Develop Louisville
Twenty Seventh LouieStat Forum
3/13/2017

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Louisville Metro Key Performance Indicators

FROM VACANT SPACES TO PRODUCTIVE PLACES

VAPStat

The Joint Meeting begins at 3p the second Monday of each month.

Old Jail Auditorium - 514 W. Liberty Street

Louisville Metro's Six-Year Strategic Plan
5 Objectives and 21 Goals - "Invest in our People and Neighborhoods"

Mayor's Goal #16:

Decrease the ratio of abandoned structures to a 10% benchmark ratio within each Metro Council District. The VAP Ratio is the number of code enforcement cases relative to the total number of parcels.

VAP Statistics as of March 2016

Total Structures:	70%	5,093	Total Case Locations:		9,104
Total Lots:	27%	2,499	Total Unpaid Fines:		$40,908,351

COUNCIL DISTRICT VAP RATIOS

DISTRICT	COUNCIL PERSON	RATIO	VAP STRUCTURES	PARCEL COUNT	OUTSTANDING FINES/FEES
1	JESSICA GREEN	4.53%	589	13013	$5,650,240
2	BARBARA SHANKLIN	2.07%	165	7985	$652,066
3	MARY WOOLRIDGE	2.93%	321	10956	$3,254,253
4	DAVID TANDY	4.51%	481	10662	$5,111,797
5	CHERI HAMILTON	8.84%	1173	13266	$11,647,036
6	DAVID JAMES	6.96%	737	10582	$10,136,846
7	ANGELA LEET	0.22%	25	11309	$62,017
8	TOM OWEN	0.25%	29	11637	$70,168
9	BILL HOLLANDER	0.42%	50	12046	$166,434
10	PAT MULVIHILL	0.93%	116	12423	$340,638
11	KEVIN KRAMER	0.11%	12	10792	$33,807
12	RICK BLACKWELL	1.19%	126	10591	$312,451
13	VICKI WELCH	0.90%	92	10237	$238,612
14	CINDI FOWLER	1.54%	180	11702	$575,649
15	MARIANNE BUTLER	3.04%	371	12224	$1,542,855
16	KELLY DOWNARD	0.16%	21	13180	$35,442
17	GLEN STUCKEL	0.18%	18	10060	$8,986
18	MARILYN PARKER	0.10%	9	9234	$11,004
19	JULIE DENTON	0.17%	22	12929	$32,216
20	STUART BENSON	0.24%	29	11989	$50,143
21	DAN JOHNSON	1.18%	143	12136	$282,807
22	ROBIN ENGEL	0.34%	41	11953	$75,650
23	JAMES PEDEN	0.58%	68	11667	$136,921
24	MADONNA FLOOD	1.67%	180	10809	$194,467
25	DAVID YATES	0.78%	76	9784	$268,661
26	BRENT T. ACKERSON	0.21%	19	9070	$17,188
			5,093	**292,236**	$40,908,351

Boarding & Cleaning Monthly Backlog
Codes & Regulations

LouieStat

KPI Owner: Darrell Coomer | **Process: Property Maintenance**

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY13 Monthly average: 1,066 open Goal: Maintain a backlog of no greater than 600 open boarding, cleaning and cutting work orders in a month. Benchmark: TBD	Data Source: Hansen Goal Source: Dept Strategic Plan Benchmark Source: N/A	Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions Measurement Method: The number of work orders open at the end of each month. Why Measure: To help quantify the challenge of neighborhood blight. Next Improvement Step: Using Public Works Crews in addtion to C&R Vacant Lots Crews working overtime as needed.

How Are We Doing?

