

**Office of Performance Improvement**  
**Office of Civic Innovation and Technology**  
June 2019

**Payback:** Since being established in 2014, these agencies' work has resulted in millions of dollars in savings and cost avoidance for taxpayers.

**Total Benefit vs Total Department Expense**  
**2014 – May 2019**

Grants		Savings Projects		Cost Avoidance	Total Benefit	Total Expense
Cash	In-Kind	Department Efficiency	Problem Solving			
\$11.7M	\$1.8M	\$2.8M	\$2.7M	\$850,000	\$19.3M	\$7.3M

**Performance Improvement:** Relies on more than 60 years of combined experience leading high-performing teams in government and industry to:

- Develop and align strategies and evaluate Louisville Metro Government effectiveness
- Facilitate cross-functional teams dedicated to increasing efficiency and eliminating waste
- Create a data-driven culture focused on continuous improvement
- Train employees in multiple problem-solving methodologies such as Lean and Six Sigma, project management, system planning and assessment, data analysis and daily management practices

This is achieved through:

- **LouieStat Performance Management System:** Ensures departments review and evaluate efficiency and effectiveness of their strategy and operations on a regular, on-going basis to improve processes and increase operational excellence.
- **Executive Fellows Leadership Development Program:** The Office for Performance Improvement developed the program in 2016 to provide world-class training and experiences to high-potential Metro employees that are ready to take on a larger role as change agents and leaders in their departments.
- **Enterprise Training Fund:** Supports essential training such as department-specific software training, licensing requirements, advanced problem-solving training, and management development certifications for departments and individuals when funding by the department's budget is not a possibility.

**Civic Innovation and Technology:** Works to transform the way Louisville Metro Government delivers services to residents and businesses through an equity lens and uses innovative problem-solving tools to co-create solutions with residents and private partners:

- **Smart City:** leveraging data and technology to improve outcomes around public health and safety, the economy and innovation, sustainability and mobility and transportation.
  - Fire inspection prediction, Smart City strategy, vacant property fire detection, public hackathon events and partnerships, the Mayor's Innovation Advisory Council, CNET's Smart Apartment, the American Printing House for the Blind's indoor and outdoor navigation partnership, IFTTT resident notifications, and data analysis work for all departments.
- **Digital Inclusion:** 750+ low-cost internet families signed up with local providers. The donation, refurbishment and distribution of 750+ computers for residents in need. This project includes

internet skills training workshops, the Job Seeker program, SpeedUpLouisville, the PNC Gigabit Experience Center, ConnectHome USA from HUD, and free public Wi-Fi.

- **Data Governance:** Leading 60+ Metro employees who work with data in every department that receives data trainings and tools, creates policy, shares data, analysis, and manages our public open data and data inventory.
- **Open Data:** Government transparency and accountability in action. We publish over 200 datasets used by companies like Waze, Yelp, Google Maps, and Apple to improve your daily experiences within their services, and is used by journalists, researchers, non-profits and residents. Open data reduces the quantity of and time it takes to fulfill open records requests, has invigorated economic growth and job creation, reduces duplicative efforts across departments, and improves the efficiency and effectiveness of government services, all using free software.

### **Significant Cost Savings, Productivity Gains, and Recognition:**

- The Bloomberg Philanthropies What Works Cities initiative, a national standard of excellence in city governance, in April 2019 recognized Louisville as one of four cities in America to achieve Gold Certification. The certification means Louisville Metro Government, through leadership and support from the Office of Performance Improvement and the Office of Civic Innovation and Technology, is one of the best run city governments in the U.S. and the work to use innovation and data to more effectively spend tax dollars is a national model.
- Since 2012, these agencies have won \$13.5 million in grants for transformative work including transportation, digital inclusion, sustainability, health and technology from Bloomberg Philanthropies, U.S. Department of Labor, Kauffman Foundation, Robert Wood Johnson Foundation, PNC Foundation, U.S. Housing and Urban Development, Kentucky Transportation Cabinet from the U.S. Department of Transportation, Amazon Web Services, and JP Morgan Chase.
- The agencies have conducted a multitude of projects impacting various Metro departments, resulting in \$6.4 million in cost savings and cost avoidance. Through the agencies' problem solving and project management training, \$800,000 has been avoided in training costs. Additional savings can be attributed to reductions in operational costs such as hospital turnaround time for EMS and lost time injuries for Public Works.
- The agencies have helped departments eliminate waste in processes using a variety of best practices, resulting in productivity gains. Examples include:
  - Working with the Office of Resilience and Community Services to reduce application cycle time in the Low-Income Heating Assistance Program (LIHEAP) from a multi-day process to 22 to 25 minutes, and the distribution of funds increased from 79% to 100% to residents in crises during the winter months.
  - Using Behavioral Insights best practices to reduce re-inspection rates in Codes and Regulations by 6% in three months, resulting in 50 fewer inspections being rescheduled and eliminating one week of re-work for a full-time employee.
  - Partnering with Toyota to streamline and standardize the process flow for Metro Parks and Recreation's Central Services equipment repair facility, resulting in the average repair time being reduced by 15 days, a 29% shift.