Develop Louisville
Sixty-Sixth LouieStat Forum
4/12/2021

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Louisville Metro Key Performance Indicators

FROM VACANT SPACES TO PRODUCTIVE PLACES

VAPStat

The Joint Meeting begins at 3pm 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 2018

Total VAP Structures:	71%	3,612
Total VAP Lots:	29%	1,511
Total VAP Parcels:		5,123

COUNCIL DISTRICT VAP RATIOS

DISTRICT	COUNCIL PERSON	RATIO	VAP STRUCTURES	PARCEL COUNT
1	JESSICA GREEN	3.68%	462	12,548
2	BARBARA SHANKLIN	0.79%	61	7730
3	KEISHA DORSEY	2.35%	249	10577
4	JECOREY ARTHUR	3.85%	396	10287
5	DONNA PURVIS	7.15%	929	12995
6	DAVID JAMES	6.15%	635	10330
7	PAULA MCCRANEY	0.12%	13	10790
8	CASSIE CHAMBERS ARMSTRONG	0.18%	21	11372
9	BILL HOLLANDER	0.24%	28	11545
10	PAT MULVIHILL	0.48%	57	11993
11	KEVIN KRAMER	0.04%	4	10300
12	RICK BLACKWELL	0.72%	74	10228
13	MARK FOX	0.65%	63	9628
14	CINDI FOWLER	0.96%	108	11285
15	KEVIN TRIPLETT	2.05%	244	11899
16	SCOTT REED	0.07%	9	12534
17	MARKUS WINKLER	0.06%	6	9570
18	MARILYN PARKER	0.02%	2	8815
19	ANTHONY PIAGENTINI	0.14%	17	12172
20	STUART BENSON	0.10%	11	11241
21	NICOLE GEORGE	0.75%	85	11317
22	ROBIN ENGEL	0.18%	21	11422
23	JAMES PEDEN	0.23%	26	11072
24	MADONNA FLOOD	0.37%	38	10382
25	AMY HOLTON STEWART	0.48%	45	9449
26	BRENT ACKERSON	0.09%	8	8707
			3,612	280,188

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.
The VAP Ratio is the number of code enforcement cases relative to the total number of parcels.

VAP Statistics as of March 2018

Top 10 Neighborhoods with Highest VAP Ratios

Neighborhood	RATIO	VAP STRUCTURES	PARCEL COUNT	
PARKLAND	11.23%	228	2,031	
PARK HILL	11.08%	271	2446	
RUSSELL	10.14%	336	3315	
CALIFORNIA	8.00%	213	2662	
PORTLAND	7.53%	441	5856	
LIMERICK	7.43%	31	417	
SHAWNEE	6.33%	323	5099	
CHICKASAW	5.68%	174	3064	
SMOKETOWN JACKSON	5.00%	59	1181	
SHELBY PARK	4.83%	62	1283	
		2,138	**27,354**	

Boarding and Cleaning Monthly Backlog
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KPI Owner: Darrell Coomer	**Process: Property Management**

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: Accela Goal Source: Dept Strategic Plan Benchmark Source: TBD	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?

FY2021 Year-to-Date Goal	**FY2021 Year-to-Date Actual**		**Mar2021 Goal**	**Mar2021 Actual**	
5,400	**3,146**	(green light)	**600**	**102**	(green light)
Work Orders	Work Orders		Work Orders	Work Orders	

