Develop Louisville
Fourteenth LouieStat Forum
8/21/2017

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Louisville Metro Key Performance Indicators

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 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

LouieStat

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

8/21/2017	**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.
		Why Measure: To help quantify the challenge of neighborhood blight.
Benchmark: TBD	Benchmark Source: N/A	Next Improvement Step: Using Public Works Crews in addtion to C&R Vacant Lots Crews working overtime as needed.

How Are We Doing?

Aug2016-Jul2017 12 Month Goal	Aug2016-Jul2017 12 Month Average		Jul2017 Goal	Jul2017 Actual	
600	**199**	🚦	**600**	**369**	🚦
Work Orders per Month	Work Orders per Month		Work Orders per Month	Work Orders per Month	

Boarding & Cleaning Monthly Backlog
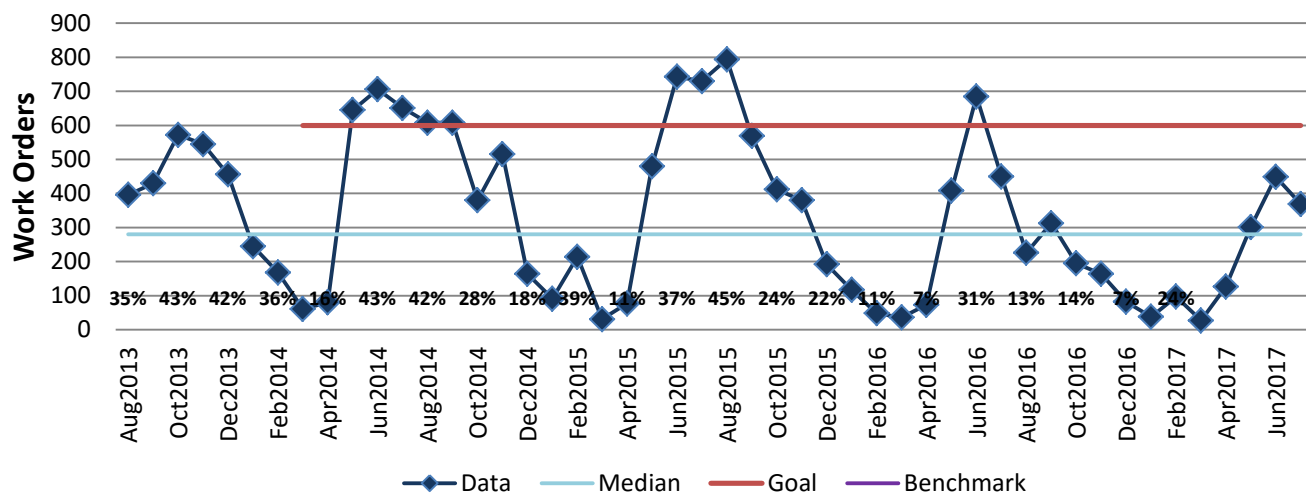
Good ⬆

Chart legend: Data, Median, Goal, Benchmark

Data labels along the bottom: 35% 43% 42% 36% 16% 43% 42% 28% 18% 39% 11% 37% 45% 24% 22% 11% 7% 31% 13% 14% 7% 24%
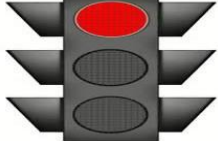
Root cause analysis is not necessary because there is no gap between the goal and current performance.
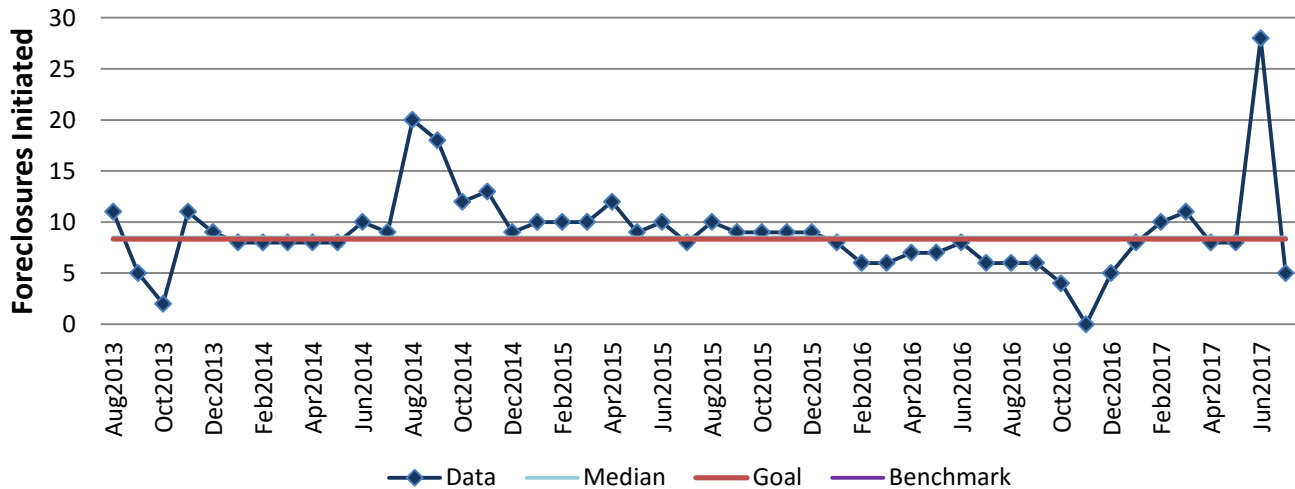
Foreclosures Initiated
Develop Louisville

