	●
Number of units demolished	329	●	212	◆	114	> 104	●





<i>Awaiting Hearing</i>		
Address	Status as of 7/7/2015	Status as of 6/9/2015
6324 Chef Menteur	Legal issues with sale due to tax sale purchaser suing the owner for the property. Tax sale purchaser needs to be added to any lien foreclosure case so we must restart. New hearing set for July 22, 2015.	Legal issues with sale due to tax sale purchaser suing the owner for the property. Tax sale purchaser needs to be added to any lien foreclosure case so we must restart. New hearing in July.
3010 Sandra Place	Hearing set for July 28, 2015.	Procedural Deficiency in case. Had to be restarted. New hearing to be held in July.
6880 Parc Brittany Blvd.	Hearing held on 6/2/2015. Result was a reset due to owner/legal issue. New hearing set for July 13, 2015.	Hearing held on 6/2/2015. Result was a reset due to owner/legal issue. New hearing to be held in July.
9660 Lake Forest	Hearing held on June 2, 2015 result was reset due to owner issue. Hearing set for July 13, 2015.	
2616 S. Claiborne Ave	Hearing set for July 15, 2015.	
12001 I-10 Service Rd	Hearing set for July 15, 2015.	
5030 N. Claiborne Ave.	Awaiting Research and in contact with the owner	
4300 Sullen Place	Contacted LLT for maintenance and maintenance contractor was notified of condition 7/2/2015	
2800 Sullen Place/6401-6403 Gen Meyer	Awaiting Research	
2646 Westbend Parkway	Awaiting research.	

<i>Awaiting Abatement</i>		
Address	Status as of 7/7/2015	Status as of 6/9/2015
5000 N. Claiborne	Property received guilty judgment on August 7, 2014.	
6001 Bullard	Passed legal review for sale and can be filed in June. CE will discuss abatement path and when it is prudent to put the property up for sale. CE will pursue recordation of daily fines if applicable.	Passed legal review for sale and can be filed in June. CE will discuss abatement path and when it is prudent to put the property up for sale. CE will pursue recordation of daily fines if applicable.
4402 Reynes	Passed legal review for sale and can be filed in June. CE will discuss abatement path and when it is prudent to put the property up for sale. CE will pursue recordation of daily fines if applicable.	Passed legal review for sale and can be filed in June. CE will discuss abatement path and when it is prudent to put the property up for sale. CE will pursue recordation of daily fines if applicable.



<i>Pending Litigation</i>		
Address	Status as of 7/7/2015	Status as of 6/9/2015
1532 Robert E. Lee	Owner is appealing the judgment.	Attorney has filed motion for injunction against further CE activity
10112-16 Plainfield Dr./10214 Plainfield Dr.	Property received guilty judgment on 3/3/2015. Owner is appealing the judgment.	Property received guilty judgment. Appeal filed on judgment.
5300 Franklin	Received guilty judgment on 2/4/2015. Owner is appealing judgment.	Received guilty judgment on 2/4/2015. Pending appeal of judgment.
5328 Franklin	Received guilty judgment on 2/4/2015. Owner is appealing judgment.	Received guilty judgment on 2/4/2015. Pending appeal of judgment.
6700 Plaza	Property received guilty judgment 12/17/14. Owner is appealing judgment.	Property received guilty judgment 12/17/2014. An appeal has been filed.
5951 Milne	Property received guilty judgment on 12/17/14. Owner is appealing judgment.	Property received guilty judgment on 12/17/2014. An appeal has been filed.
3 Dreux Ave.	Property received guilty judgment on 10/22/14 ; Owner is appealing judgment.	Property received guilty judgment on 10/22/14. An appeal has been filed.
38884 Dreux Ave.	Property received guilty judgment on 10/22/14; Owner is appealing judgment.	Property received guilty judgment on 10/22/14. An appeal has been filed.
5324 Franklin	Property received guilty judgment on 10/22/14 ; Owner is appealing judgment.	Property received guilty judgment on 10/22/14. An appeal has been filed.
5332 Franklin	Property received guilty judgment on 10/22/14 ; Owner is appealing judgment.	Property received guilty judgment on 10/22/14. An appeal has been filed.
5700 Read/6601 Plaza	Property received guilty judgment on 12/1/14. Owner is appealing the judgment.	Property received guilty judgment on 12/1/14. An appeal has been filed.