Feb2016-Jan2017 12 Month Goal	Feb2016-Jan2017 12 Month Average		Jan2017 Goal	Jan2017 Actual	
600	**227**	(green light)	**600**	**38**	(green light)
Work Orders	Work Orders		Work Orders	Work Orders	

Boarding & Cleaning Monthly Backlog
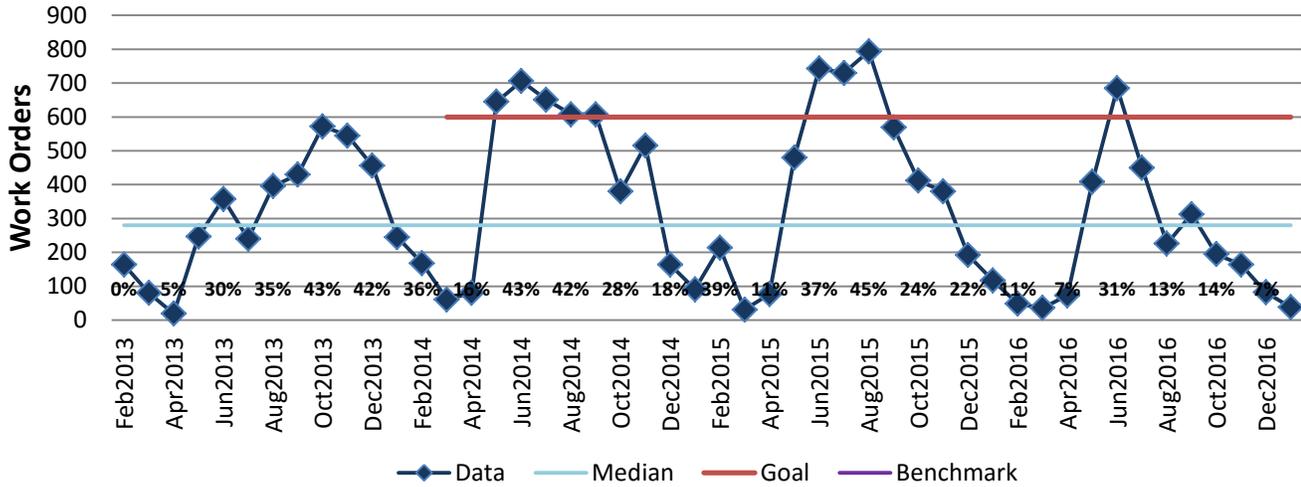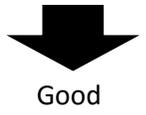
Good

Percent labels along chart: 0% 5% 30% 35% 43% 42% 36% 16% 43% 42% 28% 18% 39% 11% 37% 45% 24% 22% 11% 7% 31% 13% 14% 7%

Legend: Data — Median — Goal — Benchmark

Root cause analysis is not necessary because there is no gap between the goal and current performance.

# Foreclosures Initiated
Develop Louisville

Process: VAP Foreclosure

LouieStat

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary	
Baseline: FY16, 94 Foreclosures Initiated Goal: Initiate 100 VAP Foreclosures in FY17; this relates to Mayor's Goal 16: Resolve Abandoned Properties; it is an Initiative to systematically foreclose on vacant and abandoned properties in targeted areas Benchmark: TBD	Data Source: SharePoint List Goal Source: IDT and Department Team Goal Benchmark Source: TBD	Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions Measurement Method: Count of vacant/abandoned properties on which Metro has initiated a VAP foreclosure Why Measure: Foreclosure helps return an abandoned property to productive use by changing the owner(s) Next Improvement Step: Department will work with County Attorney to identify resources to continue relationship with private counsel.	

How Are We Doing?

Feb2016-Jan2017 12 Month Goal	Feb2016-Jan2017 12 Month Actual		Jan2017 Goal	Jan2017 Actual	
100	**69**	(red light)	**8**	**8**	(green light)
Foreclosures Initiated	Foreclosures Initiated		Foreclosures Initiated	Foreclosures Initiated	