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

8/21/2017	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?

Aug2016-Jul2017 12 Month Goal	Aug2016-Jul2017 12 Month Actual		Jul2017 Goal	Jul2017 Actual	
100	**99**	(yellow light)	**8**	**5**	(red light)
Foreclosures Initiated	Foreclosures Initiated		Foreclosures Initiated	Foreclosures Initiated	

Foreclosures Initiated

Good

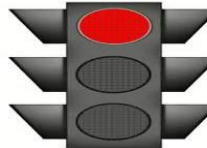Goal of 100 foreclosures was met for FY17. During the end of FY17, a new staff member was brought onto the team. Training and incorporating the new staff member into the VPPA team caused a bit of a delay at the beginning of FY18, but this should be easily remedied in the next 1-2 months. In addition,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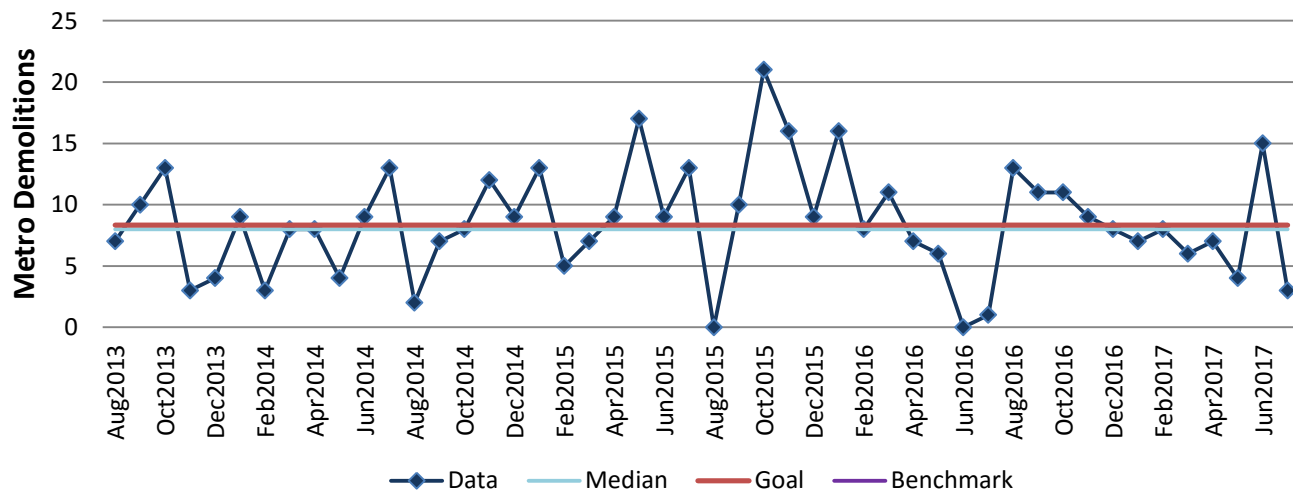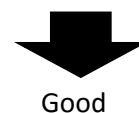
Metro Demolitions
Develop Louisville

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

8/21/2017	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?

Aug2016-Jul2017 12 Month Goal	Aug2016-Jul2017 12 Month Actual		Jul2017 Goal	Jul2017 Actual	
100	**102**	🟢	**8**	**3**	🔴
Metro Demolitions	Metro Demolitions		Metro Demolitions	Metro Demolitions	

Metro Demolitions — line chart (Aug2013–Jun2017) with Data, Median, Goal, Benchmark series. Goal ~8. Annotation: "Good" (downward arrow).

