

Develop Louisville
Fifty-Seventh LouieStat Forum
5/11/2020

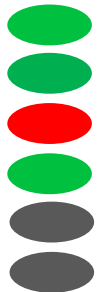




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Louisville Metro Key Performance Indicators

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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 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	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
			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 Develop Louisville



KPI Owner: Darrell Coomer

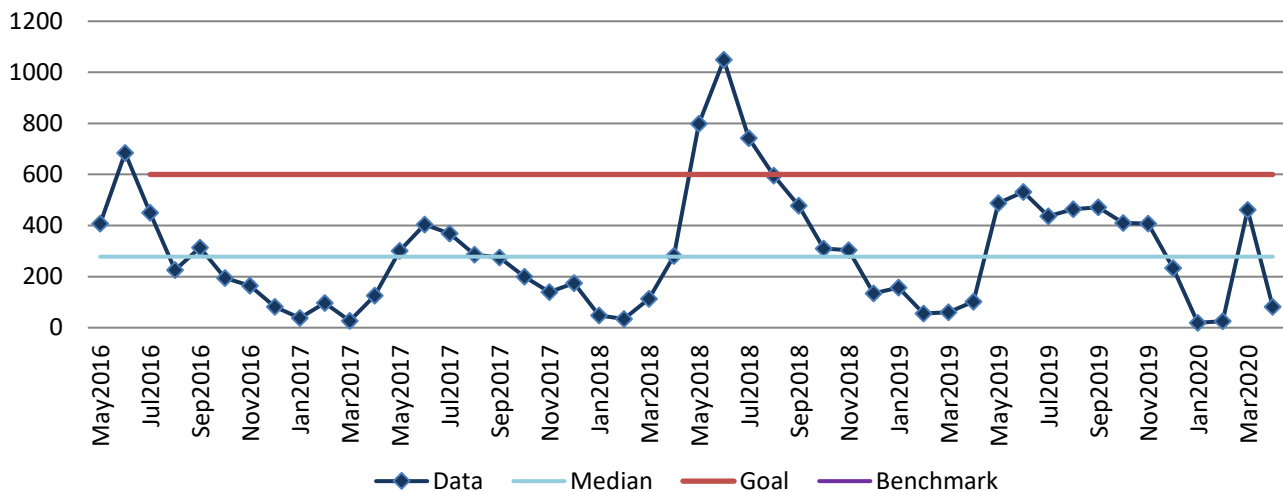
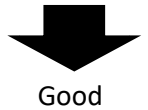
Process: Property Management

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

How Are We Doing?

FY2020 Year-to-Date Goal	FY2020 Year-to-Date Actual		Apr2020 Goal	Apr2020 Actual	
6,000	3,009		600	82	
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