Boarding and Cleaning Monthly Backlog

Good ↓
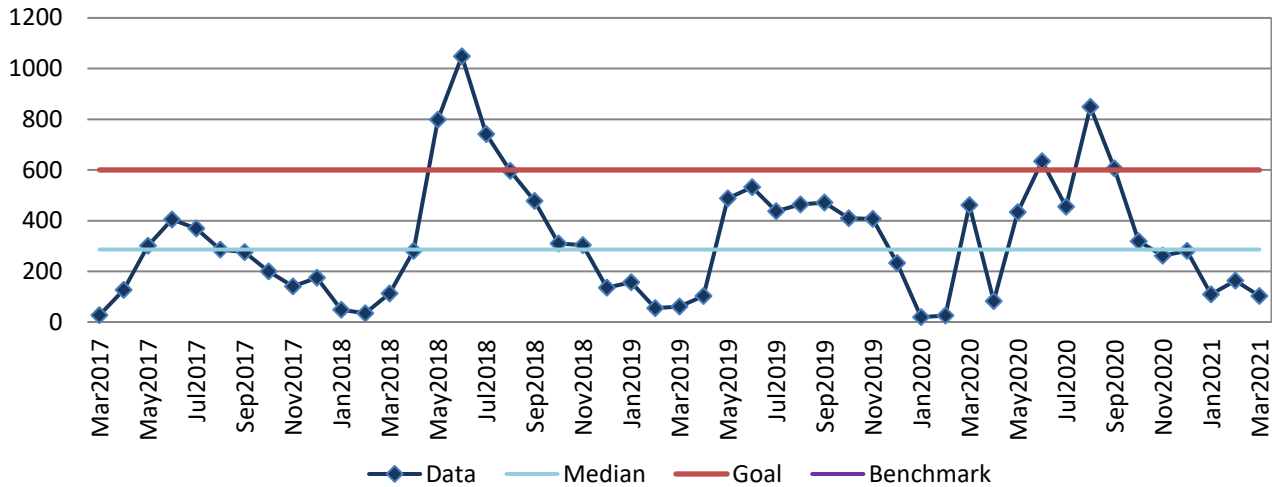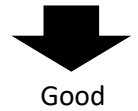
Root cause analysis is not necessary because there is no gap between the goal and the current performance.
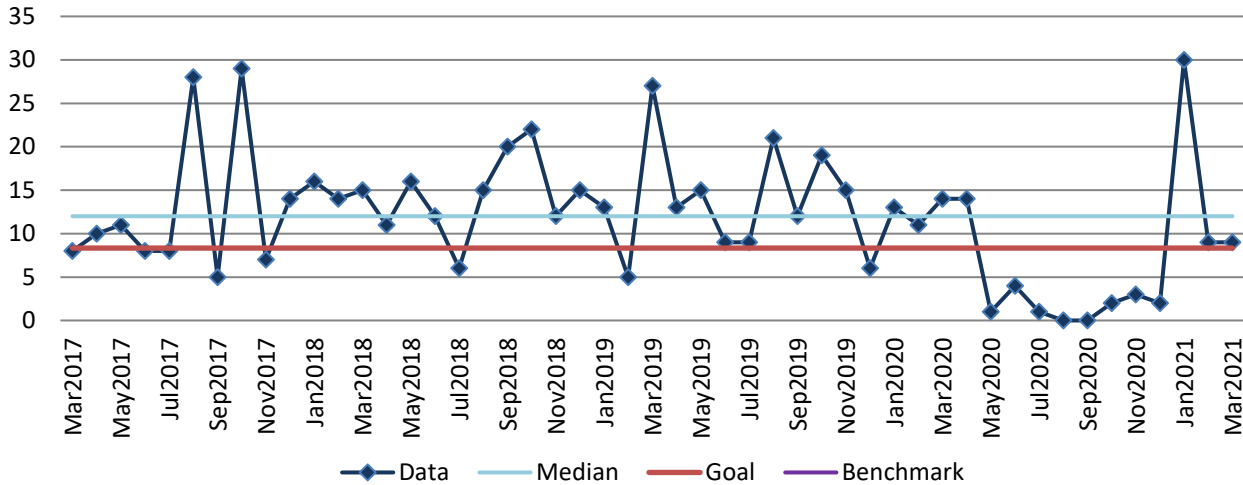
Foreclosures Initiated
Develop Louisville

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KPI Owner: OCD Foreclosure Staff	Process: VAP Foreclosure

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

How Are We Doing?

FY2021 Year-to-Date Goal	FY2021 Year-to-Date Actual		Mar2021 Goal	Mar2021 Actual	
75	**56**	🔴	**8**	**9**	🟢
Foreclosures Initiated	Foreclosures Initiated		Foreclosures Initiated	Foreclosures Initiated	

Foreclosures Initiated

Good

Commissioner's sales were halted in mid-March due to COVID-19, but have re-started as of July 23, 2020. Staff is currently focused on foreclosure completions, managing over 100 property sales since July. Foreclosure initiations are expected to increase over the remainder of the fiscal year.

