

Develop Louisville  
Forty Third LouieStat Forum  
3/11/2019





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## Louisville Metro Key Performance Indicators

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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<br>STRUCTURES | PARCEL<br>COUNT |
|----------|----------------------|-------|-------------------|-----------------|
| 1        | JESSICA GREEN        | 3.68% | 462               | 12,548          |
| 2        | BARBARA SHANKLIN     | 0.79% | 61                | 7730            |
| 3        | KEISHA DORSEY        | 2.35% | 249               | 10577           |
| 4        | BARBARA SEXTON SMITH | 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        | BRANDON COAN         | 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 TRIPLET        | 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       | DAVID YATES          | 0.48% | 45                | 9449            |
| 26       | BRENT ACKERSON       | 0.09% | 8                 | 8707            |
|          |                      |       | <b>3,612</b>      | <b>280,188</b>  |

**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<br>STRUCTURES | PARCEL<br>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            |  |
|              |                   |        | <b>2,138</b>      | <b>27,354</b>   |  |
|              |                   |        |                   |                 |  |
|              |                   |        |                   |                 |  |
|              |                   |        |                   |                 |  |
|              |                   |        |                   |                 |  |
|              |                   |        |                   |                 |  |
|              |                   |        |                   |                 |  |

# Boarding and Cleaning Monthly Backlog Develop Louisville

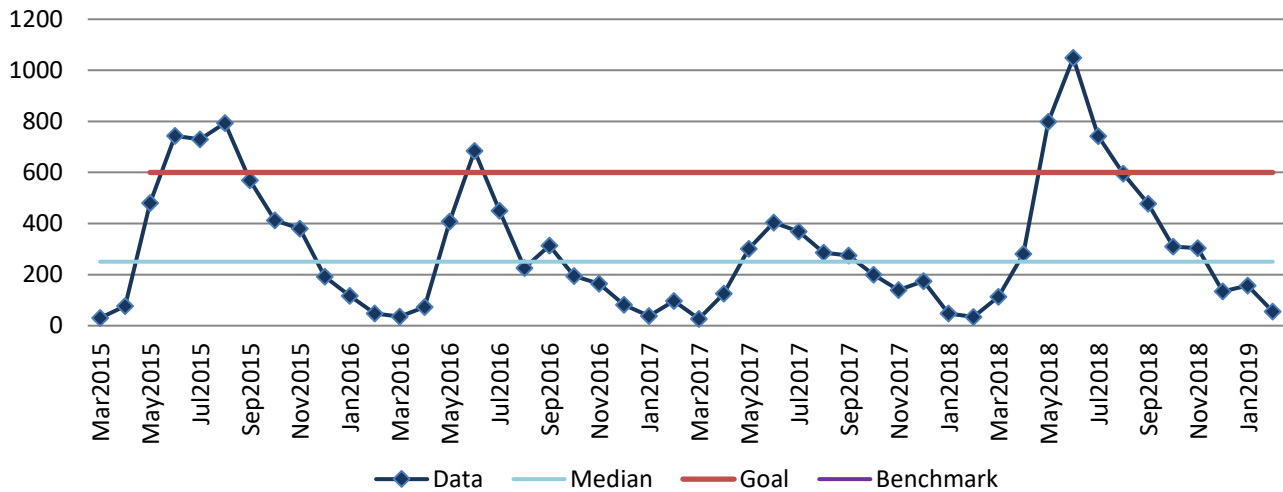
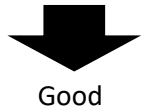


