

Develop Louisville
Sixty-Second LouieStat Forum
10/19/2020

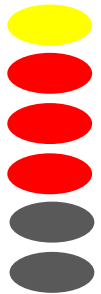




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Louisville Metro Key Performance Indicators

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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 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	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

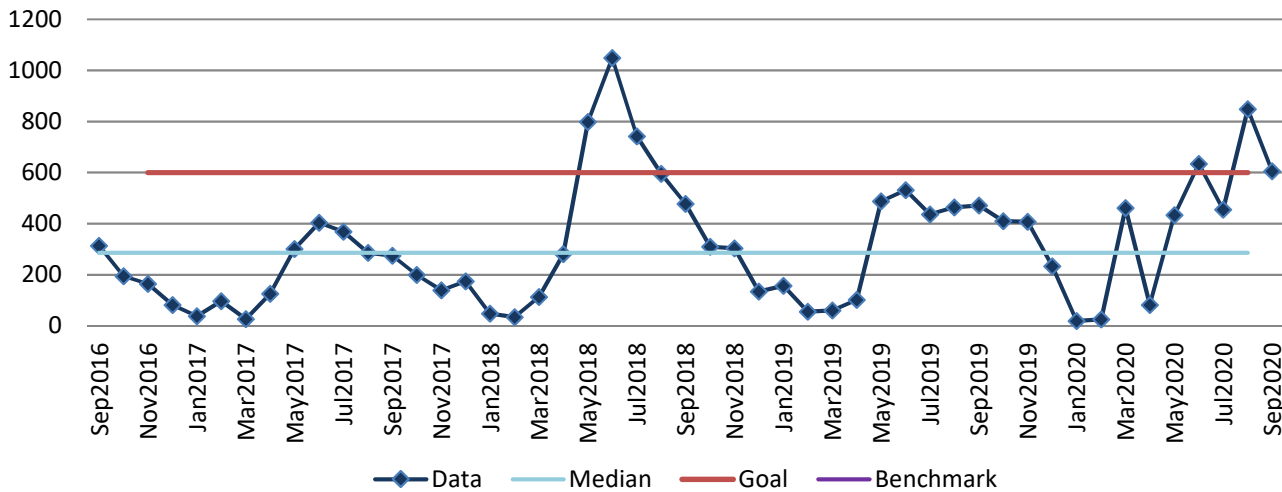
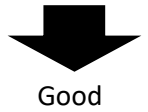
Process: Property Management

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?

FY2021 Year-to-Date Goal	FY2021 Year-to-Date Actual		Sep2020 Goal	Sep2020 Actual	
1,800	1,910		600	606	
Work Orders	Work Orders		Work Orders	Work Orders	

Boarding and Cleaning Monthly Backlog



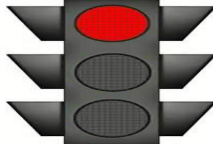
The increased backlog over the past few months is the cumulative effect of having lost four crews worth of production due to COVID-related safety precautions.

