

Human Relations Commission

6 Year Strategic Plan



FY13-FY19

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FY13-FY19

January 18, 2013

When the Human Relations Commission (HRC) was first established in 1962, our community was polarized by race. This polarization meant barriers to Housing, Employment and public business establishments.

Despite multiple laws passed over the past 50 years, we are still living with the legacies of these barriers. Today, the HRC continues to receive complaints, such as, “I was denied housing because I have children”, or “because of my disability or religion”, or “because I am from another country”; “I was disciplined because of my race or sexual orientation”. The HRC’s role is to address these and other issues. In addressing these concerns, our goal is to promote unity, understanding and equal opportunities for all in Louisville Metro. The HRC accomplishes these goals by utilizing the Commission’s boards, staff, and community.

The Commission’s boards seek input from the community and review current community issues and, when necessary, suggest policy changes or legislation which serves to improve our community.

We promote understanding through our community educational programs and outreach events. Our enforcement powers are utilized through our investigative and compliance units.

This strategic plan has been developed at a time when it is important to focus on internal analysis and planning for the next six (6) years. Woven throughout this plan is an understanding of the ever changing demographic needs and concerns of our community and the goal of improving our services so that we can promote unity, understanding and create equal opportunity for all in our community.

The Human Relations Commission’s strategic plan is based on Mayor Fischer’s five (5) objectives as outlined below:

- *Deliver excellent city services*
- *Solve systemic budget issues*
- *Take job creation to the next level*
- *Invest in our people and neighborhoods and advance “quality of place”*
- *Create plans for a vibrant future*

We gladly present this strategic plan with the goal of creating a more compassionate city that is safe and inclusive.

Sincerely,

Carolyn Miller-Cooper
Executive Director

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Overview of Sections

Vision for Louisville

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

Mission

Why the department exists within Metro and for the community.

Core Services/Programs

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

Objectives

Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

Goals

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long(4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

Louisville Metro Planning Cycle & Calendar

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”

Louisville Metro Government Objectives

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*
- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

Department Mission Statement

The mission of the Louisville Metro Human Relations Commission is to promote unity, understanding, and equal opportunity among all people of metro Louisville and to reduce all forms of bigotry, bias, and hatred from the community. We have legally-chartered responsibilities to enforce anti-discrimination laws, and Louisville Metro Government's procurement process to serve as an example in the utilization of diverse goals.

Core Services/Programs

- ❖ *Equal Opportunity Services:* We are mandated to investigate complaints of discrimination based on race, sex, religion, disability, familial status, age, color, sexual orientation, gender identity and national origin through enforcement of employment, public accommodation, housing and hate crime laws, ordinances and policies. The Investigative Unit administers this segment of our core services.
- ❖ *Enforcement:* Ensure that all persons, firms, corporations, or associations seeking contracts, leases or other agreements with Louisville Metro Government are equal opportunity employers. Assist historically under-served and under-utilized Minority, Female and Handicapped-owned business enterprises (MFHBEs) gain greater access to procurement opportunities and resources in an effort to build competitively viable and sustainable businesses, in and for Louisville Metro Government. The Contract Compliance Unit administers this segment of our core services.
- ❖ *Education and Outreach:* We are charged with lessening and eliminating discrimination within our community through educational and awareness-enhancing public education programs designed to promote tolerance, respect, and the value of diversity.

Department Objectives

1. Improve customer service
2. Increase the presence of “Targeted Equitable Relief” in our settlement agreements and monitor the compliance with the noted requirements
3. Increase the number of MFHBE certified businesses
4. Increase efforts to contract and purchase with MFHBE certified businesses
5. Improve efficiency and monitoring of projects, vendors, and contractors in the pre-qualification and good faith effort process
6. Increase education and outreach efforts related to compliance enforcement and equal opportunity enforcement

Short Term Goals (1-2yr)

The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Dept. Objective	Mayors Objective
1	Increase the Employment case closure percentage (within Equal Employment's Opportunity Commission's required 180 days) by 15% over the next 2 years	1	1, 2, 4
2	Increase Housing and Hate Crime Case Closure percentage (within 120 days) by 30% over the next 2 years <i>*Housing and Urban Development's (HUD) case closure requirement is 100 days, plus 30days for the Director's review</i>	1	1, 2, 4
3	Increase access to services through the community ombudsman within 1 year	1	1, 4
4	Increase the number of MFHBE certified business by 25% by the end of fiscal year 2014	2	1, 3, 4

Mid-Long Term Goals (2-6yr)

The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Dept. Objective	Mayors Objective
1	Increase efforts to contract and purchase with certified businesses by FY16	3	1, 3, 4
2	Strengthen monitoring and tracking capabilities of Metro contracts to better report the attainment of Louisville Metro's mandated MFHBE goals by FY16	3, 4	1,3
3	Increase education and outreach efforts related to enforcement and equal opportunity services	5	1, 2, 4
4	Increase the percentage of administrative and legal resolutions containing targeted, equitable relief	1, 4, 5	2
5.	Increase efforts to educate persons with disabilities and Metro area businesses on filing complaints and providing more assistance with the process	6	1,4

**Innovation Delivery Team supported goal - In 2011, Bloomberg Philanthropies awarded Louisville a \$4.8 million grant to help bring innovation and breakthrough ideas to improve city services. Louisville was one of five large cities to receive a grant, which will be matched by \$1.6 million in local money. The money funds our Innovation Delivery Team (IDT), which works full-time with departments on problem solving to achieve the IDT related goals.*

Louisville Metro Government (LMG) Planning Cycle

Louisville Metro Planning Cycle
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



Louisville Metro Government Planning Calendar

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments		OMB provides total Sum \$ to Departments for priority based budget development	Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1			
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans		Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans		
				Departments conduct their own internal and external assessments							