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

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

8/21/2017	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?

Aug2016-Jul2017 12 Month Goal	Aug2016-Jul2017 12 Month Actual		Jul2017 Goal	Jul2017 Actual	
2,700,000	**2,935,063**	🚦(green)	**225,000**	**276,494**	🚦(green)
Dollars	Dollars		Dollars	Dollars	

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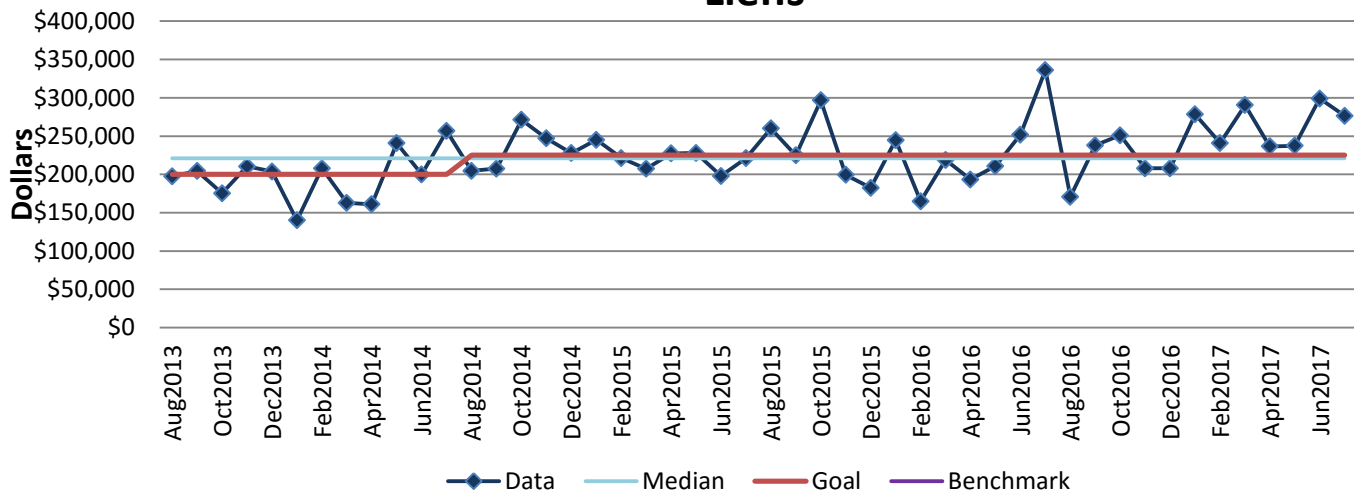
Good ⬆