Foreclosures Initiated Develop Louisville

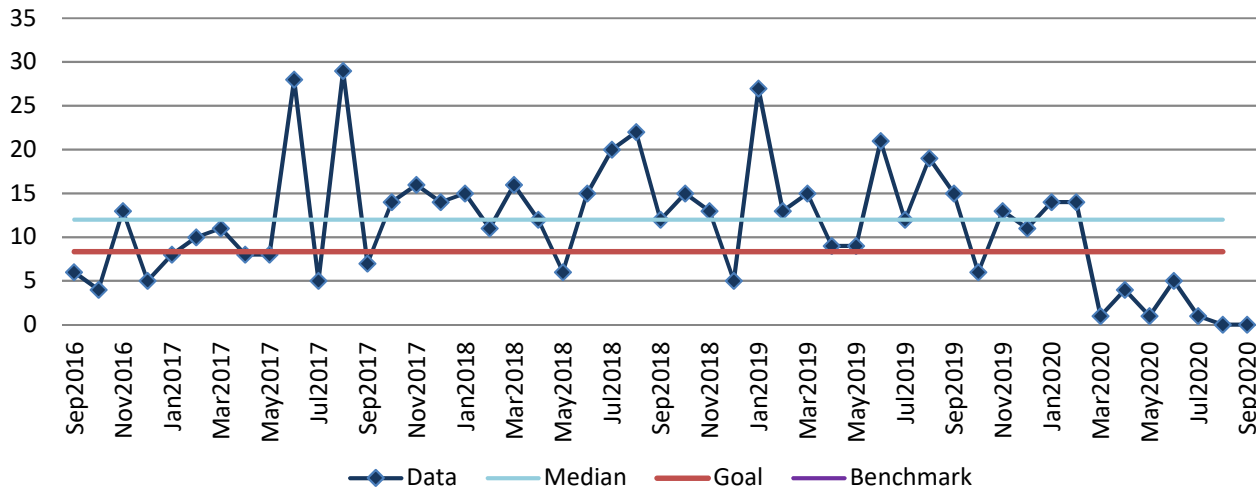


KPI Owner: OCD Foreclosure Staff

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?					
FY2021 Year-to-Date Goal	FY2021 Year-to-Date Actual		Sep2020 Goal	Sep2020 Actual	
25	1		8	0	
Foreclosures Initiated	Foreclosures Initiated		Foreclosures Initiated	Foreclosures Initiated	

Foreclosures Initiated



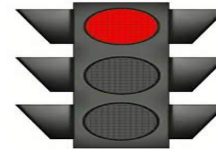
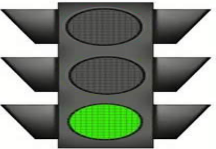
Commissioner's sales were halted in mid-March due to COVID-19, but have re-started as of July 23, 2020. Staff is currently focused on foreclosure completions, managing over 100 property sales in July, August, and September. Foreclosure initiations are expected to resume and meet the annual FY21 goal.

Metro Demolitions Develop Louisville

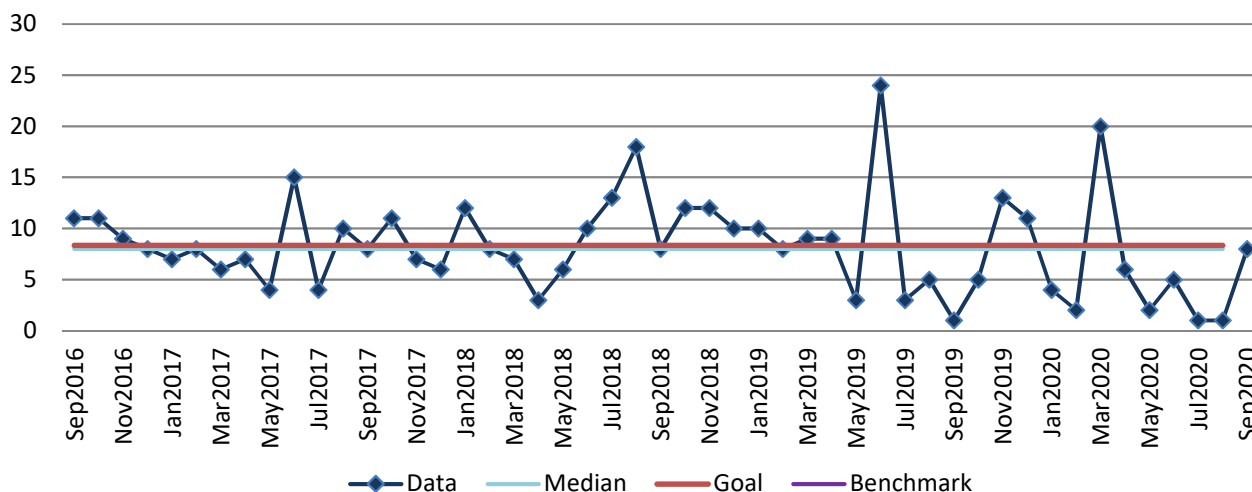


KPI Owner: OCD Demolition Staff

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 2021 Year-to-Date Goal	FY 2021 Year-to-Date Actual		Sep2020 Goal	Sep2020 Actual	
25	10		8	8	
Demolitions	Demolitions		Demolitions	Demolitions	

Metro Demolitions



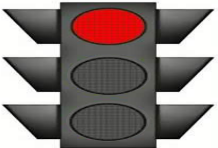
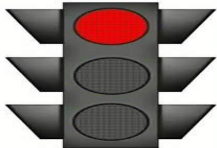
We are currently only demolishing emergency cases and continue to work on all other active regular cases in preparation for demolition. The regular cases that are ready will be completed through a bid process to award the regular demolitions at a rate of 15 – 30 cases per quarter.

