# Develop Louisville
# Seventy-Third LouieStat Forum
# 11/8/2021

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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 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 | JECOREY ARTHUR | 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 | CASSIE CHAMBERS ARMSTRONG | 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 | AMY HOLTON STEWART | 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

**LouieStat**

| KPI Owner: Darrell Coomer | Process: Property Management |
|---|---|

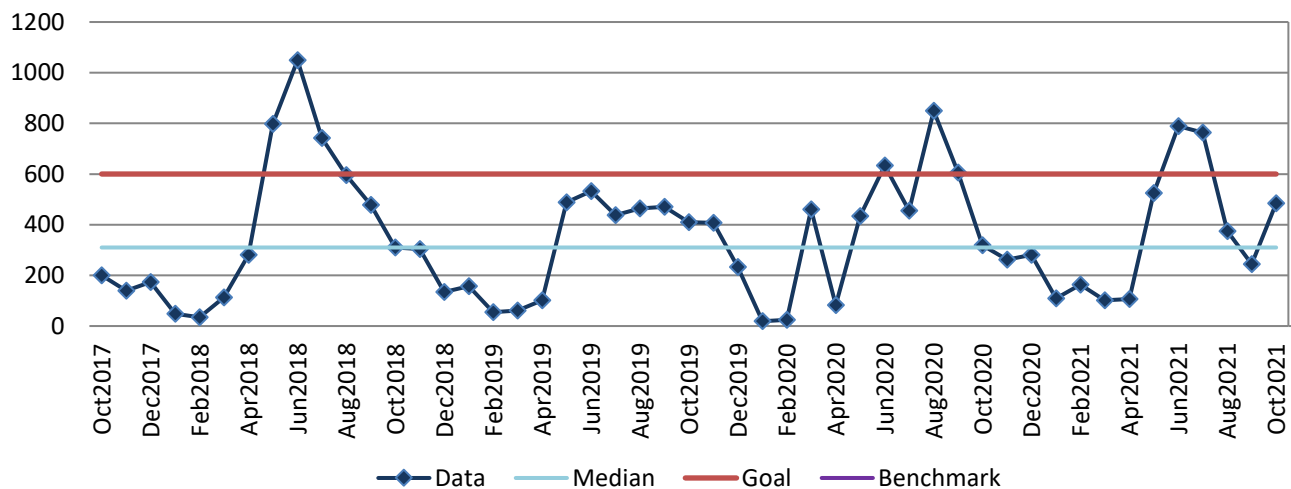| Baseline, Goal, & Benchmark | Source Summary | Continuous Improvement Summary |
|---|---|---|
| **Baseline:** FY13 monthly average: 1,066 open<br><br>**Goal:** Maintain a backlog of no greater than 600 open boarding, cleaning and cutting work orders in a month.<br><br><br><br>**Benchmark:** TBD | **Data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

### How Are We Doing?

| FY2022 Year-to-Date ("12 Month Goal") | FY2022 Year-to-Date ("12 Month Actual") | | Oct2021 Goal | Oct2021 Actual | |
|---|---|---|---|---|---|
| **2,400** | **1,867** | 🟡 | **600** | **485** | 🟢 |
| Work Orders | Work Orders | | Work Orders | Work Orders | |



Boarding and Cleaning Monthly Backlog
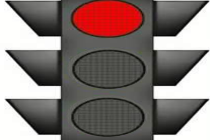
Good

