



Strategic Plan Update

January

2014

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.

*Human Relations
Commission*



A *WORD* FROM MAYOR FISCHER...



Dear citizens:

It's been one year since Louisville Metro Government introduced its Strategic Plan to citizens and we've already made considerable progress toward our five objectives and 21 goals. From planting more trees to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. Additionally, each department within LMG has been striving to make similar progress against their own respective Six-Year Strategic Plans. As you review this report, you will see both aggressive goals and innovative initiatives set against achieving game-changing objectives. Our intent, at this level of governance, is to ensure that we are executing a coordinated effort against our collective vision. Our Six-Year Strategic Plans form a roadmap for getting us to this vision -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead.

We view our work in Metro Government through three lenses:

- Daily work -- the day-to-day items that keep city government running efficiently and effectively;
- Continuous improvement -- improving on that daily work;
- Innovation and breakthrough -- creating and implementing those big ideas that propel us forward as a government and as a city.

The Strategic Plan contains elements of all three. I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

Thank you for allowing me to serve as your Mayor.

Mayor Greg Fischer



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OUR PURPOSE AND VISION...



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”



OUR SCOPE OF REFERENCE:

- ✓ REFLECTIONS FROM CHIEF REYNOLDS
- ✓ MAYOR'S FIVE STRATEGIC OBJECTIVES
- ✓ DEPARTMENT STRATEGIC OBJECTIVES
- ✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY





Community Building

I am very much a follow my gut type of person. Life challenges and obstacles have trained me and forced me to be capable of making good decisions very quickly. That skill set has proven to be very helpful in ensuring my career success. However, I've learned through our Performance Improvement work that there is no substitute for strategy and strategic planning. In order to get others buy in and support you must be able to show where you have started and what the next level can look like.

The data and information gathered and disseminated through our efforts with Continuous Improvement, Performance Management and Strategic Planning have helped to provide the data to support the work of my heart. With these tools, one small person, like me, can recruit and inspire an army of supporters and resources.

Sadiqa Reynolds,
Chief of Community Building



MAYOR'S FIVE STRATEGIC OBJECTIVES – 6YRS



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 drive employee performance and 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 STRATEGIC OBJECTIVES – 6 YEARS



The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years.

- 1. Improve customer service:** Increase our focus on serving our citizens by improving efficiency with our complaint processing procedures
- 2. Expand efforts to deter continued discrimination within our community:** When seeking resolution to the cases we investigate, we will include in our negotiations remedies that will focus on Targeted Equitable Relief
- 3. Increase diversity and inclusion within LMG's procurement process:** Increase availability and contracting efforts with of Minority, Female and Handicapped-Owned Business Enterprises (MFHBEs)
- 4. Improve Compliance Enforcement efficacy of oversight:** Improve current processes involved with the monitoring of projects, vendors, and contractors in the pre-qualification and good faith effort process
- 5. Increase community awareness of HRC's mission:** Increase education and outreach efforts within the community that will assist in promoting unity, understanding, and equal opportunity among all people of Metro Louisville, and eliminating all forms of bigotry, bias, and hatred from the community



Learning Along the Way

In January of 2013 each department, within the Metro enterprise, published its inaugural 6 year Strategic Plan, spanning Fiscal Years 2013 - 2019. In doing so, we collectively ushered Louisville Metro Government into a new era of planning and performance improvement. This new era is best described by the phrase “Continuous Improvement Journey”; a phrase that has become the watchword for Metro’s pursuit of becoming ‘World Class’ among its peer cities. As with any pursuit toward excellence, change is required, arguably needed and expected ---the kind of change that is proactive, inclusive, comprehensive and continuous.

We responded to the call by designing a new process which enables us to accurately and confidently provide real-time updates on both our progress and performance. This said, we view a department’s strategic plan as a “living and breathing” document. Hence, it will continue to evolve with time; as goals are accomplished, new assignments are made and core missions are realigned to adapt to the changing needs of the city and its citizens. But each plan will also evolve because of discoveries ---as we acquire a better understanding of our strengths and weaknesses; and yes, even as we learn from our mistakes. This past year has brought about numerous and exciting changes for our collective enterprise; we have grown departmentally and matured as an organization. We have learned a great deal about ourselves, one another and most importantly about what our citizens expect from us. This learning process has been a challenging one, but one that all departments have gone through in their pursuit of excellence. The progress report covers our strategic efforts from January 1, 2013 to November 30, 2013. What follows is the culmination of our progress and what we have learned along the way...