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

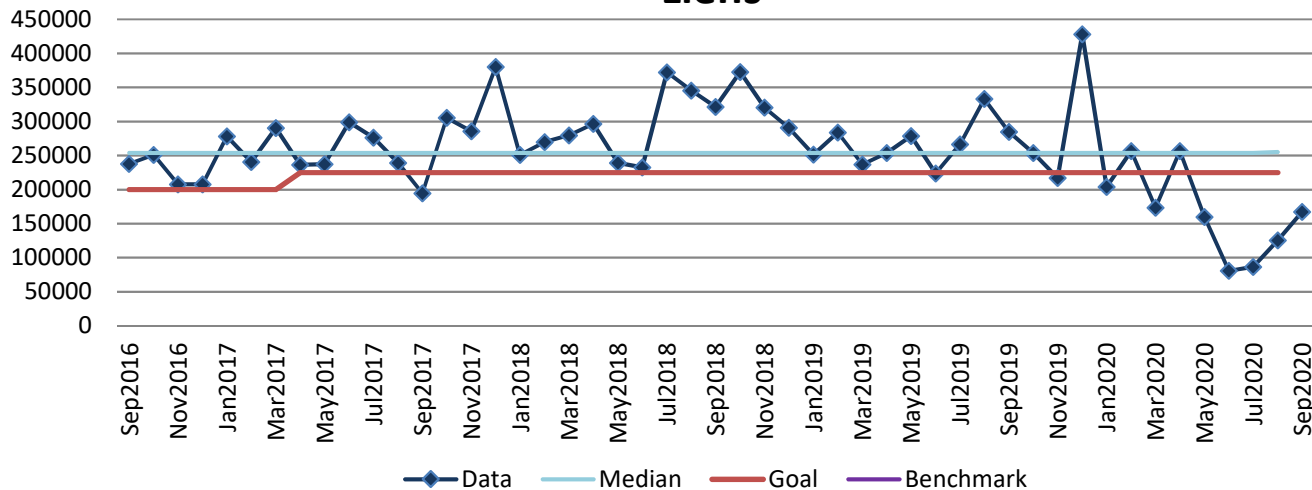


KPI Owner: John Flood

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 2021 Year-to-Date Goal	FY 2021 Year-to-Date Actual		Sep2020 Goal	Sep2020 Actual	
675,000	379,580		225,000	167,405	
Dollars	Dollars		Dollars	Dollars	