Foreclosures Initiated

Good
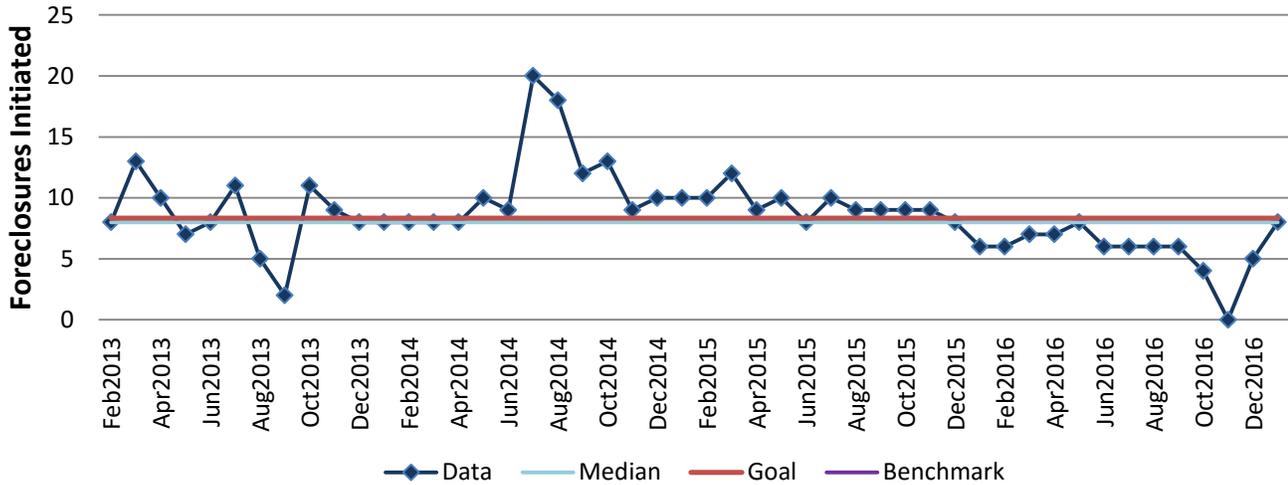
Root cause analysis is not necessary because there is no gap between the goal and current performance.

Metro Demolitions
Develop Louisville

LouieStat

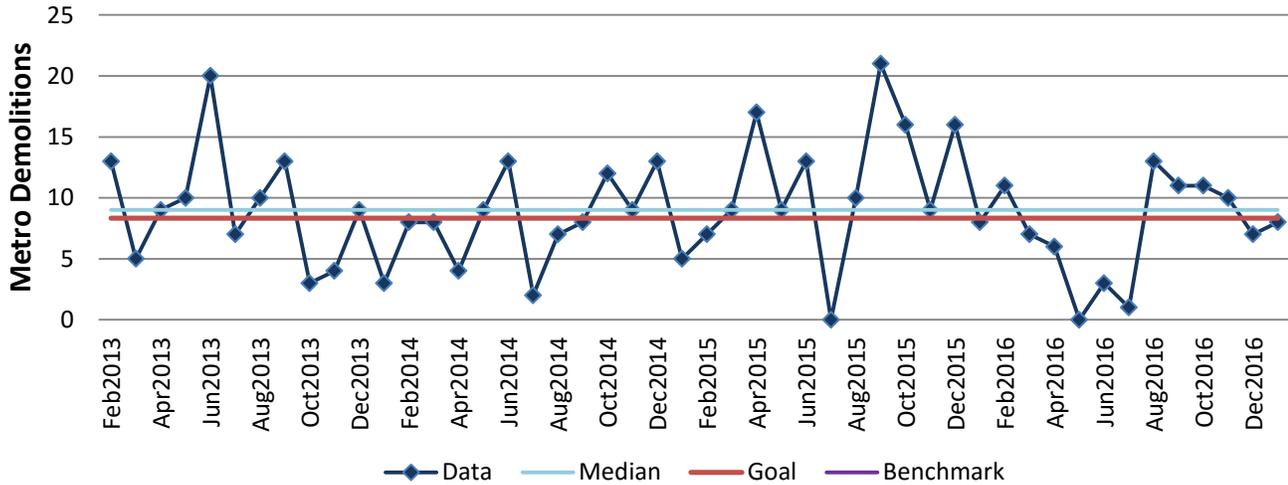**KPI Owner: Sally Jessel and Carrie Fry** | **Process: Demolition**

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY16, 107 structures demolished Goal: Demolish 100 structures in FY17; this relates to Mayor's Goal 16: Resolve Abandoned Properties; it is an initiative to demolish blighted properties Benchmark: TBD	Data Source: Hansen Goal Source: IDT and Department Team Goal Benchmark Source: TBD	Plan-Do-Check-Act Step 4: Generate and prioritize potential solutions Measurement Method: Count of vacant/abandoned structures demolished monthly by Louisville Metro Why Measure: Demo candidate properties pose a health and safety concern to citizens and depress property values and community vitality Next Improvement Step: Implementation of a property severity ranking to prioritize demolition cases

How Are We Doing?