KPI Owner: Darrell Coomer

Process: Property Management

| Baseline, Goal, & Benchmark                                                                                 |                            | Source Summary                                                                    | Continuous Improvement Summary                                                                                   |                |                                                                                     |
|-------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------|
| Baseline: FY13 monthly average: 1,066 open                                                                  |                            | Data Source: Hansen                                                               | Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions                                            |                |                                                                                     |
| Goal: Maintain a backlog of no greater than 600 open boarding, cleaning and cutting work orders in a month. |                            | Goal Source: Dept Strategic Plan                                                  | Measurement Method: The number of work orders open at the end of each month.                                     |                |                                                                                     |
| Benchmark: TBD                                                                                              |                            | Benchmark Source: TBD                                                             | Why Measure: To help quantify the challenge of neighborhood blight.                                              |                |                                                                                     |
|                                                                                                             |                            |                                                                                   | Next Improvement Step: Using Public Works Crews in addition to C&R Vacant Lots Crews working overtime as needed. |                |                                                                                     |
| How Are We Doing?                                                                                           |                            |                                                                                   |                                                                                                                  |                |                                                                                     |
| FY2019 Year-to-Date Goal                                                                                    | FY2019 Year-to-Date Actual |  | Feb2019 Goal                                                                                                     | Feb2019 Actual |  |
| 4,800                                                                                                       | 2,777                      |                                                                                   | 600                                                                                                              | 55             |                                                                                     |
| Work Orders                                                                                                 | Work Orders                |                                                                                   | Work Orders                                                                                                      | Work Orders    |                                                                                     |

## Boarding and Cleaning Monthly Backlog



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

# Foreclosures Initiated Develop Louisville

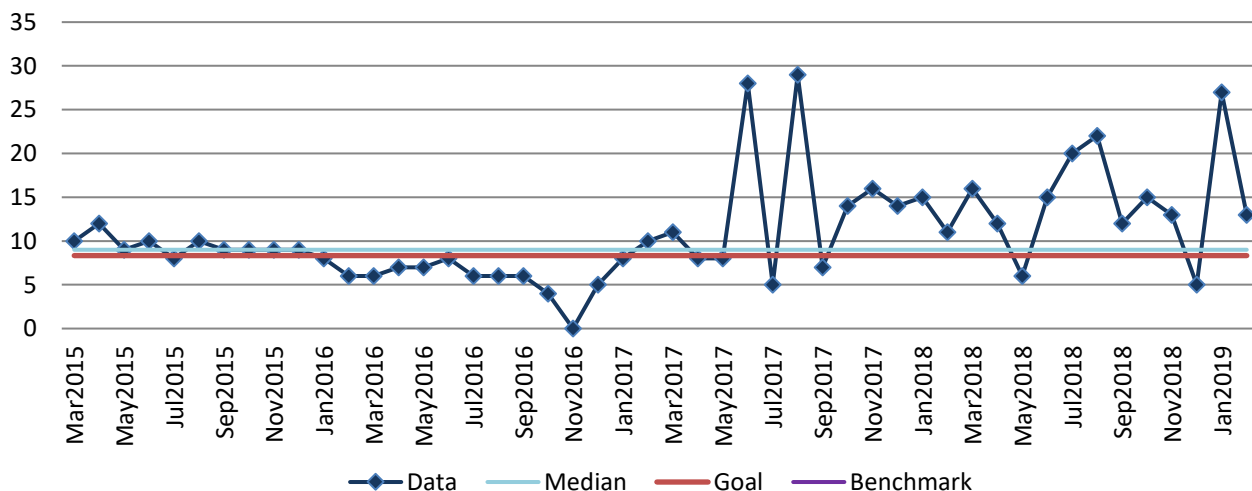


KPI Owner: Mary McGuire

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: TBD                                                                                                                                                                                                   |                            | Benchmark Source: TBD                     | 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?                                                                                                                                                                                                |                            |                                           |                                                                                                                                       |                        |  |
| FY2019 Year-to-Date Goal                                                                                                                                                                                         | FY2019 Year-to-Date Actual |                                           | Feb2019 Goal                                                                                                                          | Feb2019 Actual         |  |
| 67                                                                                                                                                                                                               | 127                        |                                           | 8                                                                                                                                     | 13                     |  |
| Foreclosures Initiated                                                                                                                                                                                           | Foreclosures Initiated     |                                           | Foreclosures Initiated                                                                                                                | Foreclosures Initiated |  |

## Foreclosures Initiated



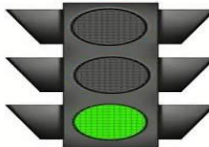
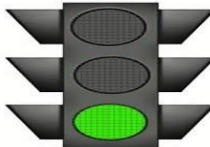
Root cause analysis is not necessary because there is no gap between the goal and current performance.