Enjoying the Journey,

DeVon M. Harkins

Deputy Director of Strategic Planning

Samantha M. Yung

Strategic Planning Fellow

PROGRESS AND PERFORMANCE:

- ✓ STRATEGIC PLANNING TERMS
- ✓ DEPARTMENT PROGRESS REPORT & KPIS
- ✓ MATURATION: CHANGES WE HAVE MADE





STRATEGIC PLANNING TERMS

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Progress (% Complete): An approximate percentage of completion for a given Initiative.

- 25% - some action steps, required for the initiative, are completed
- 50% - about half the action steps, required for the initiative, are completed
- 75% - most action steps, required for the initiative, are completed
- 100% - all action steps, required for the initiative, are completed

Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are green, yellow, and red.



Green: On Track



Yellow: Slightly Off-Track



Red: Off Track



STRATEGIC PLANNING TERMS

Target Start Date: This is the date that the goal or initiative is "planned" or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is "planned" or intended to be completed.

Actual End Date: This is the date that the goal or initiative is actually completed.

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Benchmark: The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	
<p>1. Seek to reduce systemic, on-going discriminatory practices in the Louisville Metro area by completing high quality investigations of complaints filed in timely manner, on yearly basis. (Active Long Term Goal)</p> <p>Department Objectives Met: 1,2 Mayor's Objectives Met: 1,4</p>	Hire an additional Compliance Officer by December 2013, to assist with investigating more discrimination complaints.	Compliance Officer position has been posted, expected hire date will be December 2013.	25%		25%	<p>We will gauge trends in discriminatory practices within the Louisville Metro area by monitoring the number of discrimination complaints filed with HRC every fiscal year.</p> <p>Employment Cases for FY2012: Percentage of cases closed within 180 days: 62%</p> <p>Employment Cases for FY2013: Percentage of cases closed within 180 days: 54%</p> <p>Housing Cases for FY2012: Percentage of cases closed within 100 days: 50%</p> <p>Housing Cases for FY2013: Percentage of cases closed within 100 days: 57%</p> <p>Targeted Equitable Relief: Percentage of TER remedies negotiated in conciliations in comparison to the previous year: No baseline comparison prior to FY2013 FY2013 = 15%</p> <p>High Quality Investigations: Complainant's allegations of discrimination investigated Correct legal theories and principles Relevant witnesses interviewed Company policies examined Treatment of complainant versus similarly situated parties Comparative evidence obtained Facts in dispute resolved and how Facts support by the conclusion reached.</p>
	Increase the percentage of employment discrimination cases closed within 180 days by 5% each fiscal year.	We are in the process of creating a centralized case management database that will that will work in conjunction with HUD and EEOC databases. The proposed database will be posted to SharePoint so that this performance data is readily available for staff and management to more efficiently track and ensure progress toward goal attainment by the end of FY2015.	50%			
	Increase the percentage of housing discrimination cases closed within 100 days by 5% each fiscal year.	We are in the process of creating a centralized case management database that will that will work in conjunction with HUD and EEOC databases. The proposed database will be posted to SharePoint so that this performance data is readily available for staff and management to more efficiently track and ensure progress toward goal attainment by the end of FY2015.	50%			

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Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:					Goal KPI and Analysis
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<p>1. Seek to reduce systemic, on-going discriminatory practices in the Louisville Metro area by completing high quality investigations of complaints filed in timely manner, on yearly basis. (Active Long Term Goal)</p> <p>Department Objectives Met: 1,2 Mayor's Objectives Met: 1,4</p>	Add Targeted Equitable Relief (non-monetary settlement terms which discourage discrimination in the workplace), in 20% of conciliations by the end of Fiscal Year 2015.	As of FY2013 15% of the total cases conciliated contain TER remedies.	50%	Green	25%	Green	<p>We will gauge trends in discriminatory practices within the Louisville Metro area by monitoring the number of discrimination complaints filed with HRC every fiscal year.</p> <p>Employment Cases for FY2012: Percentage of cases closed within 180 days: 62%</p> <p>Employment Cases for FY2013: Percentage of cases closed within 180 days: 54%</p> <p>Housing Cases for FY2012: Percentage of cases closed within 100 days: 50%</p> <p>Housing Cases for FY2013: Percentage of cases closed within 100 days: 57%</p> <p>Targeted Equitable Relief: Percentage of TER remedies negotiated in conciliations in comparison to the previous year: No baseline comparison prior to FY2013 FY2013 = 15%</p> <p>High Quality Investigations: Complainant's allegations of discrimination investigated Correct legal theories and principles Relevant witnesses interviewed Company policies examined Treatment of complainant versus similarly situated parties Comparative evidence obtained Facts in dispute resolved and how Facts support by the conclusion reached.</p>
	Provide conciliation training to Compliance Officers that would enhance their conciliatory skills to include more comprehensive remedies to claims of discriminatory practices, by the end of FY2015.	The coordination of this initiative will begin by the end of FY2015.	0%	Green			
	Develop policy guidance that will incorporate standard procedure when an Compliance Officer is proposing conciliations to the Complainant and Respondent to increase the probability of TER in case resolutions.	The coordination of this initiative will begin by the end of FY2015.	0%	Green			
	In collaboration with EEOC and HUD and other key advocacy groups, HRC will conduct training sessions to housing providers, employers and other community members in the Louisville Metro area on anti-discrimination laws, and the benefits of diversity and inclusion, by the end of FY2016.	The coordination of this initiative is scheduled to begin June 2014.	0%	Green			