Legend: Data, Median, Goal, Benchmark

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

# Foreclosures Initiated
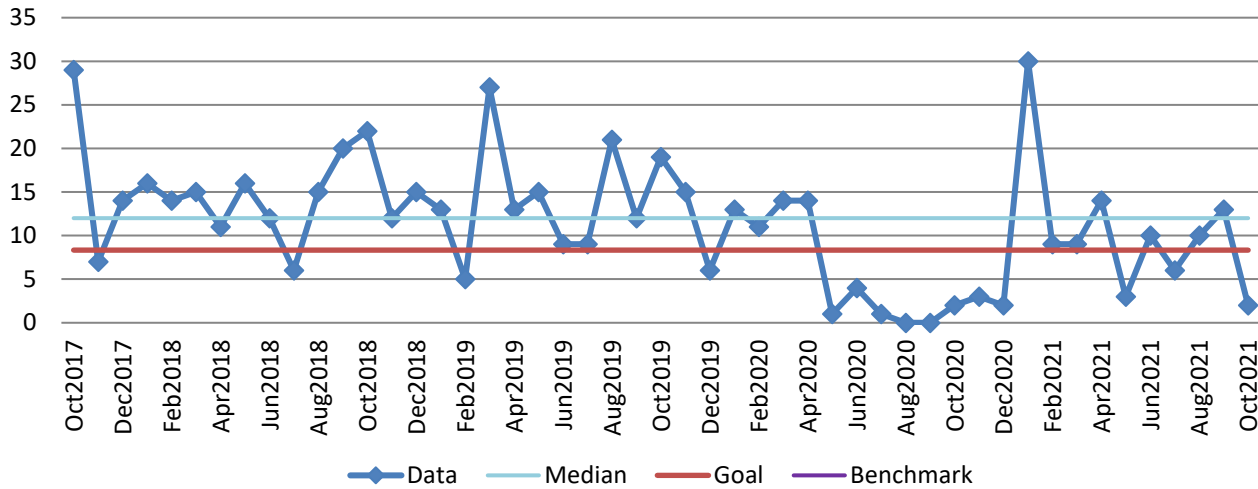# Develop Louisville

**KPI Owner:  OCD Foreclosure Staff**  |  **Process: VAP Foreclosure**

| Baseline, Goal, & Benchmark | Source Summary | Continuous Improvement Summary |
|---|---|---|
| Baseline: FY16, 94 Foreclosures Initiated<br><br>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<br><br>Benchmark: TBD | Data Source: SharePoint List<br><br>Goal Source: IDT and Department Team Goal<br><br>Benchmark Source: TBD | Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions<br><br>Measurement Method: Count of vacant/abandoned properties on which Metro has initiated a VAP foreclosure<br><br>Why Measure: Foreclosure helps return an abandoned property to productive use by changing the owner(s)<br><br>Next Improvement Step: Department will work with County Attorney to identify resources to continue relationship with private counsel. |

## How Are We Doing?

| FY2022 Year-to-Date ("12 Month Goal") | FY2022 Year-to-Date ("12 Month Actual") | | Oct2021 Goal | Oct2021 Actual | |
|---|---|---|---|---|---|
| **33** | **31** | 🟢 | **8** | **2** | 🔴 |
| Foreclosures Initiated | Foreclosures Initiated | | Foreclosures Initiated | Foreclosures Initiated | |



Foreclosures Initiated chart (Oct2017–Oct2021) with Data, Median, Goal, and Benchmark series. "Good" arrow pointing up.

**Root cause analysis is not necessary because there is no gap between the goal and the current performance.**
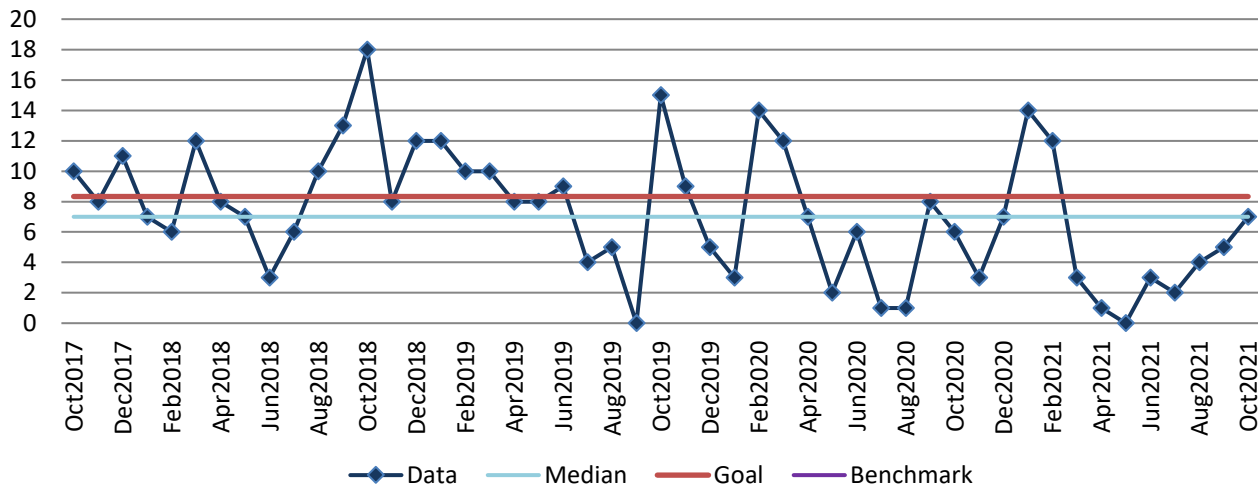
# Metro Demolitions
# Develop Louisville