<i>Abatement Strategy Reached</i>		
Address	Status as of 7/7/2015	Status as of 6/9/2015
10101 Lake Forest	Writ is filed for property to be given a sale date. Over half a million in daily fees.	Writ is filed for property to be given a sale date. Over half a million in daily fees.
2520 Louisiana	Daily Fines recorded. Writ filed for property to be sold in July.	
2500 Louisiana/3403 Freret	Daily Fines recorded. Writ filed for property to be sold in July.	
8500 Lake Forest	Daily Fines recorded. Writ filed for property to be sold in July.	



REINVESTMENT



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

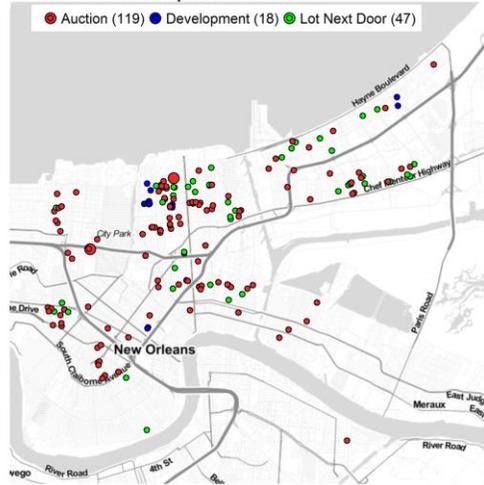
Development:

Properties returned to commerce through private development, which often includes packaging several lots with federal, state, and local subsidies.

NORA sold 184 properties in 2015.

NORA Sold Properties in 2015

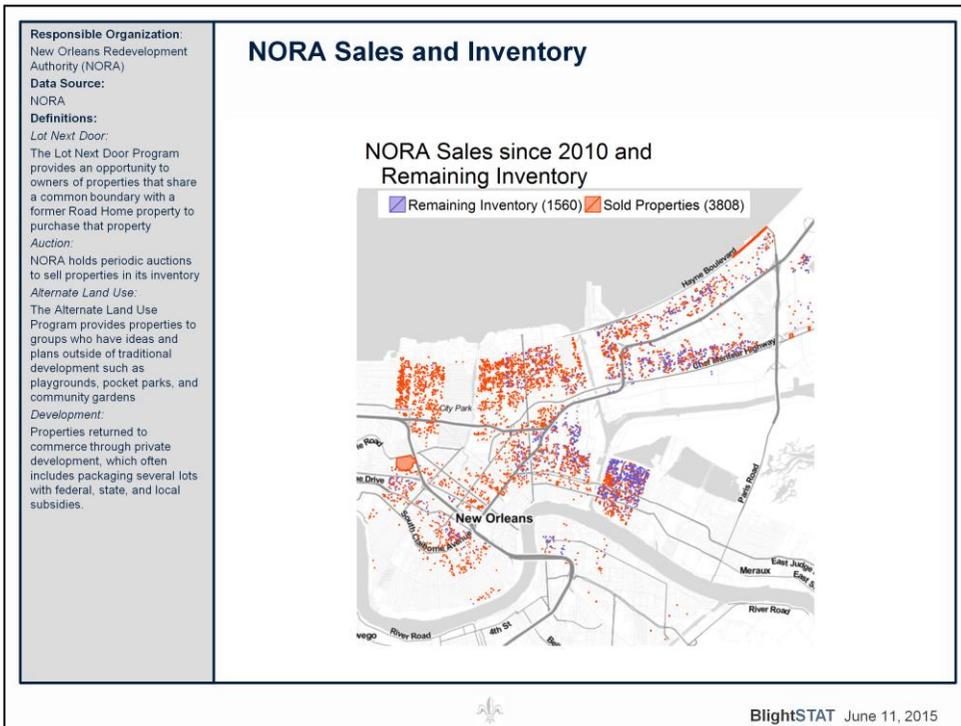
● Auction (119) ● Development (18) ● Lot Next Door (47)