Report Generated: 04/08/2021   Data Expires: 04/12/2021

Metro Demolitions
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KPI Owner: OCD Demolition Staff | **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: Accela 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?

FY 2021 Year-to-Date Goal	FY 2021 Year-to-Date Actual		Mar2021 Goal	Mar2021 Actual	
75	**51**	🔴	**8**	**3**	🟡
Demolitions	Demolitions		Demolitions	Demolitions	

Metro Demolitions

Good ⬆

Legend: Data — Median — Goal — Benchmark
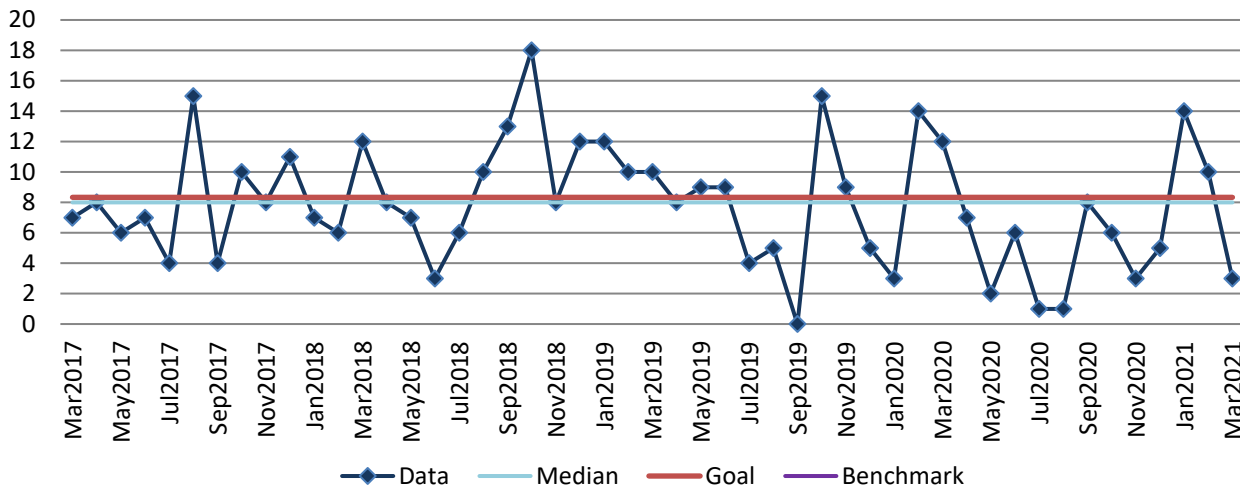
We are currently only demolishing emergency cases and continue to work on all other active regular cases in preparation for demolition. The regular cases that are ready will be completed through a bid process to award the regular demolitions at a rate of 15 – 30 cases per quarter.

# Net Payment/Collections from Fines, Abatement Costs & Liens
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KPI Owner: John Flood	Process: Collections

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

How Are We Doing?

FY 2021 Year-to-Date Goal	FY 2021 Year-to-Date Actual		Mar2021 Goal	Mar2021 Actual	
2,025,000	**1,775,016**	🔴	**225,000**	**332,224**	🟢
Dollars	Dollars		Dollars	Dollars	