**LouieStat**

**KPI Owner: OCD Demolition Staff** | **Process: Demolition**

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

## How Are We Doing?

| FY2022 Year-to-Date ("12 Month Goal") | FY2022 Year-to-Date ("12 Month Actual") | | Oct2021 Goal | Oct2021 Actual | |
|---|---|---|---|---|---|
| **33** | **18** | (red light) | **8** | **7** | (yellow light) |
| Demolitions | Demolitions | | Demolitions | Demolitions | |



**Metro Demolitions**

Good ↑

Legend: Data — Median — Goal — Benchmark

**Currently, we are only demolishing emergency cases and continue to work on any standard demolition cases in preparation for demolition. All standard demolition cases go through a bid process to award a contract at a rate of 15 – 30 cases per quarter.**

**An additional 98 demolitions are being processed and are expected to be down and clear before the end of the fiscal year.  This number includes 12 Landbank demolitions.**

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

**LouieStat**

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

| Baseline, Goal, & Benchmark | Source Summary | Continuous Improvement Summary |
|---|---|---|
| Baseline: FY2012- $536,629<br><br>Goal: $2.7 million per year<br><br><br><br><br>Benchmark: TBD | Data Source: LeAP<br><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?

| FY2022 Year-to-Date ("12 Month Goal") | FY2022 Year-to-Date ("12 Month Actual") | | Oct2021 Goal | Oct2021 Actual | |
|---|---|---|---|---|---|
| **900,000** | **1,405,415** | 🚦(green) | **225,000** | **277,747** | 🚦(green) |
| Dollars | Dollars | | Dollars | Dollars | |



Net Payment/Collections from Fines, Abatement Costs & Liens
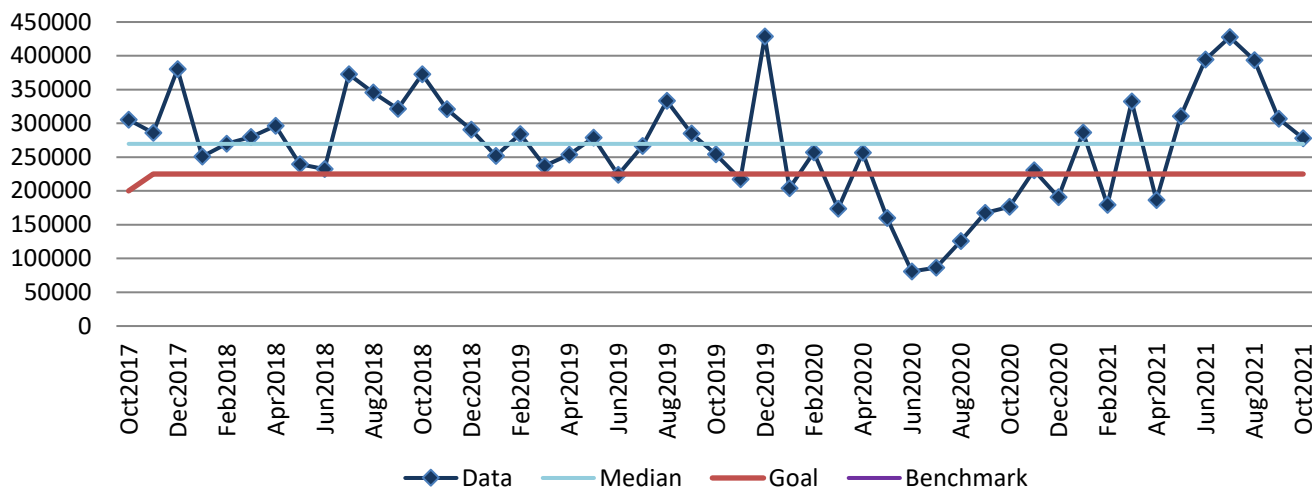
Good (↑)