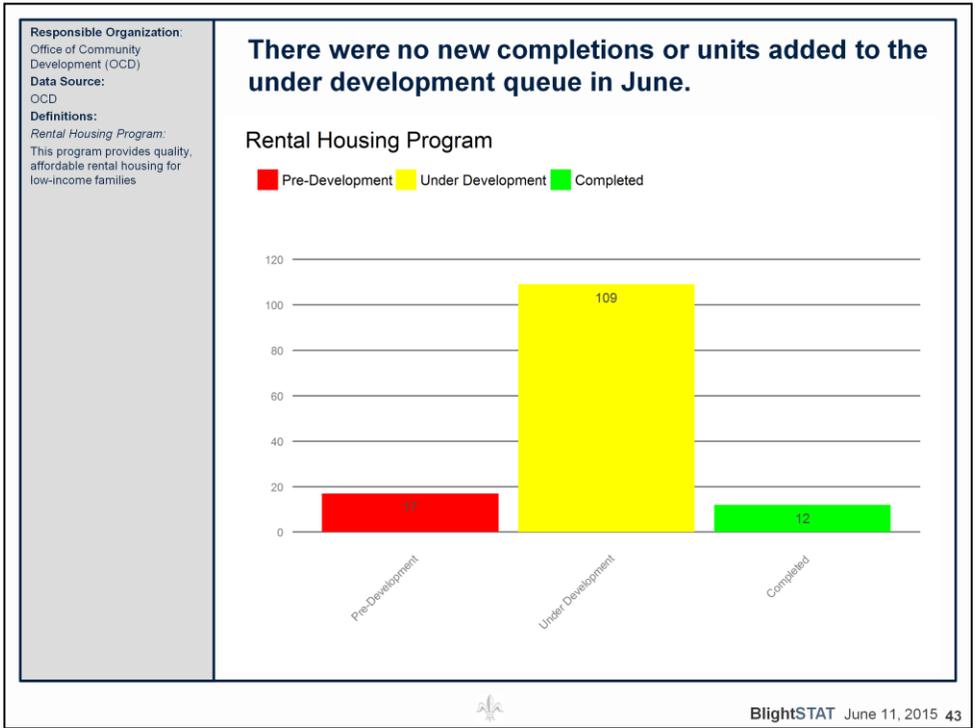
Enlarged points indicate sales that occurred in June.