PROGRESS REPORT

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		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	
<p>2. In collaboration with the Louisville Metro Police Department (LMPD) promote unity, understanding and equal treatment for all people within the Louisville Metro area by implementing a plan to enhance transparency in internal investigation of citizens' complaints within LMPD by the end of FY2015.</p> <p>Department Objectives Met: 1 Mayor's Objectives Met: 1,4</p>	Hire a person dedicated to the Community Ombudsman position. This person's primary focus will be assisting citizens with police complaints and keeping track of applicable statistics by the end of FY2014.	Community Ombudsman was hired in August 2013	100%	Green	50%	Citizen advocate in collaboration with LMPD will begin to analyze the complaint data and identify any possible common trends and provide possible solutions.
	In collaboration with the Louisville Metro Police Department, the Community Ombudsman will assist in creating and making available for the public to view, a quarterly summary report that documents citizens' Police complaints, by the end of FY 2014.	Louisville Metro Police Department is in the process of creating this shared report. They will then share this information with the Community Ombudsman for further input.	25%	Green		
	In conjunction with the Louisville Metro Police Department, we will create a public education campaign that will explain the complaint investigation process and create a mechanism for appealing decisions.	Louisville Metro Police Department and the Community Ombudsman is the process of organizing this campaign	25%	Green		

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	
<p>3. Ensure diversity and inclusion in Louisville Metro Government's procurement process by collaborating with Office of Management and Budget (OMB), the Department of Economic Growth and Innovation (EG&I), the Office of Globalization, Greater Louisville, Incorporated as well as other Louisville Metro departments to increase business opportunities with Minority, Female, and Handicapped-owned Business Enterprises (MFHBEs) by 5% on a yearly basis.</p> <p>Department Objectives Met: 3,4 Mayor's Objectives Met: 1,4</p>	Analyze Louisville Metro Government's expenditure patterns and then compare them to HRC's list of certified MFHBEs, to determine where MFHBE business opportunities can be improved, by the end of FY2015.	The coordination of this initiative will begin by the end of FY2014.	0%	Green	14%	<p>The number of newly-owned Minority, Female, and Handicapped-owned businesses in the Louisville Metro area compared to the previous fiscal year. The number of new Minority, Female, and Handicapped-owned businesses listed in HRC's certified MFHBE list compared to the previous fiscal year. The amount of expenditures Louisville Metro Government made with MFHBEs compared to the previous fiscal year. The number of MFHBEs involved in Louisville Metro Government's procurement process.</p>
	Expand our outreach to community partners including, but not limited to, Southwest Women's Roundtable, Tri-State Minority Supplier Development Council, Women's Business Center of Kentucky beginning February 2013. The outreach includes conducting workshops with their participants and encouraging them to become certified with HRC as an MFHBE, thereby facilitating growth within our list of MFHBEs.	We are currently performing outreach to these community partners by attending their events and raising awareness of the certification component within HRC. HRC will host the first of such workshops at our conference scheduled for February 13, 2014. Additional workshops will be planned scheduled throughout FY2015.	20%	Green		
	Encourage vendors registering to do business with LMG, to become HRC-certified, by obtaining lists from the database that captures this data. We will then create standardized emails and send to designated vendors encouraging them to become HRC certified, in an effort to provide greater business opportunities, by the end of the second quarter of FY 2015.	Staff is in the process of retrieving lists of vendors that are registered to do business with Louisville Metro Government. Standardized emails encouraging designated vendors to become HRC certified have been developed. Emails are scheduled to be sent to designated vendors by the end of January 2014.	50%	Green		
	Work with OMB and EG&I to educate and introduce MFHBE's to available open bids with LMG by the end of the second quarter of FY 2015.	The coordination of this initiative will begin by the end of FY2015.	0%	Green		
	Work with EG&I to implement education and outreach activities which will include creating and disseminating promotional materials and conducting workshops to citizens, that will encourage growth of minority, women and handicapped-owned small businesses in the Louisville Metro area by the end of FY2016. These new vendors will be added to our list of HRC-certified MFHBEs.	The coordination of this initiative will begin by the end of FY2015.	0%	Green		