# Metro Demolitions Develop Louisville

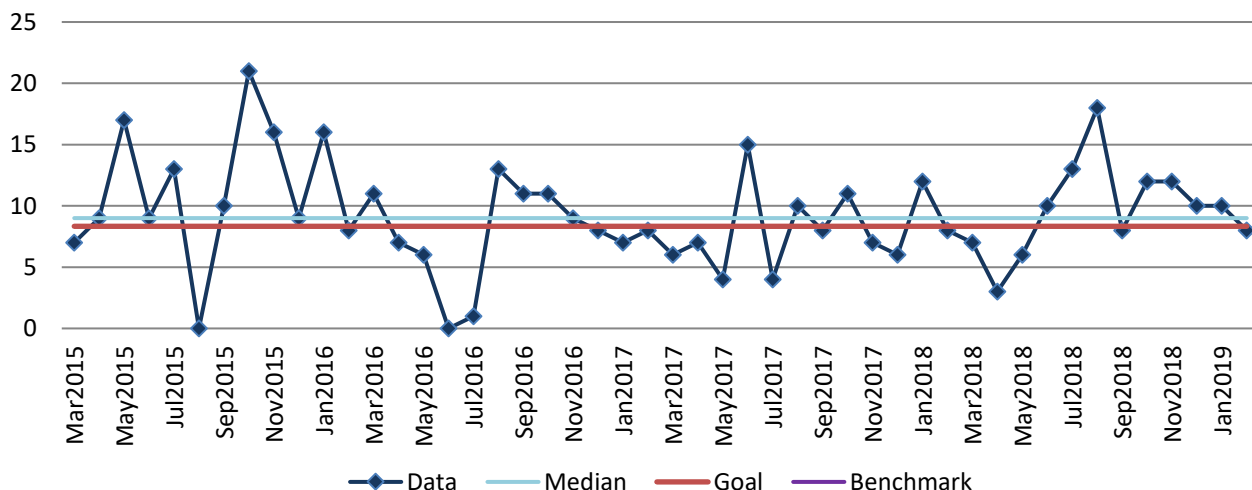


KPI Owner: Sally Jessel and Carrie Fry

Process: Demolition

| Baseline, Goal, & Benchmark                                                                                                                               |                             | Source Summary                                                                    | Continuous Improvement Summary                                                                                                         |                |                                                                                     |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------|--|
| Baseline: FY16, 107 structures demolished                                                                                                                 |                             | Data Source: Hansen                                                               | Plan-Do-Check-Act Step 4: Generate and prioritize potential solutions                                                                  |                |                                                                                     |  |
| Goal: Demolish 100 structures in FY17; this relates to Mayor's Goal 16: Resolve Abandoned Properties; it is an initiative to demolish blighted properties |                             | Goal Source: IDT and Department Team Goal                                         | Measurement Method: Count of vacant/abandoned structures demolished monthly by Louisville Metro                                        |                |                                                                                     |  |
| Benchmark: TBD                                                                                                                                            |                             | Benchmark Source: TBD                                                             | 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 2019 Year-to-Date Goal                                                                                                                                 | FY 2019 Year-to-Date Actual |  | Feb2019 Goal                                                                                                                           | Feb2019 Actual |  |  |
| 67                                                                                                                                                        | 91                          |                                                                                   | 8                                                                                                                                      | 8              |                                                                                     |  |
| Demolitions                                                                                                                                               | Demolitions                 |                                                                                   | Demolitions                                                                                                                            | Demolitions    |                                                                                     |  |