Feb2016-Jan2017 12 Month Goal	Feb2016-Jan2017 12 Month Actual		Jan2017 Goal	Jan2017 Actual	
100	**88**	(red light)	**8**	**8**	(green light)
Metro Demolitions	Metro Demolitions		Metro Demolitions	Metro Demolitions	

Metro Demolitions

Good ↑

Legend: Data, Median, Goal, Benchmark

Root cause analysis is not necessary because there is no gap between the goal and current performance.

Report Generated: 03/09/2017 | Data Expires: 03/13/2017

Net Payment/Collections from Fines, Abatement Costs & Liens
Develop Louisville

LouieStat

KPI Owner: John Flood | **Process: Collections**
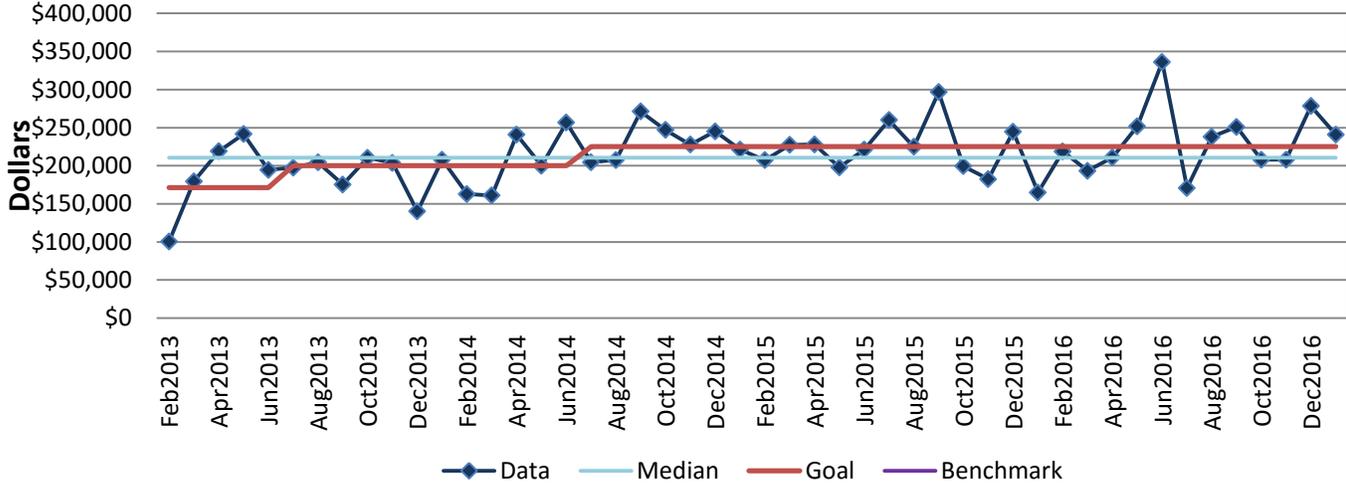
Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY2012 - $536,629 Goal: $2.7 million per year Benchmark: TBD	Data Source: LeAP Goal Source: Budget for C&R Benchmark Source: TBD	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: Sum of fees collected per month Why Measure: TBD Next Improvement Step: Increase collections

How Are We Doing?

Feb2016-Jan2017 12 Month Goal	Feb2016-Jan2017 12 Month Actual		Jan2017 Goal	Jan2017 Actual	
2,700,000	**2,806,285**	🚦 (green)	**225,000**	**240,963**	🚦 (green)
Dollars	Dollars		Dollars	Dollars	

Net Payment/Collections from Fines, Abatement Costs & Liens

⬆ Good

Legend: Data, Median, Goal, Benchmark

Root cause analysis is not necessary because there is no gap between the goal and current performance.