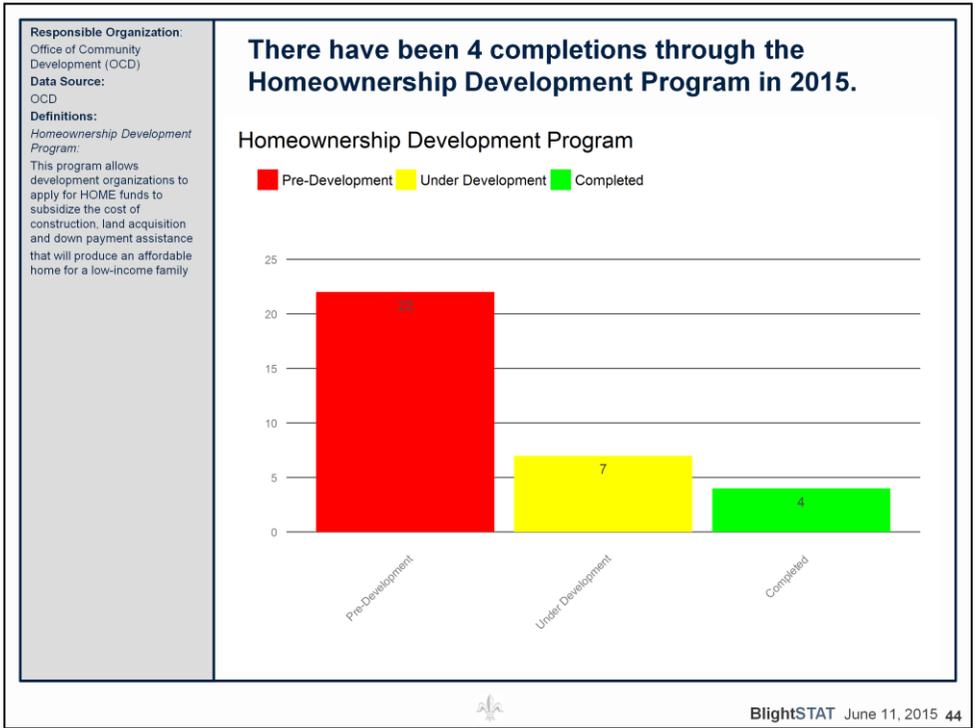
BlightSTAT June 11, 2015



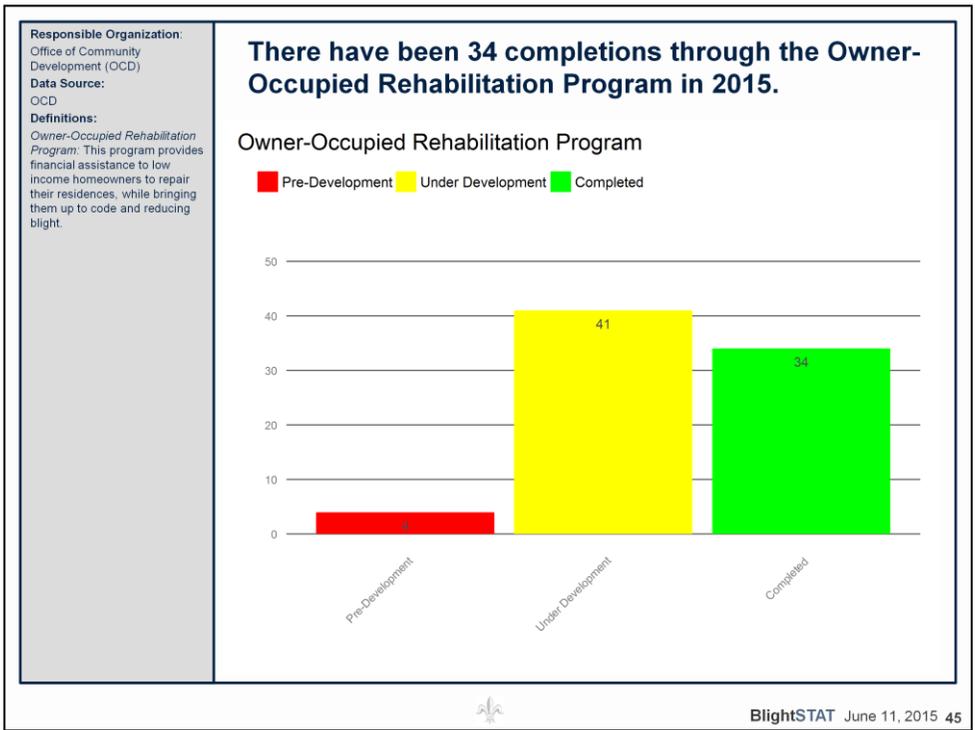
100 properties in inventory have structures on them. NORA expects they will rehab many of these and take them to sale.



OCD expects to have 75 units currently under development completed by early fall. They are confident they will meet their annual target.



OCD's focus is on the 7 unites currently under development.



10 units were completed in June. OCD is confident they will meet their annual target for this program.

Key Performance Indicators

KPI	2013		2014		2015		
	Actual	Target Met?	Actual	Target Met?	Actual	Target	Status
Number of properties returned to commerce through disposition programs	513	●	347	●	184	> 83	●
Number of affordable rental units developed	98	▲	167	●	12	N/A	N/A
Number of housing units developed through the Homeownership Development Program	10	◆	0	◆	4	N/A	N/A
Number of owner-occupied housing units rehabilitated (includes Home Modification Accessibility Program)	79	●	63	▲	34	N/A	N/A

