Louisville Metro's Strategic Plan

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

Vision: *"Louisville is a safe city of lifelong learning and great jobs, wellness, and compassion."*

City Values: *Life-Long Learning, Compassion and Health*

Fischer Administration Team Values:

Integrity and Transparency
Having integrity means we are completely forthright in our dealings. Our efforts, practices and policies will be transparent. Integrity builds trust. We respectfully say what needs to be said, not simply what people want to hear. There is soundness and completeness between what we say and what we do. We keep our commitments.

Trust and Respect for All
Mutual respect and trust are basic to establishing effective working relationships with our citizens and colleagues. We value equity, inclusion, open communication, and diverse opinions. Trust is created as we relate openly with one another in a spirit of fairness, honesty, respect, and compassion. Trust builds relationships, opportunities, and actions that make our community and the world a better place.

Teamwork and Partnerships
High performing teams are core to our success. Aligned teams leverage our combined talents, planning, and problem-solving skills to accelerate learning and achieve a shared vision. The collective ability of our teams and partnerships allows us to proactively and reactively perform at a pace that significantly out-performs our competition.

Improvement and Innovation
We constantly improve tax efficient, citizen-centric services so Metro government is recognized among the best public service systems in the world. We are relentless in the pursuit of continuous improvement and innovation for the benefit of all of our residents and visitors. We seek involvement from all corners of Louisville and the world to develop our systems and provide the communications and training needed to implement them effectively. We think and work systematically to optimize our actions and outcomes.

Positive People Living to Full Potential in a Healthy and Resilient Community
We believe that engaged, healthy people with positive attitudes produce superior results and are fun to be around! A resilient, sustainable community and world are central to our plans and actions.

Sense of Urgency
We have a very large job to do with limited time. We leverage technology to increase our speed and quality of operation. Our work is designed and executed to produce superior, ever improving results in a rapidly changing world.

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Citizen's Bill of Rights:

METRO GOVERNMENT WAS CREATED TO SERVE THE PEOPLE OF JEFFERSON COUNTY, NOT OUR ELECTED OFFICIALS. AS MAYOR, I WILL INSURE ALL CITIZENS   RECEIVE FAIR, ETHICAL, AND EQUAL TREATMENT AND GUARANTEE THE FOLLOWING RIGHTS:

I. CONVENIENT ACCESS

Every citizen has the right to prompt, efficient service from Metro Government. As mayor, I will work to expand the services available at county government centers and on the internet to meet the demands of the people of Louisville Metro. It should be easy to do business with Metro Government.

II. TRUTHFUL ANSWERS AND EXPLANATIONS

Every citizen has the right to straightforward and honest information in connection with any significant decision made by the mayor. I will publish and make available the reasons behind my decisions on all significant public matters.

III. QUALITY CUSTOMER SERVICE

Every citizen has the right to be treated like a valued customer, with dignity and respect. As taxpayers, citizens are customers of Metro Government and are entitled to courteous, professional service from employees who are intent on solving their problems.

IV. TIMELY NOTICE

Every citizen has the right to advance notice of projects and proposals affecting his or her home, business, or neighborhood. As mayor, I will provide citizens with   the knowledge necessary to participate in local affairs.

V. INCLUSIVE AND TRANSPARENT PROCESS

Every citizen has the right to be involved in government and have his or her voice heard at Louisville Metro Hall. As mayor, I will create a culture of inclusiveness   and maintain open communications with the community. To understand diverse viewpoints, answer questions, and promote dialogue, I will keep regular open   office hours and hold countywide community forums to meet with citizens and business owners and listen to their concerns.

VI. FOCUS ON RESULTS

Every citizen has the right to a team of Metro employees that strives to be the best in the world in job performance. As mayor, my leadership team will model   and set a standard for diversity, joy in work, and the pursuit of continuous and breakthrough improvement.

The purpose of this Bill of Rights is to empower the citizens of Jefferson County to join as equal partners in Metro Government. Together, we have the ability to   improve the quality of life for all citizens in every corner of our community. I commit to being your steadfast partner in pursuit of this noble goal.

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Themes:

Theme	Definition
Lifelong Learning	Successful cities embrace lifelong learning. Louisville Metro Government creates and supports learning opportunities for our employees, and champions community learning through the Cradle to Career/Louisville Promise initiative. LMG will fully support C2C's "whole child" focus (mental, physical and social development), as well as a post-secondary promise scholarship and the lifetime training required for successful 21st century careers. Supporting the Ready4K Alliance and JCPS are integral to this goal. LMG will also work with UofL and other higher education institutions to create best practices in Town and Gown relations. The end result of lifelong learning is an equitable, high performance city where all citizens' human potential is thriving.
Equity, Resilience, and Compassion	Louisville is committed to creating a culture of equity, resilience and compassion, by addressing structures and systems that prevent residents from achieving their full human potential. The plan integrates equity in Metro procurement to best practice levels and ensures the workforce and its leadership are representative of the community. LMG will champion community policies, practices and culture change initiatives that advance equity, and examine issues and recommend policies to encourage investment without displacement. This includes the work of Lean Into Louisville, which aims to provide education and initiate conversation, which in turn prompt community action to overcome all forms of discrimination. Our community-driven Resilience Plan makes our community more resilient to shocks and stressors by addressing the challenges faced by Louisville's most vulnerable populations, our environment (including MSD's Critical Repair Plan) and other issues related to climate change. Advancing our sustainability work is imbedded in this goal. Our compassion work builds on the Compassionate Schools Program, mindfulness and emotional health improvements, affordable housing progress, support of veterans and expansion of the Give A Day Week of Service into a year-long culture of service.
Safe and Healthy City	Our administration's highest priority is public safety. This theme includes our public health system's work addressing the root causes of poor health outcomes, violence and inequity, with an emphasis on the social determinants of health. Actions involve building equity among residents in housing, economic opportunity, education, environmental quality, transportation, digital inclusion and criminal justice. Continued attention to address substance use disorders, homelessness and trauma is included in this goal. This work will accelerate co-production of safety by our citizens, LMPD, OSHN, Corrections and LYDC, through a comprehensive six pillar violence reduction strategy consisting of enforcement, prevention, intervention, organizational change, community mobilization and reentry, as well as our work in Black Male Achievement. The next stage of this work includes ongoing improvement of SafeStat 2.0, including participation of our criminal justice system. LFD and EMA improvements are imbedded in this goal. LMG works to create sustainable, clean and healthy air, water, and soil. Keeping our city clean and green, as it relates to our streets, sidewalks, bike lanes, building appearance, parks, is included here. Significant improvement of the physical health of LMG employees is also included in this theme.

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Theme	Definition
Vibrant Economy and Place	Key to Louisville's success is the emphasis of innovation and globalization to assist in the transition of our five economic development clusters: Wellness and Aging Care Innovation, Logistics and E-Commerce, Advanced Manufacturing, Food and Beverage (including Bourbonism), and Business Services. Increasing good-paying jobs, advancing median wage compared to peer cities, attracting millennials, foreign-born, and post-secondary degree and skill holders are a focus of this goal. Our work to achieve a location quotient of 1.0 with tech skills is included here, as is advancing SummerWorks and our work with JCPS' Academies program. This work also leverages arts, parks, recreation, our museums, libraries and zoo as attractors for growing jobs. This goal improves quality of place through advancements in our built environment, building on the $13 billion in capital investments announced, underway or completed in the past four years, including regenerating Russell without displacement. This work involves the implementation of Vision Louisville and Move Louisville, and the list of associated transformational projects. Through our work, we are creating an entrepreneurial, equitable, dynamic economy and quality of place that drives business growth.
Innovative and Operationally Excellent City	Louisville has a global reputation for performance improvement and innovation through the use of data, technology, crowd-sourcing, smart city strategies and problem-solving to increase operational and fiscal performance for and create breakthroughs with all departments. This theme builds on that reputation. We will use data and technology to drive transparency, functional excellence within each department, and prepare the city to adapt quickly to future challenges. We will continue to engage community stakeholders in our innovation work, along with national, corporate and philanthropic partners. We will enhance our improvement systems through better planning, resource allocation and monitoring and diagnosis of our performance and budget outcomes. We will address the pension cost challenge and continue our work as responsible stewards of public funds by matching our revenues with our expenditures, maintaining our credit ratings and receiving clean audits.

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Goals:

Goal Table

Theme	#	Goal
Lifelong Learning	1.1	By 2022, align wrap-around support services, including academic, social service, health and medical interventions, with needs identified by Cradle to Career. (LMG Goal)
	1.2	By 2022, ensure that 77% of students entering kindergarten are "school ready". (Community Goal)
	1.3	By 2022, ensure that 70% of high school graduates are transition ready and increase percent of high school graduates going to college by 85%. (Community Goal)
	1.4	By 2020, 40% of working age adults earns a bachelor's degree or higher and 10% earns an associate's degree. (Community Goal)
Equity, Resilience, and Compassion	2.1	Louisville Metro Government will identify and remove racial equity barriers in the procurement/contracting process to make it easier for minority (including foreign-born) businesses to do business with the city so that procurement and contracting resources benefit the community it serves proportionate to community demographics.
	2.2	Louisville Metro Government will advance racial equity by having an equitable workforce throughout its breadth and hierarchy that reflects the demographics of the community.
	2.3	Louisville Metro Government will engage, train and grow the leadership of youth and partner with agencies or organizations that support youth of color, including foreign-born youth, to advance racial equity so all Louisville's youth can reach their full potential.
	2.4	Make Louisville a healthier, greener and more environmentally friendly city by implementing the Sustain Louisville Plan.
	2.5	Increase economic stability, wealth building and economic development to address inequalities as they relate to move individuals and families from low to median income status.
	2.6	Reduce number of persons living in Louisville without shelter by 10% annually over the next four years.
	2.7	Increase participation in the volunteer programs managed by the department of Resilience and Community Services.
	2.8	By 2020, achieve 750,000 acts of compassion annually by increasing compassionate activities among Louisvillians and Louisville Metro employees.
	2.9	Utilize Louisville's ranking on UofL's Institute for Sustainable Health & Optimal Aging's Compassion Index to provide a baseline and goal for the city moving forward. Work with the Office of Sustainable Aging at U of L and with Compassionate Louisville to partner with the aging sector to enhance and co-create goals and continue refinement of index.
	2.10	Develop more robust and equitable housing options at all income levels to achieve a higher quality of life and more equitable community.