## Metro Demolitions



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

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

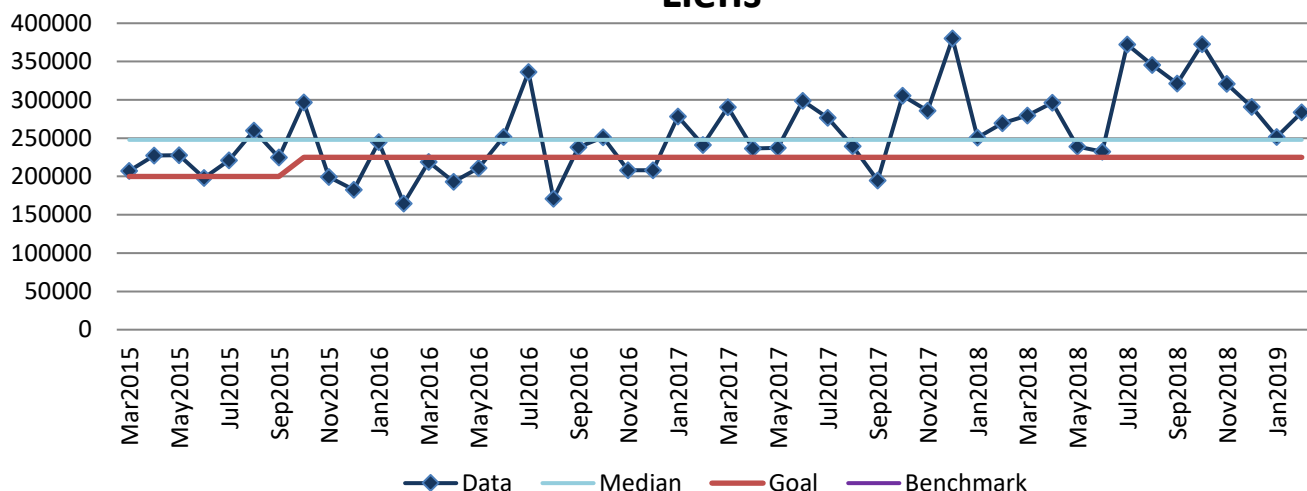


KPI Owner: John Flood

Process: Collections

| Baseline, Goal, & Benchmark                                                       |                             | Source Summary                                                                    | Continuous Improvement Summary                                                                                                                                               |                |                                                                                     |
|-----------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------|
| Baseline: FY2012- \$536,629<br>Goal: \$2.7 million per year<br><br>Benchmark: TBD |                             | Data Source: LeAP<br><br>Goal Source: Budget for C&R<br><br>Benchmark Source: TBD | Plan-Do-Check-Act Step 8: Monitor and diagnose<br>Measurement Method: Sum of fees collected per month<br><br>Why Measure: TBD<br>Next Improvement Step: Increase Collections |                |                                                                                     |
| How Are We Doing?                                                                 |                             |                                                                                   |                                                                                                                                                                              |                |                                                                                     |
| FY 2019 Year-to-Date Goal                                                         | FY 2019 Year-to-Date Actual |  | Feb2019 Goal                                                                                                                                                                 | Feb2019 Actual |  |
| 1,800,000                                                                         | 2,559,439                   |                                                                                   | 225,000                                                                                                                                                                      | 283,782        |                                                                                     |
| Dollars                                                                           | Dollars                     |                                                                                   | Dollars                                                                                                                                                                      | Dollars        |                                                                                     |