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
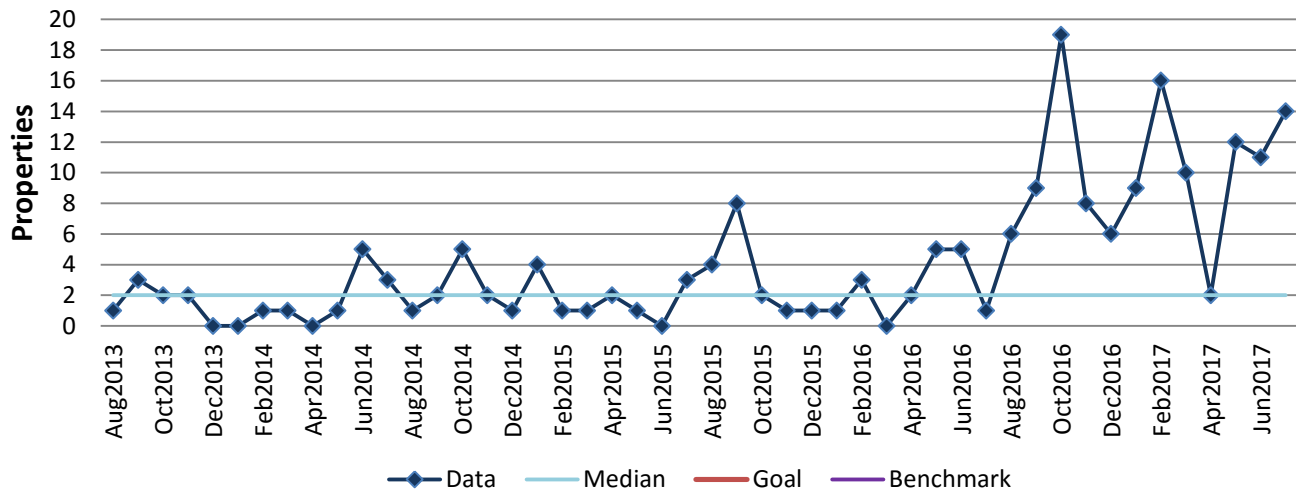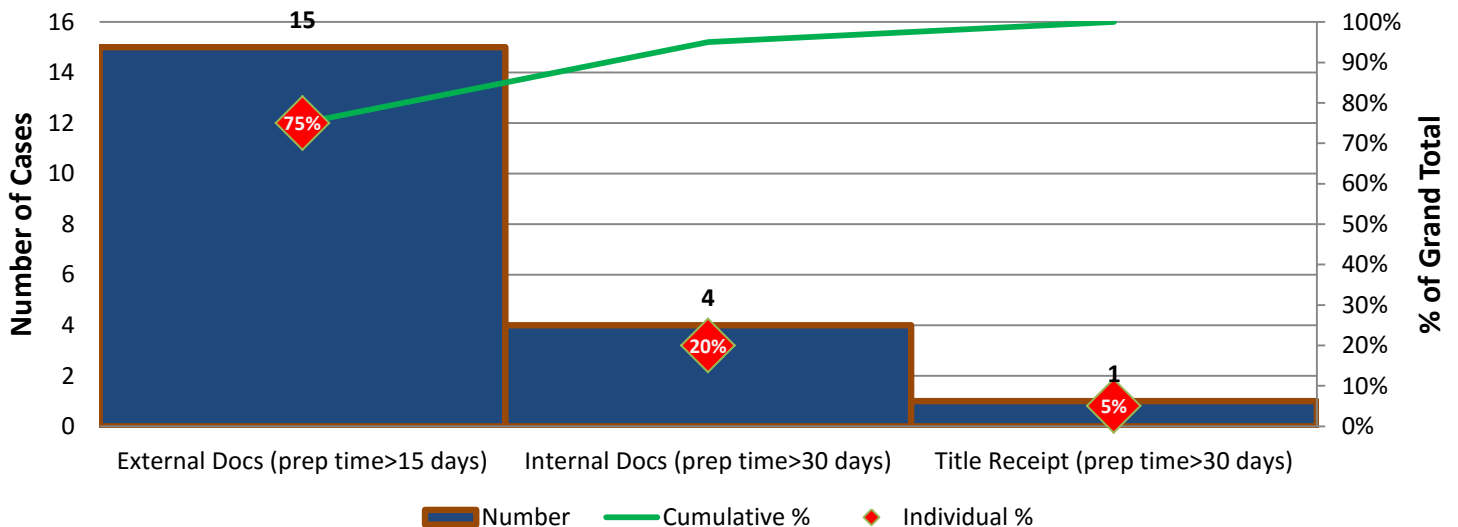## Develop Louisville

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

8/21/2017	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: Pareto Analysis on root causes of slow acqusitions
Benchmark: TBD		

How Are We Doing?

Aug2016-Jul2017 12 Month Goal	Aug2016-Jul2017 12 Month Actual		Jul2017 Goal	Jul2017 Actual	
TBD	**122**		**TBD**	**14**	
Properties	Properties		Properties	Properties	

Properties Acquired by the Landbank

Good

Legend: Data — Median — Goal — Benchmark

Aug2016-Jul2017 Pareto Analysis

	External Docs (prep time>15 days)	Internal Docs (prep time>30 days)	Title Receipt (prep time>30 days)
Number	15	4	1
Individual %	75%	20%	5%

