Develop Louisville
Thirty Third LouieStat Forum
9/11/2017

Table of Contents

Louisville Metro Key Performance Indicators

The Joint Meeting begins at 3:00 pm 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 2017

| Total Structures: | 68% | 5,058 | Total Case Locations: | 7,470 |
| Total Lots: | 34% | 2,506 | Total Unpaid Fines: | $40,733,386 |

COUNCIL DISTRICT VAP RATIOS

DISTRICT	COUNCIL PERSON	RATIO	VAP STRUCTURES	PARCEL COUNT	OUTSTANDING FINES/FEES
1	JESSICA GREEN	4.58%	581	12,687	$5,514,861
2	BARBARA SHANKLIN	2.11%	164	7779	$599,438
3	MARY WOOLRIDGE	3.02%	324	10717	$3,146,860
4	BARBARA SEXTON SMITH	4.54%	466	10261	$5,197,756
5	CHERI BRYANT HAMILTON	9.12%	1188	13020	$11,684,781
6	DAVID JAMES	7.13%	739	10358	$10,418,044
7	ANGELA LEET	0.27%	29	10913	$52,378
8	BRANDON COAN	0.24%	27	11454	$24,243
9	BILL HOLLANDER	0.39%	46	11710	$125,098
10	PAT MULVIHILL	0.93%	113	12141	$324,964
11	KEVIN KRAMER	0.10%	10	10445	$10,111
12	RICK BLACKWELL	1.20%	123	10243	$332,362
13	VICKI WELCH	0.96%	91	9469	$216,925
14	CINDI FOWLER	1.66%	187	11252	$582,066
15	MARIANNE BUTLER	3.00%	361	12029	$1,464,772
16	SCOTT REED	0.16%	21	12963	$35,247
17	GLEN STUCKEL	0.17%	17	9762	$8,278
18	MARILYN PARKER	0.11%	10	8927	$13,390
19	JULIE DENTON	0.16%	20	12744	$29,879
20	STUART BENSON	0.25%	30	11847	$50,455
21	DAN JOHNSON	1.30%	148	11366	$288,714
22	ROBIN ENGEL	0.33%	39	11884	$80,747
23	JAMES PEDEN	0.60%	68	11421	$111,316
24	MADONNA FLOOD	1.60%	168	10468	$146,243
25	DAVID YATES	0.74%	70	9490	$257,342
26	BRENT ACKERSON	0.20%	18	8826	$17,120
			5,058	**284,176**	**$40,733,386**

Boarding & Cleaning Monthly Backlog
Codes & Regulations

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

8/14/2017	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 Source: N/A	Why Measure: To help quantify the challenge of neighborhood blight.
Benchmark: TBD		Next Improvement Step: Using Public Works Crews in addtion to C&R Vacant Lots Crews working overtime as needed.

How Are We Doing?

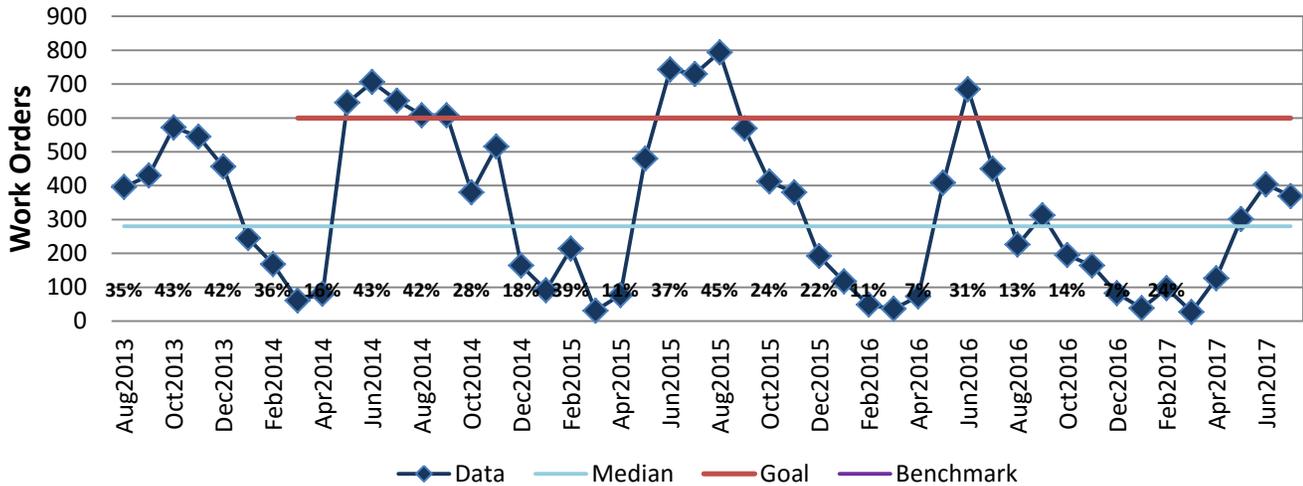| FY2018 Year-to-Date Goal	FY2018 Year-to-Date Actual		Jul2017 Goal	Jul2017 Actual	
600	**369**	🚦	**600**	**369**	🚦
Work Orders per Month	Work Orders per Month		Work Orders per Month	Work Orders per Month	