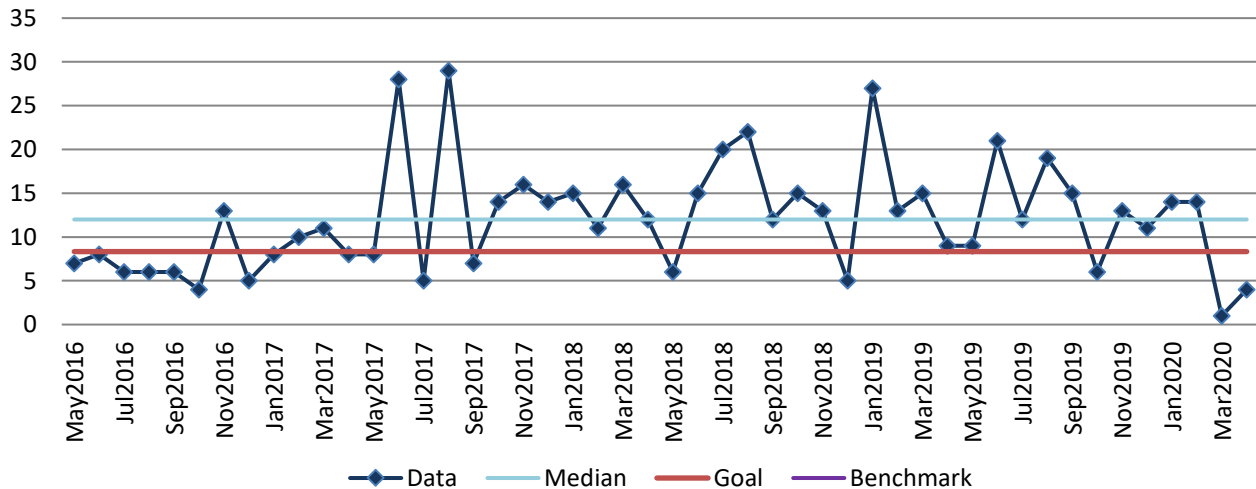


KPI Owner: Mary McGuire

Process: VAP Foreclosure

Baseline, Goal, & Benchmark		Source Summary	Continuous Improvement Summary		
Baseline: FY16, 94 Foreclosures Initiated 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?					
FY2020 Year-to-Date Goal	FY2020 Year-to-Date Actual		Apr2020 Goal	Apr2020 Actual	
83	109		8	4	
Foreclosures Initiated	Foreclosures Initiated		Foreclosures Initiated	Foreclosures Initiated	

Foreclosures Initiated



Foreclosures have already exceeded the annual goal of 100. The foreclosure program continues to operate during COVID-19, but at a slower pace. This is mainly due to the closure of the deed room to the public, creating delays with title reports.

Metro Demolitions Develop Louisville



KPI Owner: Sally Jessel and Carrie Fry

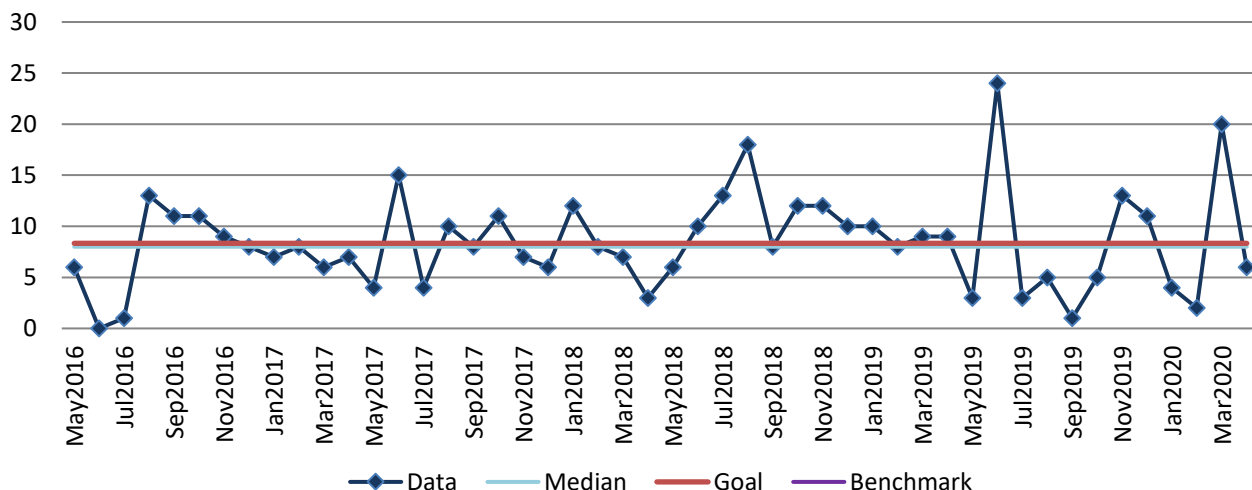
Process: Demolition

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

How Are We Doing?

FY 2019 Year-to-Date Goal	FY 2020 Year-to-Date Actual		Apr2020 Goal	Apr2020 Actual	
83	70		8	6	
Demolitions	Demolitions		Demolitions	Demolitions	

Metro Demolitions



Demolitions are continuing during COVID-19, but at a slower pace. The program may not meet the annual goal of 100 this year. More information will be provided in June.