Net Payment/Collections from Fines, Abatement Costs & Liens

⬆ Good

Chart legend: Data, Median, Goal, Benchmark
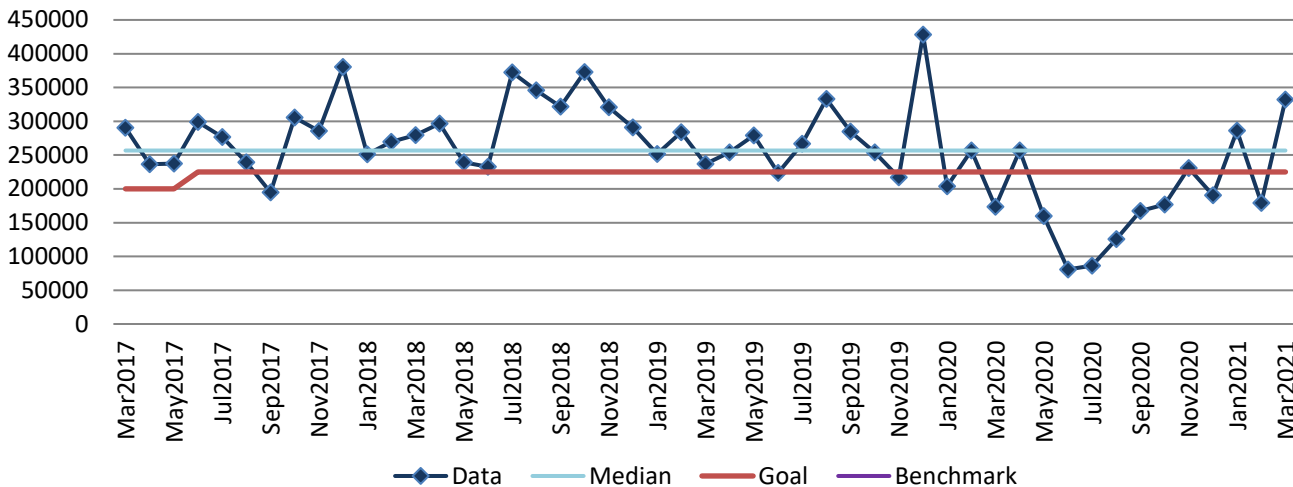
Due to the COVID-19 pandemic, Codes and Regulations has not issued a civil penalty since March 2020. Due to system disruptions in Accela, Codes and Regulations has been unable to bill or file civil and abatement liens since June 2019. CIT is actively working to resolve the civil lien issues in its systems.

Properties Acquired by the Landbank
Develop Louisville
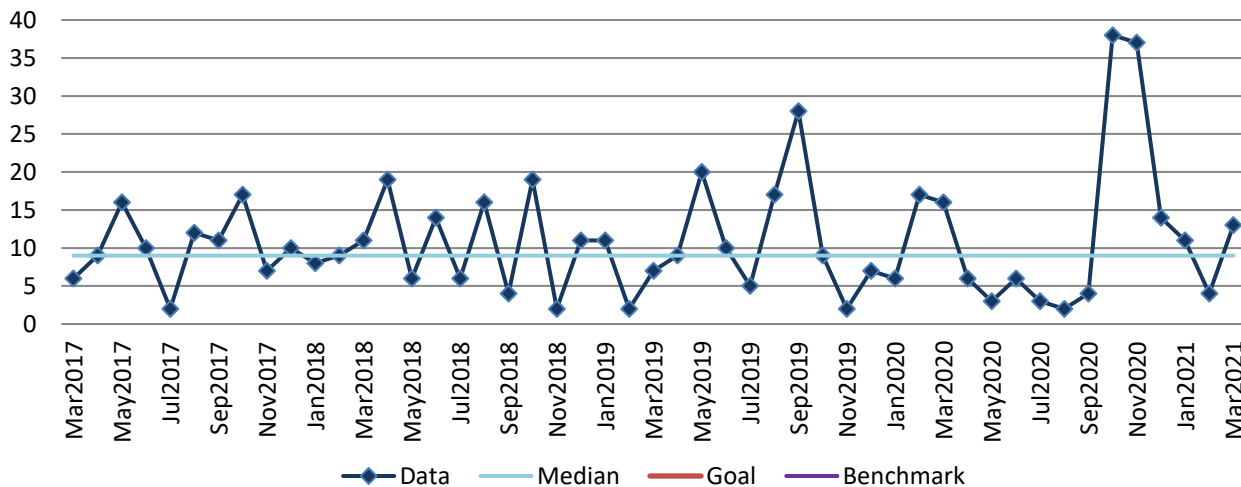
LouieStat