Boarding & Cleaning Monthly Backlog

Good

Data percentages below chart: 35% 43% 42% 36% 16% 43% 42% 28% 18% 39% 11% 37% 45% 24% 22% 11% 7% 31% 13% 14% 7% 24%

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

LouieStat

KPI Owner: Mary McGuire | **Process: VAP Foreclosure**

8/14/2017	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?

FY2018 Year-to-Date Goal	FY2018 Year-to-Date Actual		Jul2017 Goal	Jul2017 Actual	
8	**5**	🔴	**8**	**5**	🔴
Foreclosures Initiated	Foreclosures Initiated		Foreclosures Initiated	Foreclosures Initiated	

Foreclosures Initiated

Good ⬆

Legend: Data — Median — Goal — Benchmark
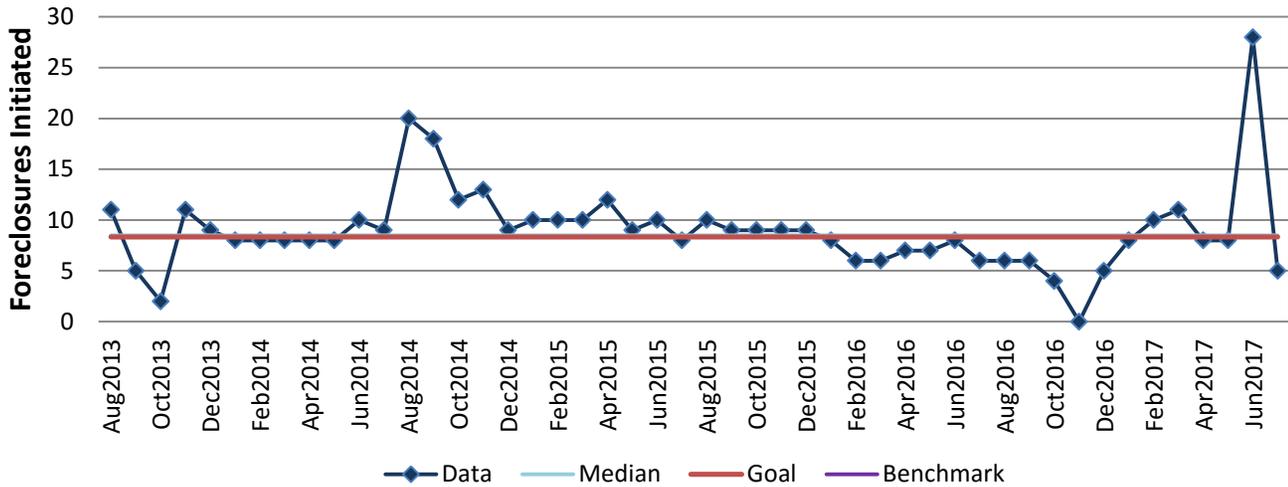
Goal of 100 foreclosures was met for FY17. During the end of FY17, a new staff member was brought onto the team. Training and incorporating the new staff member into the VPPA team caused a bit of a delay at the beginning of FY18, but this should be easily remedied in the next 1-2 months. In addition, additional funding was allocated for foreclosures in FY18, so the team expects to initiate closer to 150-175 cases this year.