Properties Acquired by the Landbank
Develop Louisville

KPI Owner: Latondra Yates		**Process:** Acquisitions

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY2012 - 2 properties	Data Source: SharePoint	Plan-Do-Check-Act Step 1: Define the problem
Goal: N/A - input measure		Measurement Method: Count of properties acquired by the Vacant & Public Property division each month
	Goal Source: N/A	Why Measure: To reduce the ratio of abandoned properties and to return underutilized property to productive use
	Benchmark Source: TBD	Next Improvement Step: Pareto Analysis on root causes of slow acqusitions
Benchmark: TBD		

How Are We Doing?

Feb2016-Jan2017 12 Month Goal	Feb2016-Jan2017 12 Month Actual		Jan2017 Goal	Jan2017 Actual	
TBD	**86**		**TBD**	**16**	
Properties	Properties		Properties	Properties	

Properties Acquired by the Landbank
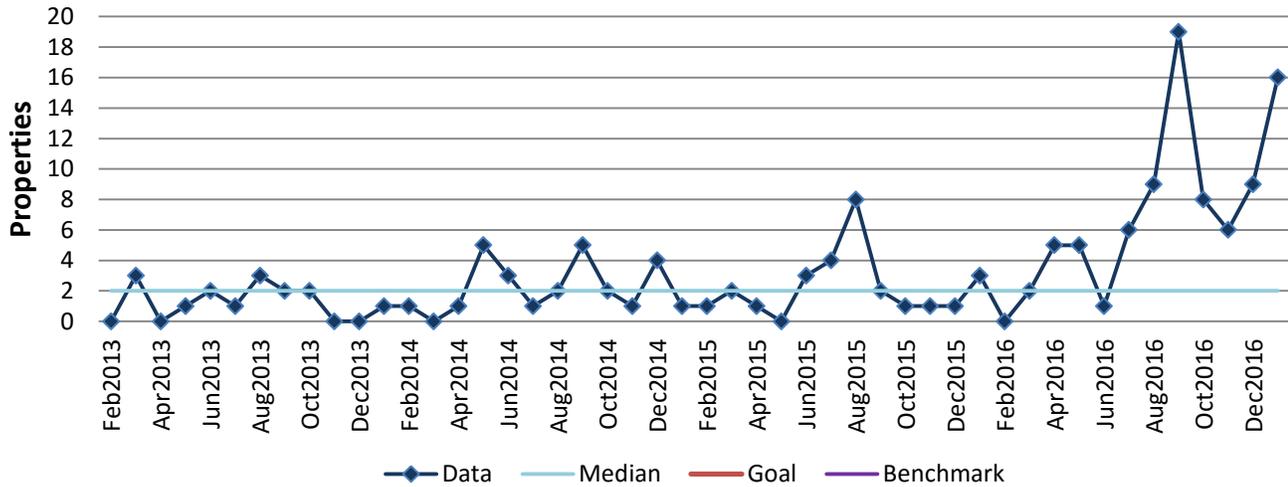
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Feb2016-Jan2017 Pareto Analysis