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	
<p>4. Collaborate with OMB in the reformation of the procurement process to ease the interaction with Louisville Metro vendors and increase business opportunities with MFHBEs.</p> <p>Department Objectives Met: 1,5 Mayor's Objectives Met: 1,4</p>	Complete the implementation of the new database system provided by B2GNow by the end of FY2014.	Automation procedures in progress will improve timeliness of vendors going through the procurement process by reducing the amount of time it takes to prequalify a vendor to do business with Louisville Metro Government.	75%	Green	75%	<p>Application submit date: Approval date: The difference between the two indicators results in procedure processing time.</p>
	Complete the implementation of the new database system provided by B2GNow by the end of FY2014.	Automation procedures in progress will improve timeliness of vendors going through the procurement process by reducing the amount of time it takes to confirm a contractor's good faith efforts.	75%	Green		
	Complete the implementation of the new database system provided by B2GNow by the end of FY2014. It also eliminates the need for HRC staff to manually enter data for the purpose of capturing and reviewing that data for approval.	Automate procedures in progress will reduce processing time for HRC to certify a vendor as MFHBE by making the current manual, paper application process obsolete and providing a customer friendly online application that eliminates the need for vendors to manually complete the application, mail or fax it in.	75%	Green		

STRATEGIC PLAN CHANGES

This is LMG's Change Management Form for Strategic Planning; the intent of the form is two-fold: 1. To provide a mechanism for departments to be transparent with citizens regarding its maturation process through the Continuous Improvement journey; and 2. To catalog its efforts of responding to the voice of their customer in "real time".

OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
1	Increase Employment Case Closure Percentage by 15% over the next 2 years.	This goal measured output rather than outcome. New goal combines old Goals 1 and 2 to include all investigative duties of the HRC.	November 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
1	Seek to reduce systemic, on-going discriminatory practices in the Louisville Metro area by completing high quality investigations of complaints filed in a timely manner, on a yearly basis.	Edited to measure the desired outcome of the goal.	November 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	Increase Housing and Hate Crime Case Closure percentage by 30% over the next two years.	This goal measured output of work rather than outcome of the goal and was combined with Goal 1.	November 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	In Collaboration with the Louisville Metro Police Department (LMPD), promote unity, understanding and equal treatment for all people within the Louisville Metro area by implementing a plan to enhance transparency in internal investigations of citizens' complaints within LMPD by the end of FY2015	This is a restatement of the old goal number 3. It better reflects the partnership with the Louisville Metro Police Department and the purpose for the new Ombudsman position.	November 2013

STRATEGIC PLAN CHANGES

This is LMG's Change Management Form for Strategic Planning; the intent of the form is two-fold: 1. To provide a mechanism for departments to be transparent with citizens regarding its maturation process through the Continuous Improvement journey; and 2. To catalog its efforts of responding to the voice of their customer in "real time".