Metro Demolitions
# Develop Louisville

LouieStat

KPI Owner: Sally Jessel and Carrie Fry	Process: Demolition

8/14/2017	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?

FY2018 Year-to-Date Goal	FY2018 Year-to-Date Actual		Jul2017 Goal	Jul2017 Actual	
8	**3**	🔴	**8**	**3**	🔴
Metro Demolitions	Metro Demolitions		Metro Demolitions	Metro Demolitions	

Metro Demolitions (chart, Aug2013 – Jun2017, with Data, Median, Goal, Benchmark series). Good ↑
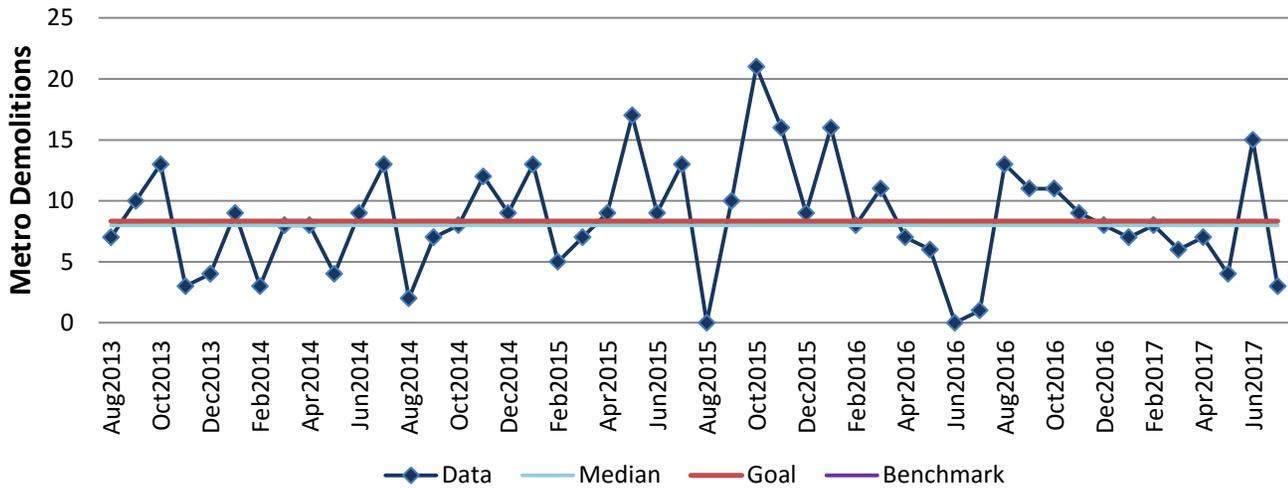
The new demolition contract was awarded at the end of FY17. There was a bit of a delay in the transition between fiscal years, but the VPPA team is on target to catch up to its goals in the next 1-2- months. In addition, the demolition budget for FY18 was increased and the team expects to see demolition numbers closer to 150 this year.

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

LouieStat

KPI Owner: John Flood   **Process: Collections**

8/14/2017	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?

FY2018 Year-to-Date Goal	FY2018 Year-to-Date Actual		Jul2017 Goal	Jul2017 Actual	
225,000	**276,494**	🚦(green)	**225,000**	**276,494**	🚦(green)
Dollars	Dollars		Dollars	Dollars	