Report Generated: 03/09/2017

Data Expires: 03/13/2017

Monthly Measurement

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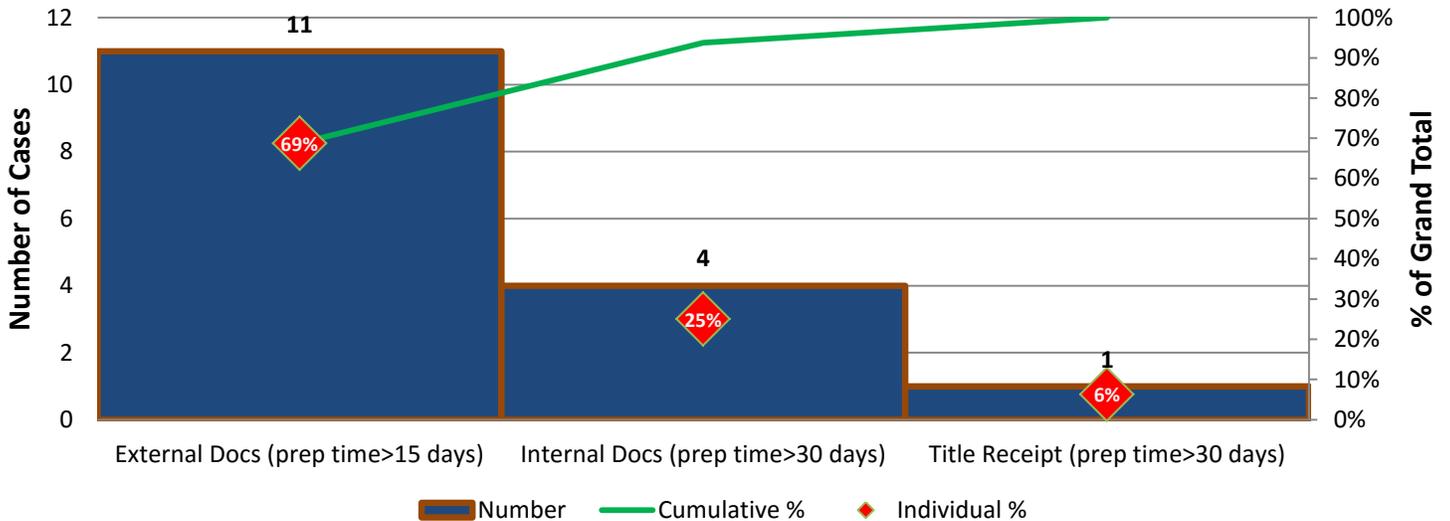
Properties Disposed by the Landbank
Develop Louisville

KPI Owner: Latondra Yates & Connie Sutton   **Process: Dispositions**

| Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY2012 - 14 properties Goal: TBD Benchmark: TBD	Data Source: SharePoint Goal Source: TBD Benchmark Source: TBD	Plan-Do-Check-Act Step 1: Define the problem Measurement Method: Count of properties disposed by the Vacant & Public Property divisions each month Why Measure: To reduce the inventory of vacant properties and to return underutilized property to productive use Next Improvement Step: Conduct in depth Pareto Analysis on root causes of fewer dispositions

How Are We Doing?

Feb2016-Jan2017 12 Month Goal	Feb2016-Jan2017 12 Month Actual		Jan2017 Goal	Jan2017 Actual	
TBD	**23**		**TBD**	**0**	
Properties	Properties		Properties	Properties	