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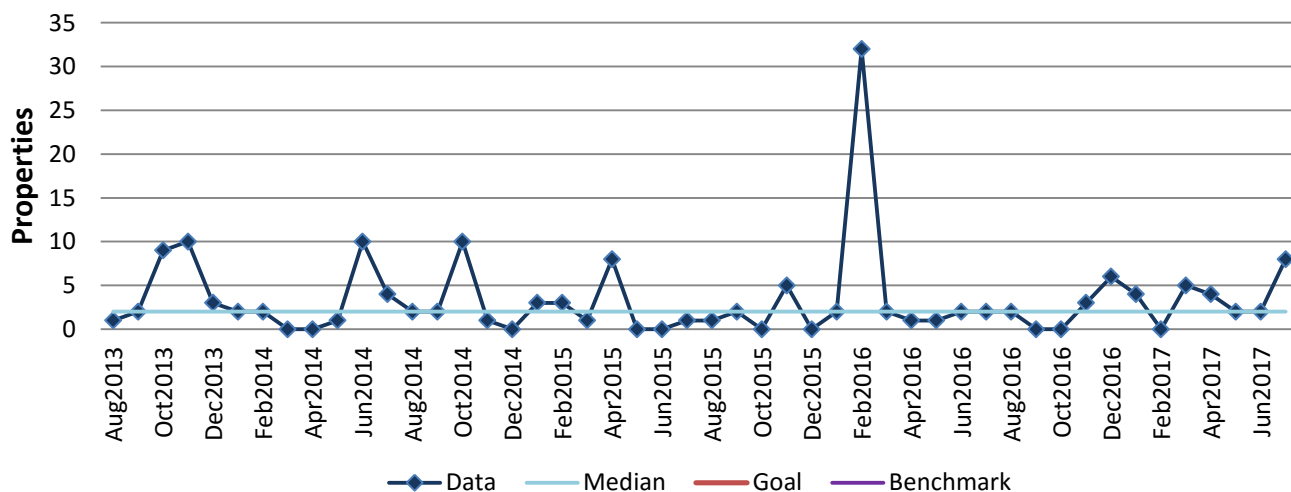
Properties Disposed by the Landbank
Develop Louisville

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

8/21/2017	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: Conduct in depth Pareto Analysis on root causes of fewer dispositions

How Are We Doing?					
Aug2016-Jul2017 12 Month Goal	Aug2016-Jul2017 12 Month Actual		Jul2017 Goal	Jul2017 Actual	
TBD	**36**		**TBD**	**8**	
Properties	Properties		Properties	Properties	

Properties Disposed by the Landbank

Good

Aug2016-Jul2017 Pareto Analysis

Report Generated: 08/07/2017   Data Expires: 08/21/2017
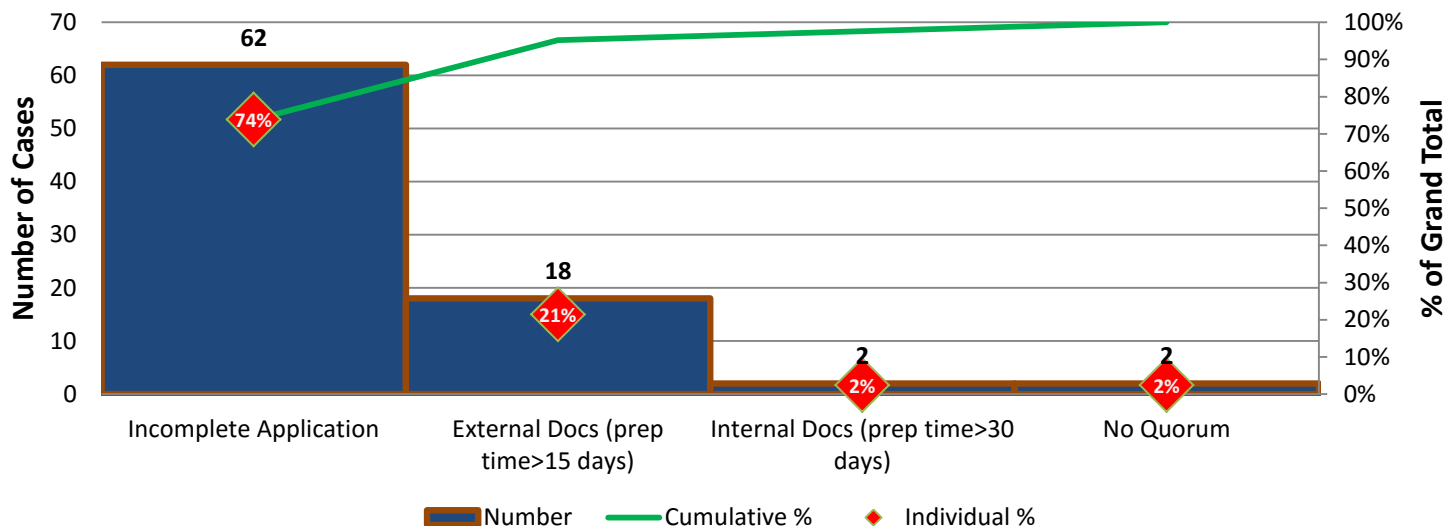
Vacant & Abandoned Property Statistics

HOPPER ITEMS

	Topic	Date
1	AUP Project Update - Presentation	September
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