Net Payment/Collections from Fines, Abatement Costs & Liens
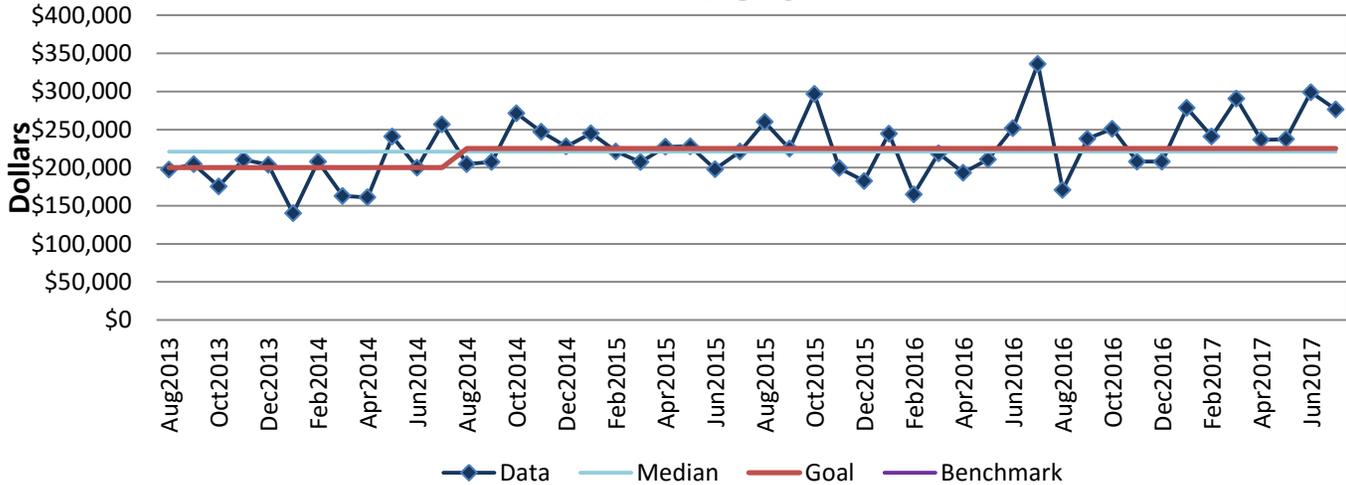
Good ⬆

Chart 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
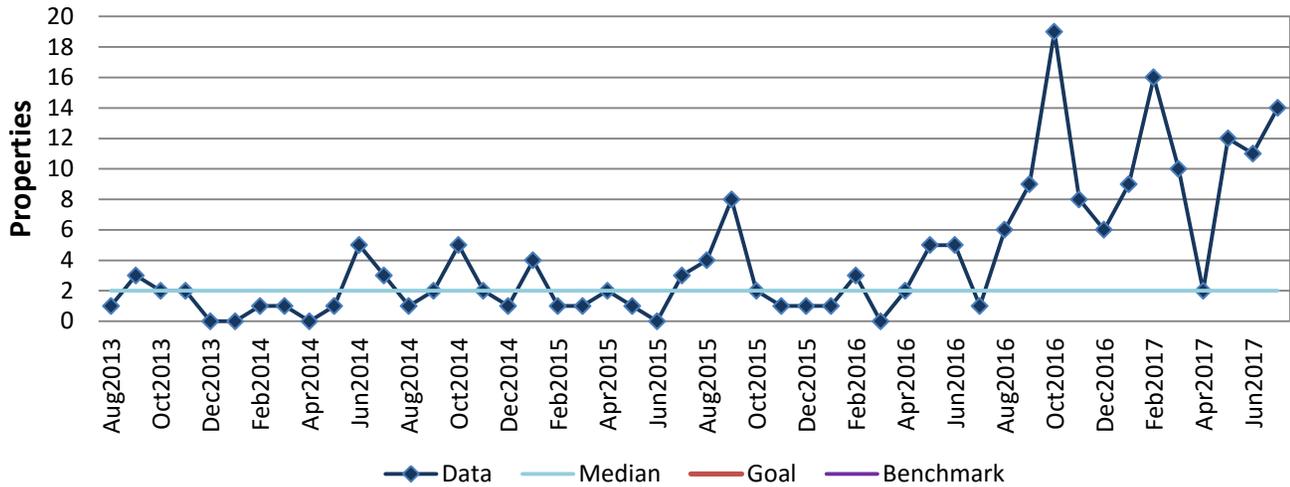# Develop Louisville

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

8/14/2017	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: Root cause analysis of slow acquisitions
Benchmark: TBD		

How Are We Doing?

FY2018 Year-to-Date Goal	FY2018 Year-to-Date Actual		Jul2017 Goal	Jul2017 Actual	
TBD	**14**		**TBD**	**14**	
Properties	Properties		Properties	Properties	

Properties Acquired by the Landbank

Good

Legend: Data — Median — Goal — Benchmark

Aug2016-Jul2017 Pareto Analysis

	Number	Individual %
External Docs (prep time>15 days)	10	67%
Internal Docs (prep time>30 days)	4	27%
Title Receipt (prep time>30 days)	1	7%