KPI Owner: OCD Foreclosure & Donation Staff | **Process: Acquisitions**

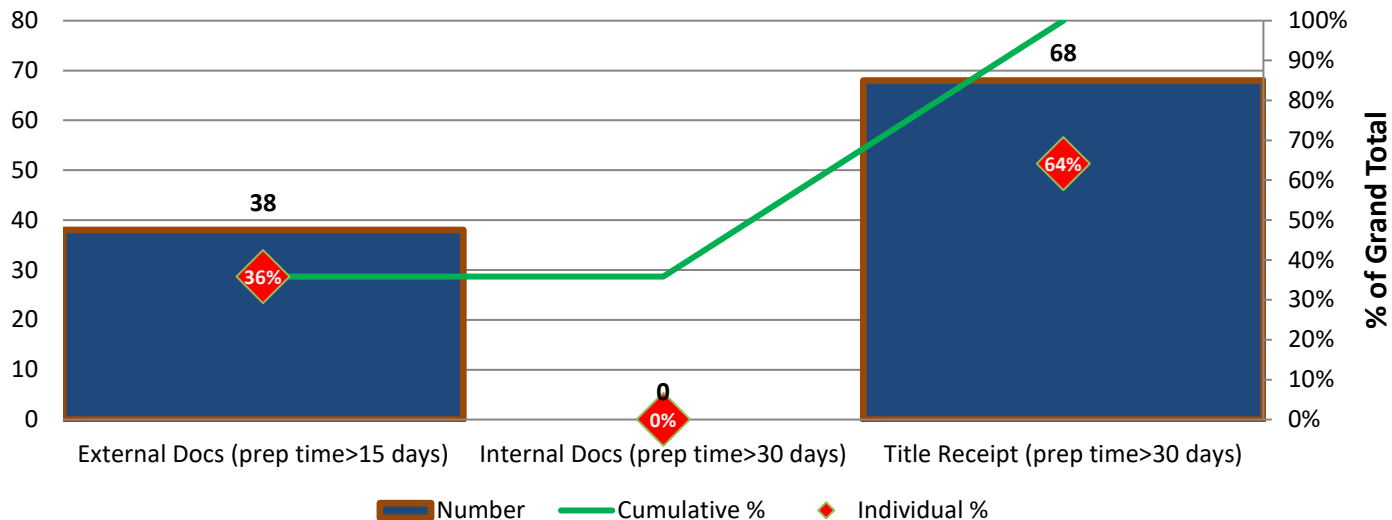| Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: FY2012 - 2 properties Goal: N/A - input measure Benchmark: TBD	Data Source: SharePoint Goal Source: N/A Benchmark Source: TBD	Plan-Do-Check-Act Step 1: Define the problem Measurement Method: Count of properties acquired by the Community Development division each month Why Measure: To reduce the ratio of abandoned properties and to return underutilized property to productive use Next Improvement Step: Root cause analysis of slow acquisitions

How Are We Doing?

FY2021 Year-to-Date Goal	FY2021 Year-to-Date Actual		Mar2021 Goal	Mar2021 Actual	
TBD	**126**		**TBD**	**13**	
Properties	Properties		Properties	Properties	

Properties Acquired by the Landbank

Good

Legend: Data — Median — Goal — Benchmark

Mar2020-Mar2021 Pareto Analysis

Category	Number
External Docs (prep time>15 days)	38 (36%)
Internal Docs (prep time>30 days)	0 (0%)
Title Receipt (prep time>30 days)	68 (64%)

Legend: Number — Cumulative % — Individual %

Report Generated: 04/08/2021 | Data Expires: 04/12/2021

Properties Disposed by the Landbank
Develop Louisville

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| KPI Owner: OCD Real Estate Team | Process: Dispositions |

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: TBD **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 Community Development division each month **Why Measure:** To reduce the inventory of vacant properties and to return underutilized property to productive use **Next Improvement Step:** Determine Goals

How Are We Doing?

FY2021 Year-to-Date Goal	FY2021 Year-to-Date Actual		Mar2021 Goal	Mar2021 Actual	
TBD	**82**		**TBD**	**17**	
Properties	Properties		Properties	Properties	

Properties Disposed by the Landbank

Good

Mar2020-Mar2021 Pareto Analysis

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Data Expires: 04/12/2021