## Net Payment/Collections from Fines, Abatement Costs & Liens



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

# Properties Acquired by the Landbank Develop Louisville

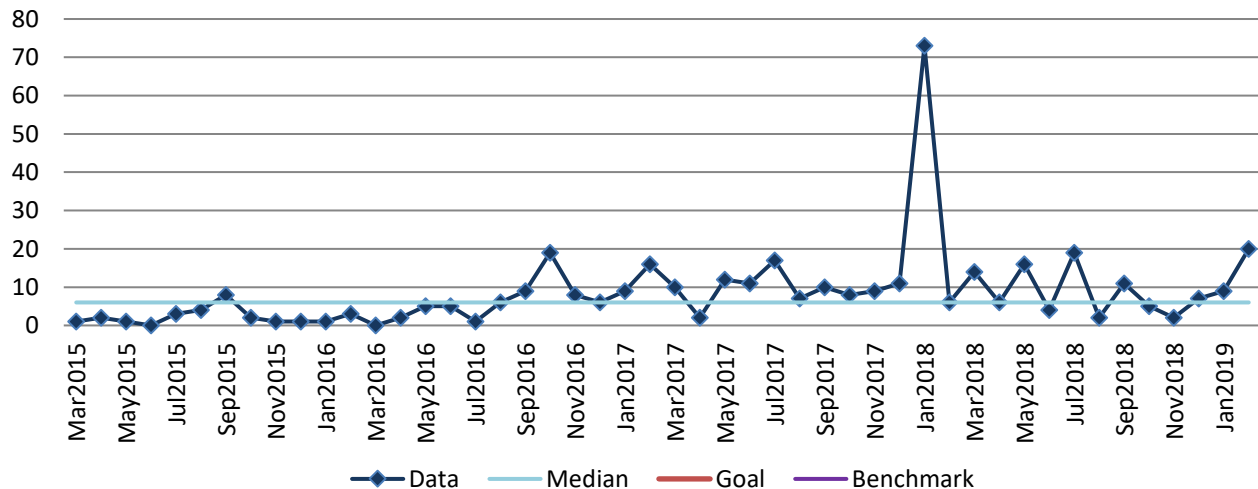


KPI Owner: Latondra Yates

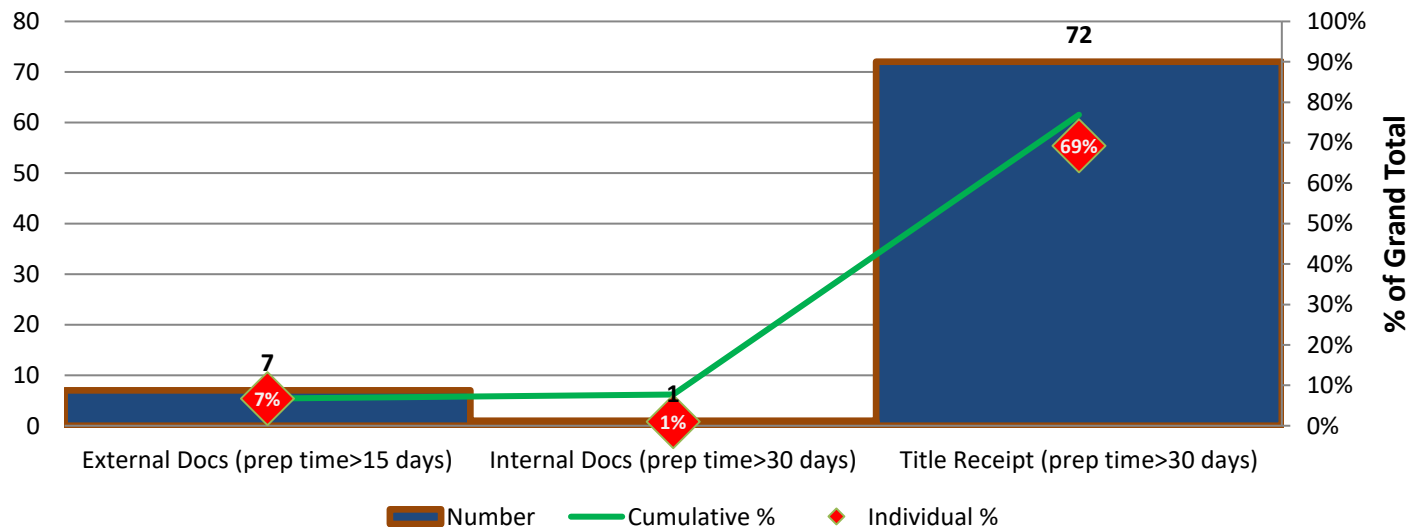
Process: Acquisitions

| Baseline, Goal, & Benchmark                                                            |                            | Source Summary                                                               | Continuous Improvement Summary                                                                                                                                                                                                                                                                                                                         |                |  |
|----------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--|
| Baseline: FY2012 - 2 properties<br>Goal: N/A - input measure<br><br><br>Benchmark: TBD |                            | Data Source: SharePoint<br><br>Goal Source: N/A<br><br>Benchmark Source: TBD | Plan-Do-Check-Act Step 1: Define the problem<br><br>Measurement Method: Count of properties acquired by the Vacant & Public Property division each month<br><br>Why Measure: To reduce the ratio of abandoned properties and to return underutilized property to productive use<br><br>Next Improvement Step: Root cause analysis of slow acquisitions |                |  |
| How Are We Doing?                                                                      |                            |                                                                              |                                                                                                                                                                                                                                                                                                                                                        |                |  |
| FY2019 Year-to-Date Goal                                                               | FY2019 Year-to-Date Actual |                                                                              | Feb2019 Goal                                                                                                                                                                                                                                                                                                                                           | Feb2019 Actual |  |
| TBD                                                                                    | 75                         |                                                                              | TBD                                                                                                                                                                                                                                                                                                                                                    | 20             |  |
| Properties                                                                             | Properties                 |                                                                              | Properties                                                                                                                                                                                                                                                                                                                                             | Properties     |  |