Legend: Number — Cumulative % — Individual %
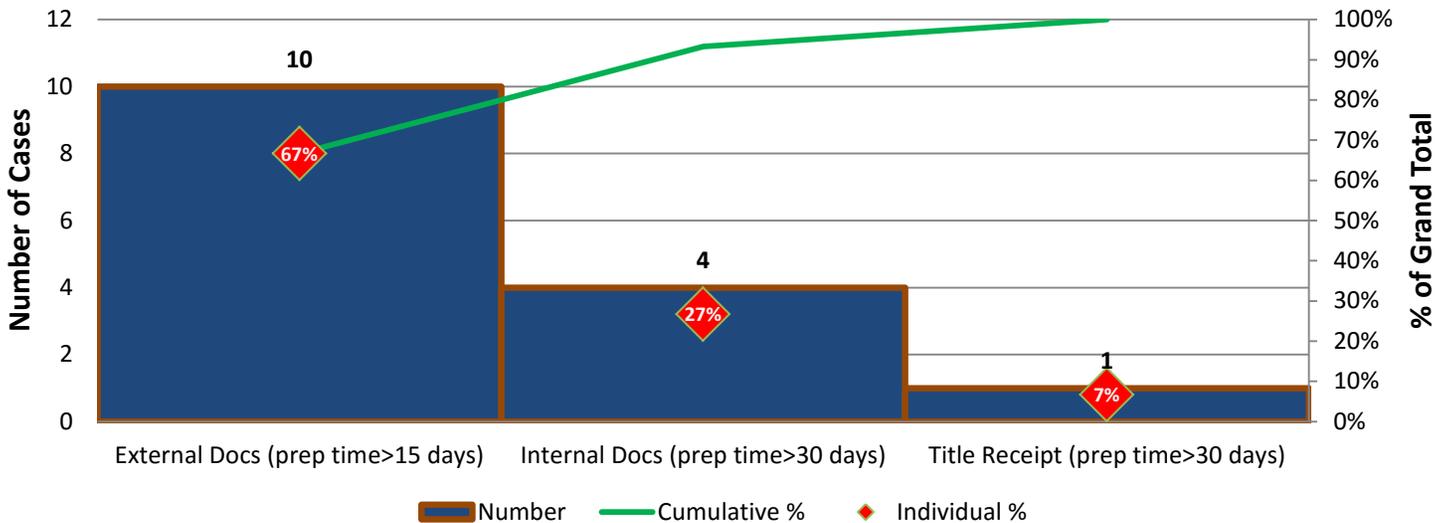
Properties Disposed by the Landbank
Develop Louisville

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

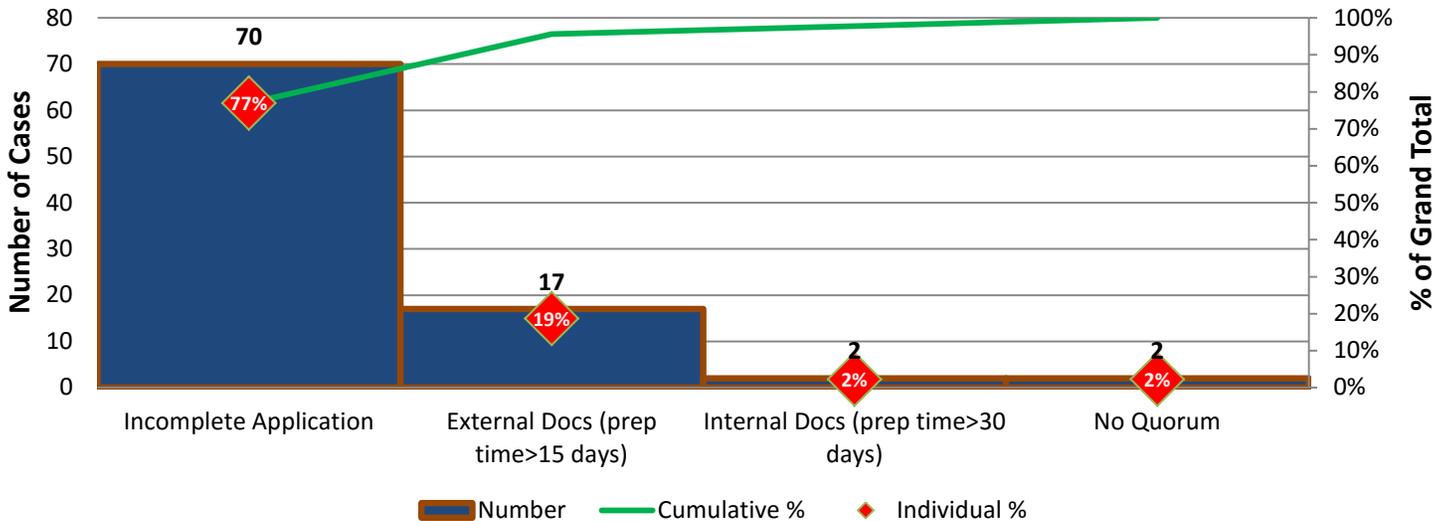| 8/14/2017	Source Summary	Continuous Improvement Summary
Baseline: FY2012 - 14 properties Goal: TBD Benchmark: TBD	Data Source: SharePoint Goal Source: TBD Benchmark Source: TBD	Plan-Do-Check-Act Step 1: Define the problem Measurement Method: Count of properties disposed by the Vacant & Public Property divisions each month Why Measure: To reduce the inventory of vacant properties and to return underutilized property to productive use Next Improvement Step: Determine goals