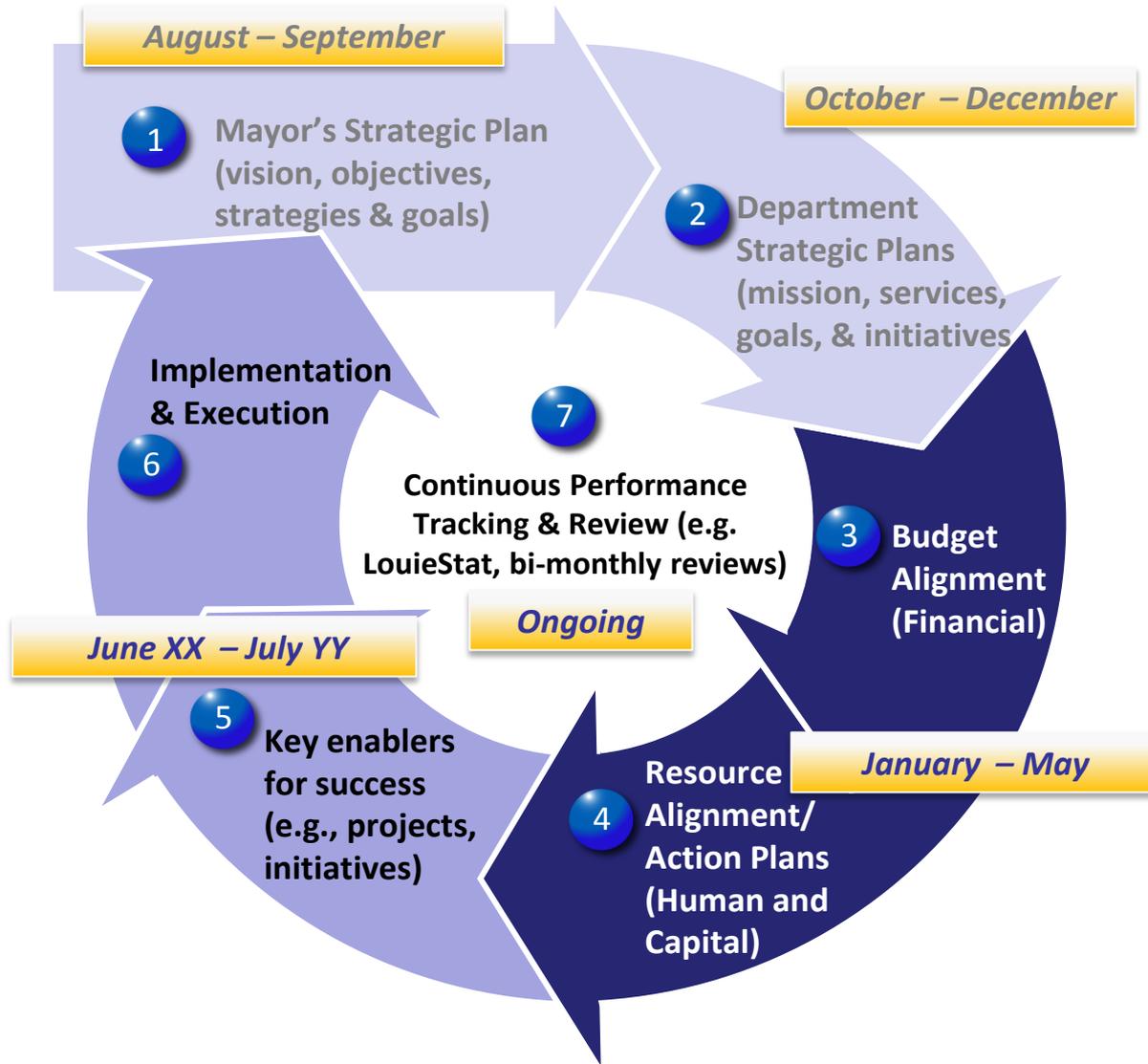
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
3	Increase access to services through the community ombudsman within 1 year.	This is part of the new Goal #2. Input from the LMPD was added to that Goal.	November 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
3	Ensure diversity and inclusion in Louisville Metro Government's procurement process by collaborating with the Office of Management and Budget (OMB), the Department of Economic Growth and Innovation (EG&I), the Office of Globalization, Greater Louisville, Inc., as well as other Louisville Metro departments to increase business opportunities with Minority, female and Handicapped-owned Business Enterprises (MFHBEs) by 5% on a yearly basis.	This was part of the old Goal #4. It was changed to more accurately reflect the desired outcome of increasing business opportunities of MFHBEs and HRC's collaboration with other Metro and community agencies to work together to meet the desired outcome.	November 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
4	Increase the number of MFHBE certified business by 25% by the end of fiscal year 2014.	This new goal is part of the old Goal #4. It reflects the collaboration of HRC in increasing certifications with the OMB to meet the desired outcome of increasing business opportunities for MFHBEs.	November 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
4	Collaborate with OMB in the reformation of the procurement process to ease the interaction with Louisville Metro vendors and increase business opportunities with MFHBEs.	This new goal better reflects the desired outcome of increasing business opportunities for MFHBEs by addressing HRC's collaboration with the OMB to streamline the procurement process.	November 2013

ENTERPRISE GOVERNANCE DOCUMENTS:

- ✓ METRO PLANNING CYCLE
- ✓ METRO PLANNING CALENDAR



LOUISVILLE METRO PLANNING CYCLE



The Louisville Metro Planning Cycle, provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates.

LOUISVILLE METRO 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 (Progress toward goals)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments				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)					Refine Department 6 Year Strategic Plans		Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans				
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

 Mayor's Office

 Departments

 Mayor's Office & Dept. Directors

2014

Our Continuous Improvement Journey...



Mayor Greg Fischer

~ “My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work...”