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

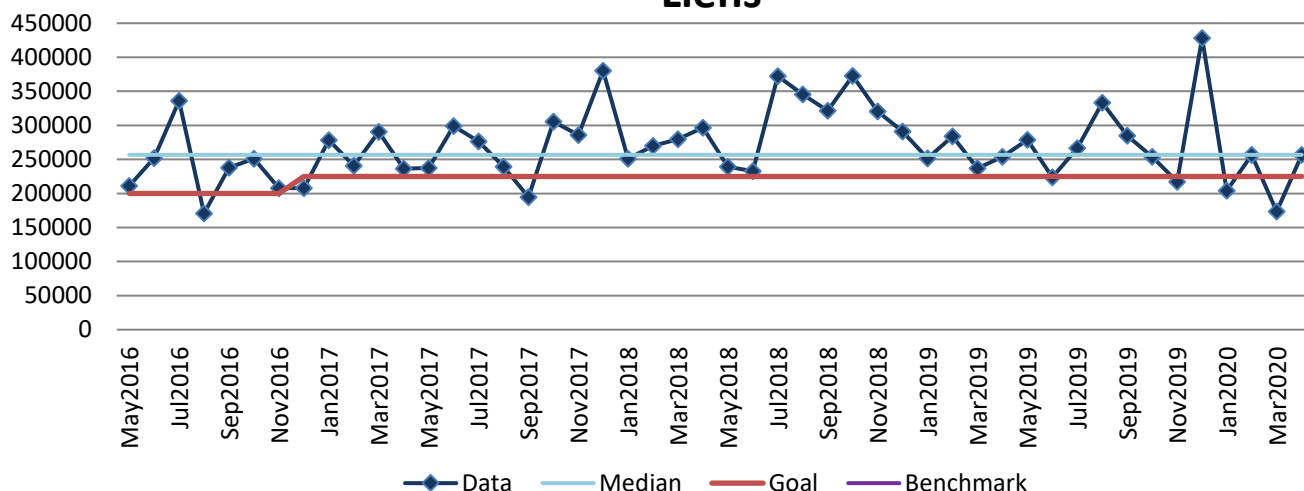


KPI Owner: John Flood

Process: Collections

Baseline, Goal, & Benchmark		Source Summary	Continuous Improvement Summary		
Baseline: FY2012- \$536,629 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?					
FY 2019 Year-to-Date Goal	FY 2020 Year-to-Date Actual		Apr2020 Goal	Apr2020 Actual	
2,250,000	2,675,281		225,000	256,725	
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