Legend: Data, Median, Goal, Benchmark

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

# Properties Acquired by the Landbank
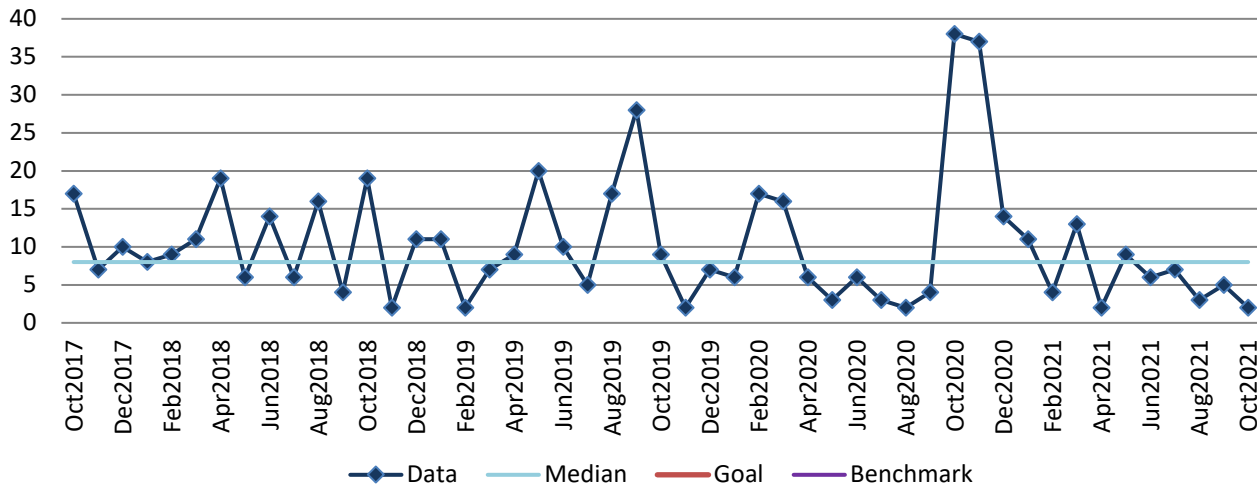## Develop Louisville
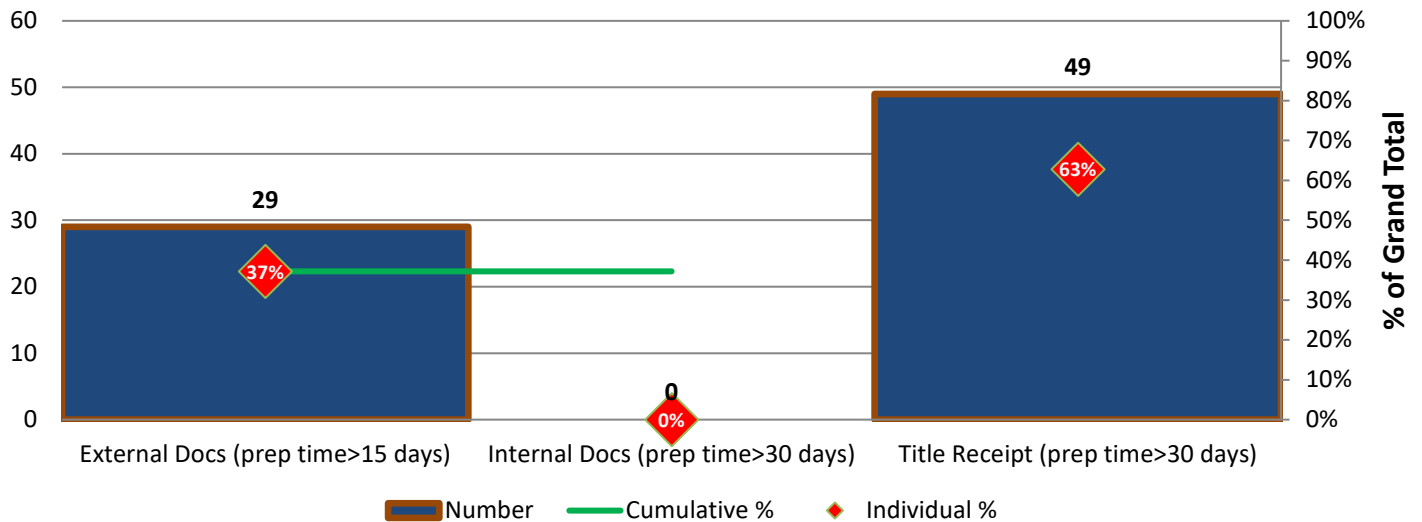
**LouieStat**

| KPI Owner: OCD Foreclosure & Donation Staff | Process: Acquisitions |
|---|---|

| Baseline, Goal, & Benchmark | Source Summary | Continuous Improvement Summary |
|---|---|---|
| Baseline: FY2012 - 2 properties <br><br> Goal: N/A - input measure <br><br><br><br><br> Benchmark: TBD | Data Source: SharePoint <br><br><br> Goal Source: N/A <br><br><br> Benchmark Source: TBD | Plan-Do-Check-Act Step 1: Define the problem <br><br> Measurement Method: Count of properties acquired by the Community Development division each month <br><br> Why Measure: To reduce the ratio of abandoned properties and to return underutilized property to productive use <br> Next Improvement Step: Root cause analysis of slow acquisitions |