Net Payment/Collections from Fines, Abatement Costs & Liens



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

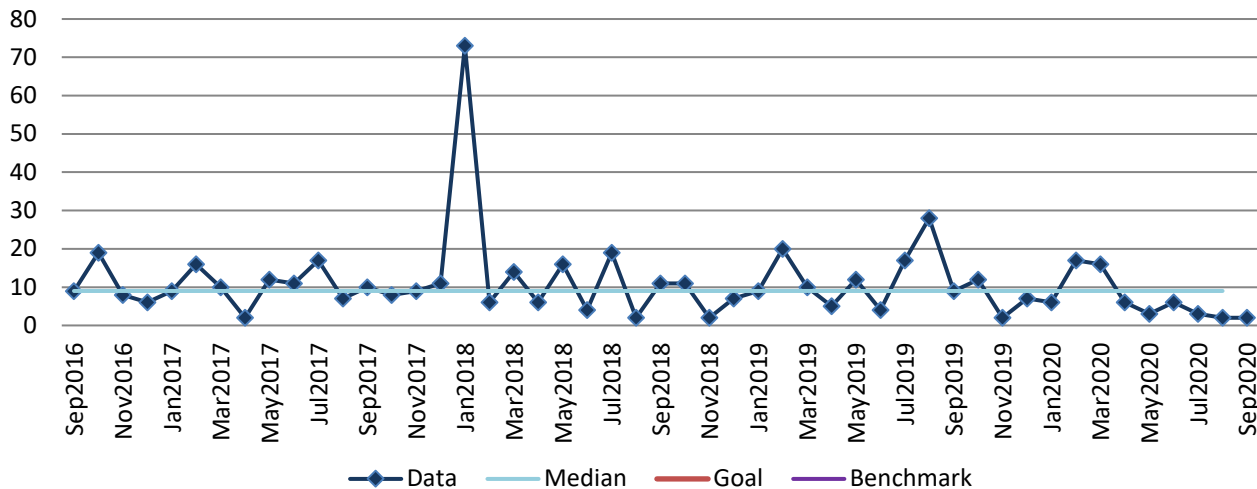


KPI Owner: OCD Foreclosure & Donation Staff

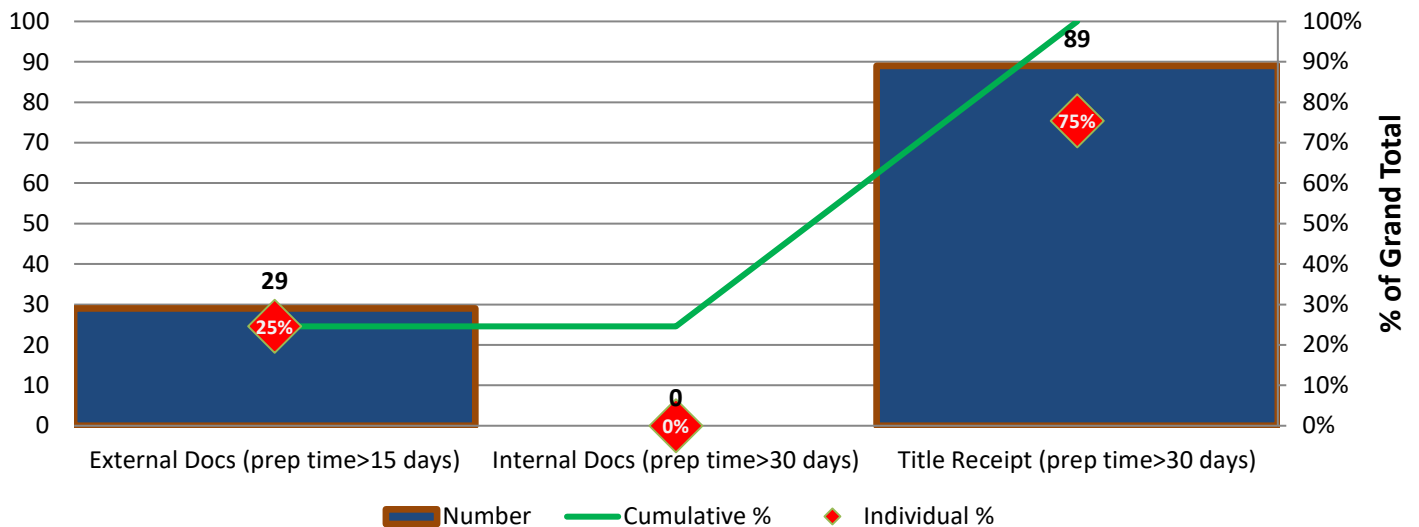
Process: Acquisitions

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		Sep2020 Goal	Sep2020 Actual	
TBD	7		TBD	2	
Properties	Properties		Properties	Properties	

Properties Acquired by the Landbank



Sep2019-Sep2020 Pareto Analysis



Properties Disposed by the Landbank Develop Louisville

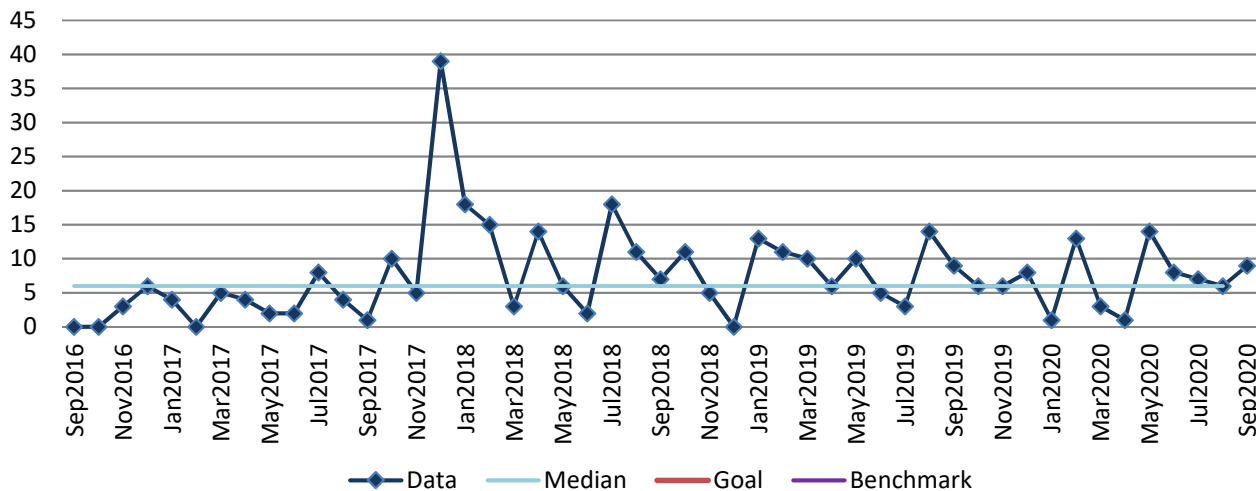


KPI Owner: OCD Real Estate Team

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		Sep2020 Goal	Sep2020 Actual	
TBD	22		TBD	9	
Properties	Properties		Properties	Properties	

Properties Disposed by the Landbank



Sep2019-Sep2020 Pareto Analysis