How Are We Doing?

FY2018 Year-to-Date Goal	FY2018 Year-to-Date Actual		Jul2017 Goal	Jul2017 Actual	
TBD	**8**		**TBD**	**8**	
Properties	Properties		Properties	Properties	

Properties Disposed by the Landbank

Good ↑

Legend: Data — Median — Goal — Benchmark

Aug2016-Jul2017 Pareto Analysis

Category	Number	Individual %
Incomplete Application	70	77%
External Docs (prep time>15 days)	17	19%
Internal Docs (prep time>30 days)	2	2%
No Quorum	2	2%

Legend: Number — Cumulative % — Individual %

Report Generated: 08/07/2017

Data Expires: 08/14/2017
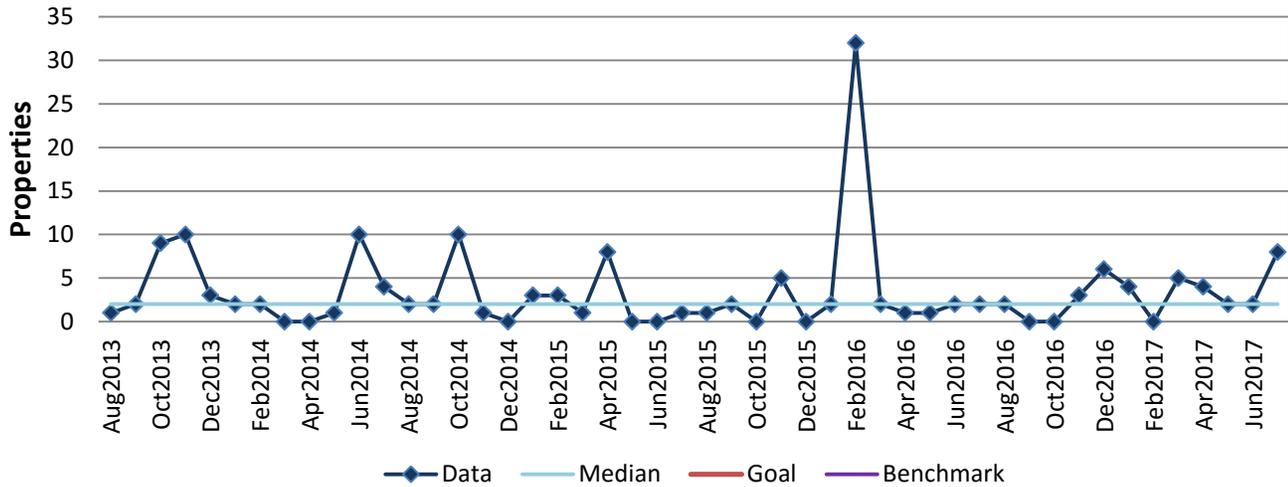
Vacant & Abandoned Property Statistics

HOPPER ITEMS

	Topic	Date
1	AUP Project Update - Presentation	October
2	URC Inventory Reconciliation Update	October
3	Foreclosure Priority Ranking System	December

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

FROM VACANT SPACES TO PRODUCTIVE PLACES
VAPStat