### How Are We Doing?

| FY2022 Year-to-Date ("12 Month Goal") | FY2022 Year-to-Date ("12 Month Actual") | | Oct2021 Goal | Oct2021 Actual | |
|---|---|---|---|---|---|
| **TBD** | **17** | 🚦 | **TBD** | **2** | 🚦 |
| Properties | Properties | | Properties | Properties | |

## Properties Acquired by the Landbank

Good ⬆



Legend: Data — Median — Goal — Benchmark

## Sep2020-Sep2021 Pareto Analysis



| External Docs (prep time>15 days): 29, 37% | Internal Docs (prep time>30 days): 0, 0% | Title Receipt (prep time>30 days): 49, 63% |

Legend: Number — Cumulative % — Individual %

Report Generated: 11/04/2021

Data Expires: 11/08/2021

# Properties Disposed by the Landbank
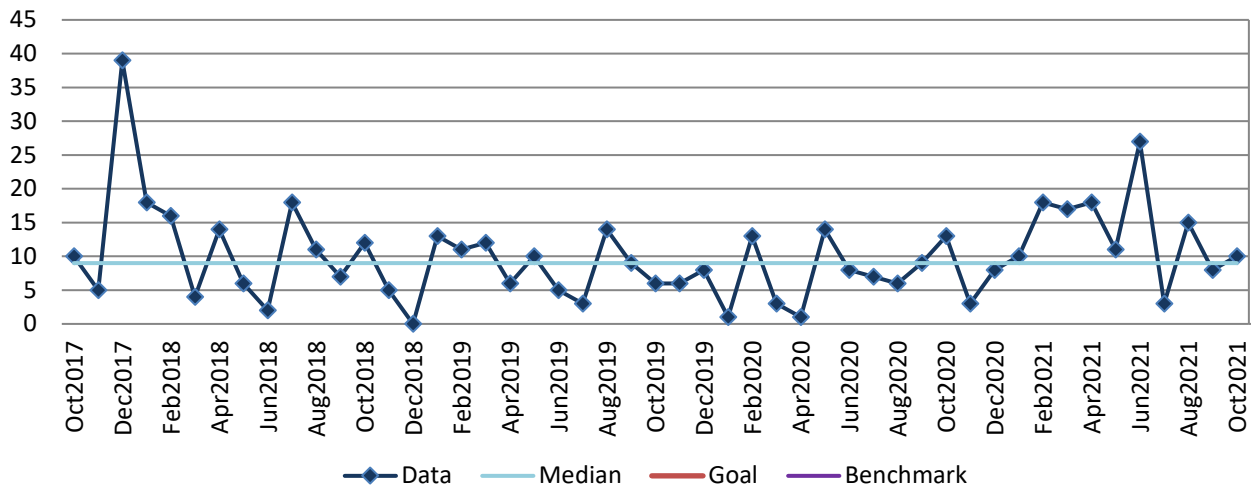# Develop Louisville

 LouieStat

| KPI Owner: OCD Real Estate Team | Process: Dispositions |
|---|---|

| Baseline, Goal, & Benchmark | Source Summary | Continuous Improvement Summary |
|---|---|---|
| Baseline: TBD<br><br>Goal: TBD<br><br><br><br><br><br>Benchmark: TBD | Data Source: SharePoint<br><br><br>Goal Source: TBD<br><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 Community Development division each month<br><br>Why Measure: To reduce the inventory of vacant properties and to return underutilized property to productive use<br><br>Next Improvement Step: Determine Goals |

## How Are We Doing?

| FY2022 Year-to-Date ("12 Month Goal") | FY2022 Year-to-Date ("12 Month Actual") | | Oct2021 Goal | Oct2021 Actual | |
|---|---|---|---|---|---|
| TBD | 36 | | TBD | 10 | |
| Properties | Properties | | Properties | Properties | |

## Properties Disposed by the Landbank

Good



## Oct2020-Oct2021 Pareto Analysis



Report Generated: 11/04/2021

Data Expires: 11/08/2021