

Louisville Metro's Strategic Plan - Smart City

Smart City Goal Table

Theme	#	Goal
Smart City	6.1	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.
	6.2	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.
	6.3	Modernize technology for prioritized Louisville Metro Government enterprise applications
	6.4	Deploy world-class skills to targeted employee segments and all prioritized working teams in the city by 2020.
	6.5	Design and implement a new management system for Louisville Metro Government's \$600 Million in capital projects by the end of 2019. Stand up the new system in three divisions or \$100 Million in capital projects by the end of 2018.
	6.6	Cascade LouieStat, a data-driven and evidence-based strategic management system, throughout Metro Government into each division and adopt policies at the enterprise-level to sustain excellence by 2021.
	6.7	Achieve a \$6 Million impact by productivity gains, cost avoidance, budget take out and revenue into government each fiscal year.

Action Plan Table for Smart City

#	What (Will be done)	Why (with Brief Description)	Who (Owns the Work)	When (Will the work be done)	Check Step (How will you check to see if the work is done?)
61	Develop and Adopt Smart City Plan	There are multiple approaches to developing a Smart City framework. Similar to Cornerstone 2020 and Move Louisville, the Smart City Plan is a 25 year visionary technology plan that addresses the policy and standards for how the Internet of Things will work in our community.	Ed Blayney, Chris Seidt, Matt Gotth-Olsen, Michael Schnuerle	Preliminary playbook draft and digital inclusion plan website will be done by the end of Q2 2017 Addendum to Move Louisville will be done by the end of Q4 2017 Marketing and	Preliminary content draft playbook and digital inclusion plan website Addendum on Autonomous Vehicles to the Move Louisville plan Submission to What Works Cities Certification process Website that shares the plan in a packaged manner Communications plan

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62	Cultivate local, regional, and national partnerships	A key component to the success of this goal is the establishment, acknowledgement, and retention of partners that contribute to creativity and innovation opportunities in our community. The intent behind this goal is to establish a strong base for the growth and sustaining of partnerships. Examples include: Robert Wood Johnson Foundation, Kauffman Foundation, Bloomberg Philanthropies, What Works Cities, Results for America, Brookings Institute, AARP	Grace Simrall, Daro Mott	Ongoing	We will respond to at least 3 RFPs every calendar year.
63	Establish Louisville as an Innovation Testbed	This initiative will track the strategic recruiting and planning of emerging Smart City technology pilots. Opportunities include creating an innovation testbed destination with a focus on equity. Examples include: CNET Smart Home and Smart, Apartment, THRIVE Center, LouieLab, Gigabit Experience Center, EQ Louisville	Grace Simrall, Ed Blayney, Chris Seidt, Matt Gotth-Olsen, Michael Schnuerle	Ongoing	We will develop at least two pilots every calendar year so that they can begin the PDCA process.
64	Open Data and Performance	This initiative iterates on the early success of the Open Data Portal and LouieStat. It shifts the focus of open data from quantity to quality by implementing LMG's first Enterprise Data Warehouse, and better positions LouieStat for real-time, what-if analysis through an extensible Open Performance Portal.	Michael Schnuerle, Mary Hampton	Ongoing	Launch of Open Performance platform Launch of EnterpriseData Warehouse pilot
65	Engage the community	This initiative focuses on improving citizen interaction and engagement. It includes Ideation, co-creation, and user stories.	Grace Simrall, Ed Blayney, Matt Gotth-Olsen, Michael Schnuerle	Ongoing	Communications Plan Ideation events Inclusive, analog (non-digital, non-technical) hackathon 3 community hackathons/design jams per quarter in 2017.
66	Strategic Roadmap for Digital Services	Create a Strategic Roadmap for digital services that results in increased capacity for higher value work (requires institutional knowledge, allows for innovation and challenge). With more capacity, the digital services team will	Ed Blayney, Sharon Meador	Digital Services Strategic Roadmap completed Feb	Digital Services Strategic Roadmap Goal outcomes from the Strategic Roadmap

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		be able to transform the way LMG communicates with its citizens as technology changes the mediums and methods of communication between our government and the community.		2017 Approximately half of the goals are estimated to be completed by the end of 2017	Validated results from Balanced Scorecard developed by Web Services team and Innovation Team
67	<i>LouieStat</i> : Improve Metro Government's Management System	Cascade a data-driven and evidence based management system throughout Metro Government. Build upon the initial success of LouieStat, create policies and institutionalize management practices identified in the transformation plan. The content of the plan includes planning, dashboards, the Louisville Leadership Team meeting management, depth of cascading plans for hopper development and meeting structure at department levels, citizen surveys, employee survey results and more.	Daro Mott	December 2019	Improvement of organizational performance, new management playbook and surveys from management team, adoption rate
68	PDCA: Train, Coach and Develop People	Rebrand continuous improvement methodologies under the plan-do-check-act framework. Empower highly skilled people to close gaps in performance and deploy training to targeted employee segments and strengthen Louisville Metro's culture of continuous improvement. Scale 5S and visual management in targeted locations in government.	Steve Pollock Kaci Grant Roberto Garcia Shireen Deobhakta Laura Tornes	Ongoing	Various project outcomes from trained staff
69	Executive Fellows Program	Deploy a high-potential program for Metro Employees. Employees gain world class skills in a structured program. Each employee completes a compassion project, a project within their department and contribute to a cross-functional team project.	Kaci Grant	Ongoing	Various Project Outcomes from Trained Staff
70	ProjectStat: Capital Project Portfolio Management	Apply evidence- based management practices to improve to how Louisville Metro Government manages all of its capital projects. Create a more formal governance structure, high-level project management processes, track simple performance measures, engage trained subject matter experts within departments and professionalize existing management practice.	Daniel Frockt, Carmen Moreno Rivera and Daro Mott	December 2018	Phase 1 Deliverables; Create governance board and approval of project management policy and reporting requirements