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Safe and Healthy City	3.1	Reduce violent and property crime offenses each calendar year.
	3.2	Reduce homicides and shootings each calendar year.
	3.3	Rank among the top quartile of safest communities compared to our "peer cities" as identified by the Greater Louisville Project.
	3.4	Improve the health and wellbeing of employees 10% by 2020 and 20% by 2021.
	3.5	Build a better public health environment with lawmakers through collaboration and education by 2020.
	3.6	Publish Healthy Louisville 2025 and develop an implementation/monitoring plan by December 2019.
	3.7	Create a comprehensive opioid surveillance program by February 2020.
	3.8	By 2022, reduce non-emergency runs by X percent & provide alternative transportation.
	3.9	Provide strong mentoring and homework helper (OST) programming at community centers.
	3.10	Address root causes to violent crimes and bias within the criminal justice system to better aid those re-entering the community post-incarceration.
Vibrant Economy and Place	4.1	Double the number of high-wage jobs created by 2024, from the 15,000 predicted growth to 30,000, by focusing on professional, technical, skilled trade and managerial jobs within Louisville's five business clusters to improve Louisville's economic trajectory towards greater opportunity, prosperity and competitiveness for all citizens.
	4.2	Improve median annual wages, adjusted for cost of living, to the top half (1/2) of peer cities by 2020 and top third (1/3) by 2030.
	4.3	Build upon Vision Louisville and the principles of the new comprehensive plan to support and enhance the city's Connectivity, Health, Authenticity, Sustainability, and Equity.
	4.4	Implement the Move Louisville strategic multi-modal transportation plan to reduce congestion, improve air quality, public health and safety and plan for the community's transportation needs.
	4.5	Participate in the development and preservation of 5,000 new and/or rehabilitated quality and affordable housing units by 2018 and encourage public-private partnerships to dramatically increase the number of available quality and affordable housing units across the community. **This goal will be updated in 2019.**
	4.6	Decrease abandoned structures to no more than 10% of all structures within Louisville Metro.
	4.7	Activate Louisville through the arts and creative industries by providing programs and direct support across the following focus areas: arts experiences for everyone, creative workforce, and creative community spaces and neighborhoods.
	4.8	Promote the development of a more robust and equitable food system to build on local and regional economic strengths and create a higher quality of life and stronger identity for the community.
	4.9	Make Louisville the Bourbon and culinary capital of the world.
	4.10	Rank in the top quartile of National Recreation and Park Association (NRPA) performance benchmarks (21) for jurisdictions over 250,000, within five years.
	4.11	Annually achieve a customer satisfaction rating of 90% and attendance increase of 20% for Parks & Recreation's program portfolio.
	4.12	Utilizing best practices in Town Gown relationships, strengthen and formalize our partnerships with the local universities and colleges to drive planning, placemaking, research and opportunities for collaboration.

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	4.13	Radically scale our predicted tech talent job growth by 5X by 2022 in concert with employers, education partners and other training providers.
	4.14	Double projected population growth by 2040 to reach 1 million residents in Jefferson County and 2 million in the MSA.
Innovative and Operationally Excellent City	5.1	Deploy world-class skills to targeted employee segments and all prioritized working teams in the city by 2020.
	5.2	Design and implement a new management system for Louisville Metro Government capital projects by the end of 2019.
	5.3	Cascade LouieStat enhancements to better drive change through problem solving and data-based decisions by 2022.
	5.4	In FY20 Metro's recurring operating budget, debt service, and pay-go capital will be equal to or less than Metro's recurring revenue.
	5.5	Ensure that Louisville makes the necessary preparations to enable smart city technologies and use infrastructure, technology, data, and services through an equity lens with multiple partners to improve the lives of our residents and the delivery of municipal services by the end of 2022.
	5.6	Improve Citizen Interaction and Transparency by annually expanding our digital offerings and presence as well as increasing transparency, availability and usability of information and data by the end of 2019.
	5.7	Modernize technology for prioritized Louisville Metro Government enterprise applications.