## Properties Acquired by the Landbank



## March 2018- Feb 2019 Pareto Analysis



# Properties Disposed by the Landbank Develop Louisville

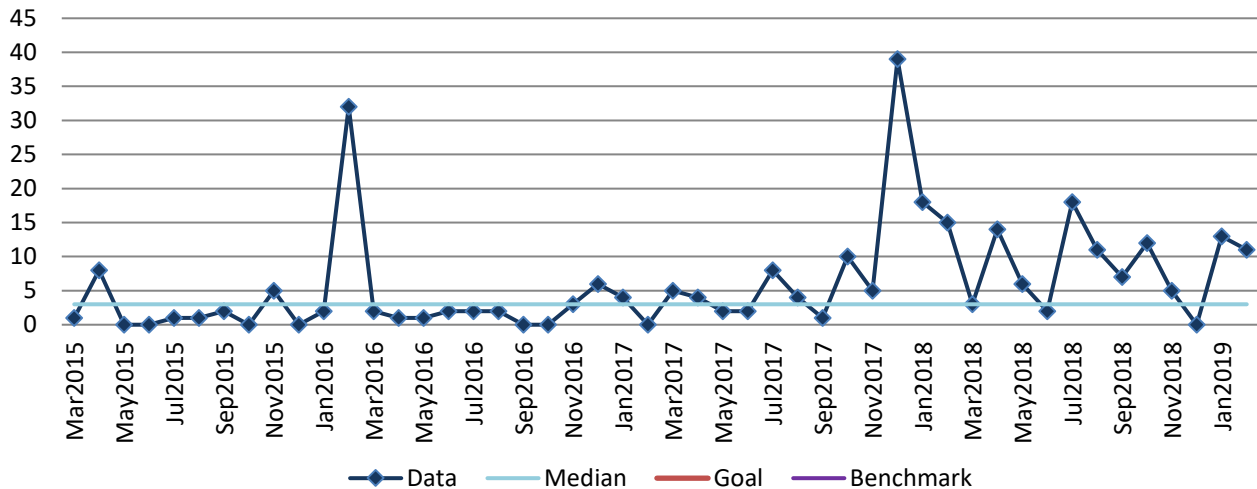


KPI Owner: Latondra Yates & Connie Sutton

Process: Dispositions

| Baseline, Goal, & Benchmark                                  |                            | Source Summary                                                                       | Continuous Improvement Summary                                                                                                                                                                                                                                                                                              |                |  |
|--------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--|
| Baseline: TBD<br><br>Goal: TBD<br><br><br><br>Benchmark: TBD |                            | Data Source: SharePoint<br><br><br>Goal Source: TBD<br><br><br>Benchmark Source: TBD | Plan-Do-Check-Act Step 1: Define the problem<br><br>Measurement Method: Count of properties disposed by the Vacant & Public Property divisions each month<br><br>Why Measure: To reduce the inventory of vacant properties and to return underutilized property to productive use<br>Next Improvement Step: Determine Goals |                |  |
| How Are We Doing?                                            |                            |                                                                                      |                                                                                                                                                                                                                                                                                                                             |                |  |
| FY2019 Year-to-Date Goal                                     | FY2019 Year-to-Date Actual |                                                                                      | Feb2019 Goal                                                                                                                                                                                                                                                                                                                | Feb2019 Actual |  |
| TBD                                                          | 77                         |                                                                                      | TBD                                                                                                                                                                                                                                                                                                                         | 11             |  |
| Properties                                                   | Properties                 |                                                                                      | Properties                                                                                                                                                                                                                                                                                                                  | Properties     |  |

## Properties Disposed by the Landbank



## March 2018-Feb 2019 Pareto Analysis