Properties Disposed by the Landbank

Good
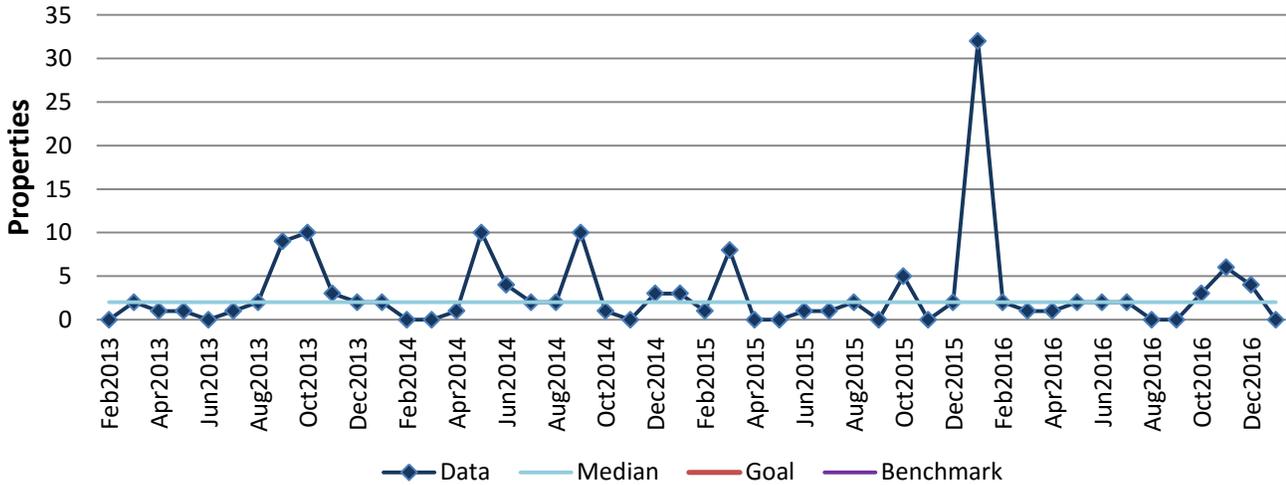
Feb2016-Jan2017 Pareto Analysis
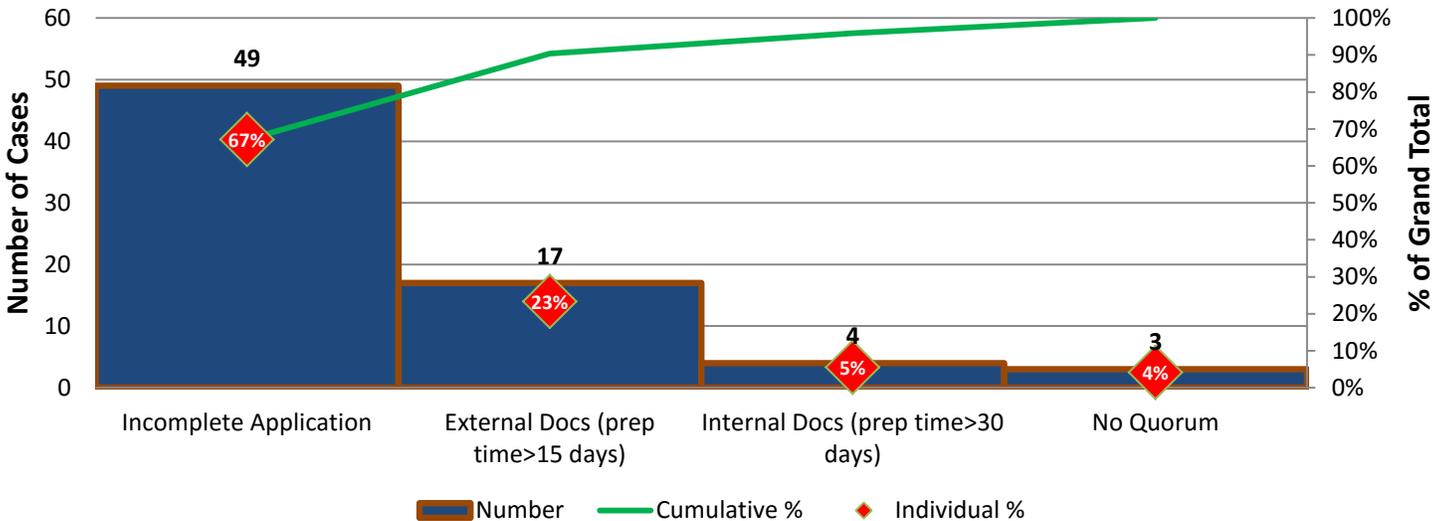
Vacant & Abandoned Property Statistics

HOPPER ITEMS

	Topic	Date
1	AUP Project Update - Presentation	5/8/2017
2	URC Inventory Reconciliation Update	1/9/2017
3	Landbank - Updated Pricing Policy	2/13/2017
4	Foreclosure Priority Ranking System	3/13/2017

Presentation dates are subject to change.

LIVE Streaming of the Joint Meeting is available online at:

VAPStat Joint Meeting Streaming Video

The VAPStat Joint Meeting is administered by the
Office of Vacant & Public Property Administration
Metro Development Center, 444 S. 5th Street, Fifth Floor
Phone: (502)574-4016   Fax: (502)574-4199   Email: vapstat@louisvilleky.gov