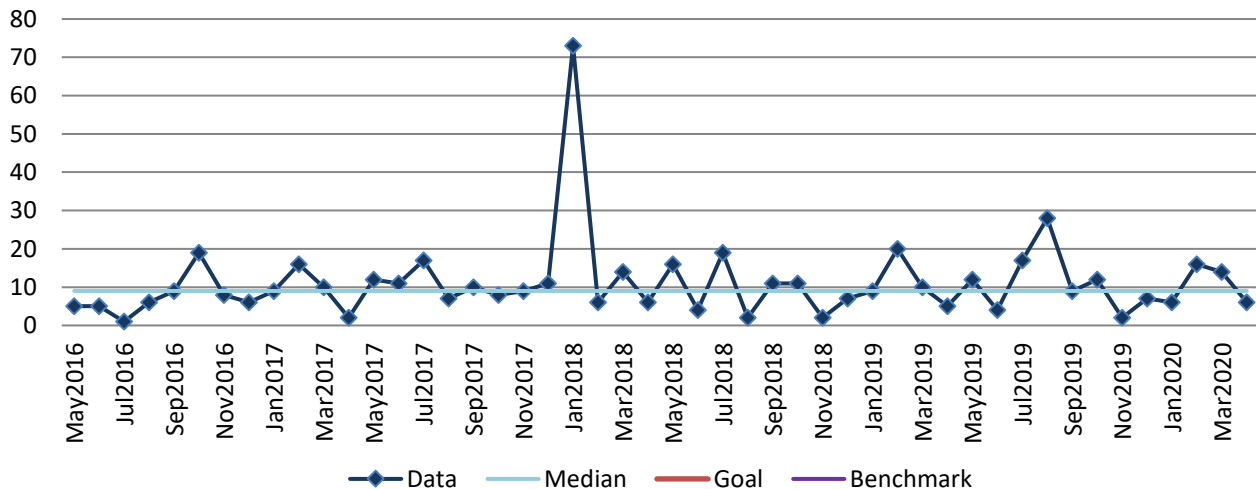


KPI Owner: Latondra Yates

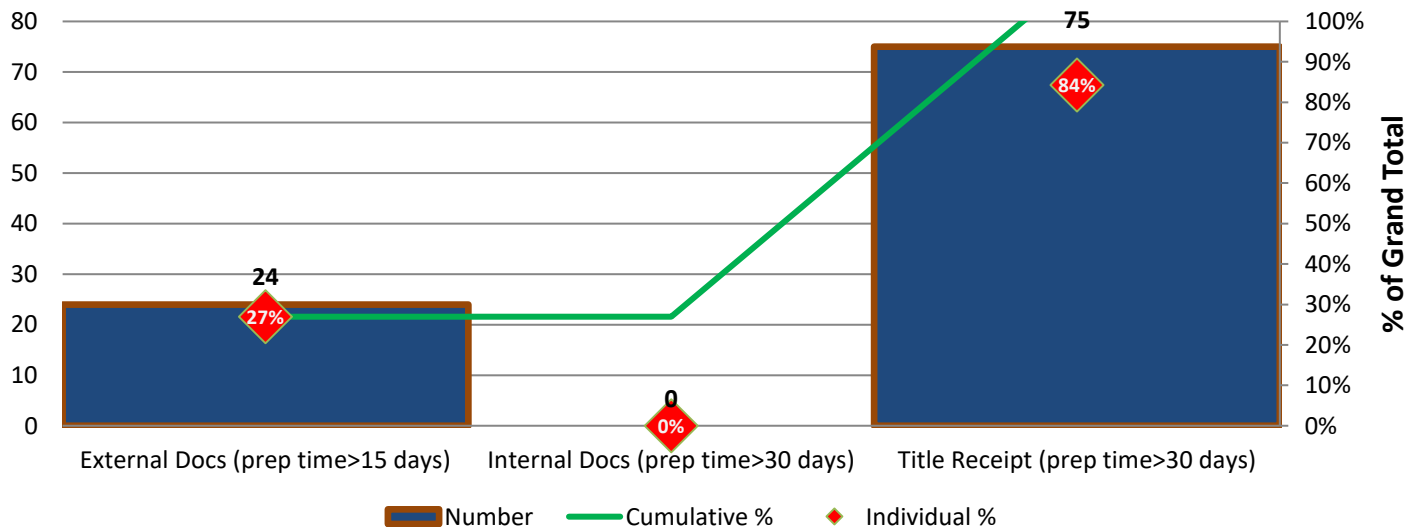
Process: Acquisitions

Baseline, Goal, & Benchmark		Source Summary	Continuous Improvement Summary		
Baseline: FY2012 - 2 properties 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?					
FY2020 Year-to-Date Goal	FY2020 Year-to-Date Actual		Apr2020 Goal	Apr2020 Actual	
TBD	117		TBD	6	
Properties	Properties		Properties	Properties	

Properties Acquired by the Landbank



May2019-Apr2020 Pareto Analysis



Properties Disposed by the Landbank Develop Louisville

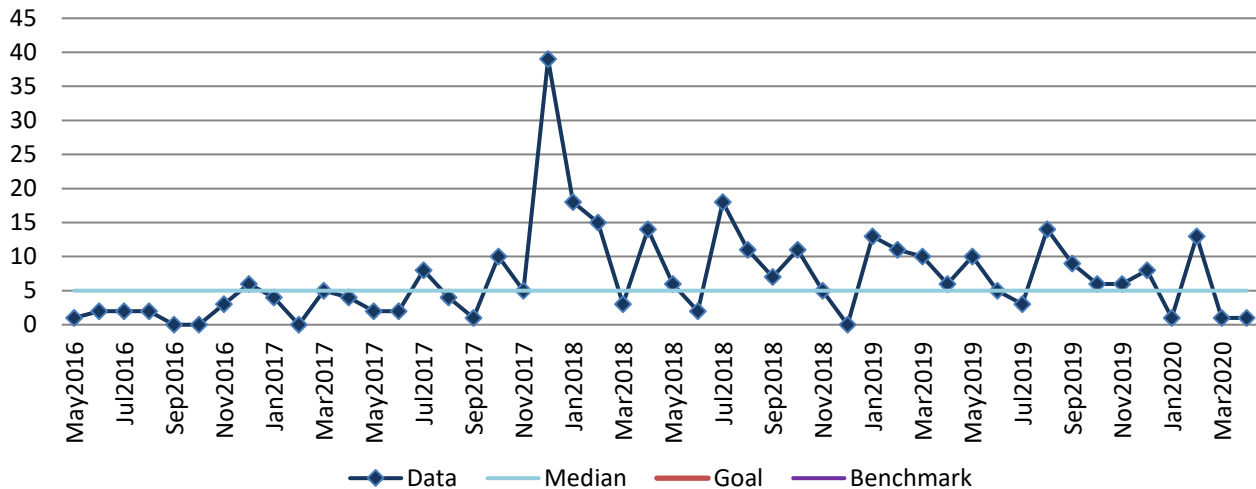


KPI Owner: Latondra Yates & Connie Sutton

Process: Dispositions

Baseline, Goal, & Benchmark		Source Summary	Continuous Improvement Summary		
Baseline: TBD 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?					
FY2020 Year-to-Date Goal	FY2020 Year-to-Date Actual		Apr2020 Goal	Apr2020 Actual	
TBD	62		TBD	1	
Properties	Properties		Properties	Properties	

Properties Disposed by the Landbank



May2019-Apr2020 Pareto Analysis

