



TANDY

MAYOR 2010

THE TANDY PLAN

A VISION FOR A NEW
LOUISVILLE



For every generation, there comes a time when they are called upon to lead in the face of difficult circumstances. A time when the mantle of leadership is passed from one generation to the next. So it was for the “Greatest Generation” when they led this nation out of the Great Depression and fought a world war. So it was for the Civil Rights generation as they sought to ensure that every person, regardless of their skin color, had equal rights under the law. And so it is now for this generation of Louisvillians as we are called upon to lead our city toward a brighter day.

For 24 of the last 30 years, the City of Louisville and Louisville Metro government have been led by one man – Jerry Abramson. In those thirty years, Louisville has seen remarkable growth and change. With Mayor Abramson’s departure, there can be little doubt that our city and region are entering a new era. Now is the time for this generation to answer the call to lead this city to new heights and to claim our place as a Great American City.

The world economy is emerging from the greatest recession in generations – and it’s heading in a new direction. That new economy is being driven by knowledge-based industries, industries dependent on information and technology, and thriving on research and innovation. Some say that we can wait a few years to see what this new era brings. That we can wait for a new vision for our city to coalesce over time. That we can wait for a new leader to emerge.

I say they’re wrong. Waiting doesn’t better educate our students or get our people back to work – it allows other cities a chance to become more competitive, attract dynamic companies, and grow emerging new industries. Waiting doesn’t inspire our young people to stay or entice others to relocate here – it means stagnating while we watch other cities thrive. Waiting doesn’t build Louisville – it means letting other forces shape Louisville’s future. I don’t believe in waiting. In fact, I don’t believe we can *afford* to wait:

- ❖ We can’t wait to build a 21st Century economy while the rest of the world is moving ahead in areas like technology and green industries.
- ❖ We can’t wait to capitalize on employment opportunities like the World Port expansion and the arrival of the Army’s human resources and IT functions at Fort Knox – or the growing importance of the alternative energy and medical technology industries worldwide.
- ❖ We can’t wait to put people back to work after the worst recession in living memory.
- ❖ We can’t wait to take advantage of once-in-a-generation stimulus funding to build the infrastructure we need to make our city a mobility center at the heart of future

economic growth – such as a transit system we'll need for the 21st Century and the Ohio River Bridges that we need *right now*.

- ✦ We can't wait to train our workforce for this new global economy, or to educate a generation of our children to compete in the world of the future.
- ✦ We can't wait to increase our college-going rate in order to attract the businesses that will provide an economic foundation in the years ahead.
- ✦ We can't wait to reduce crime rates in all of our neighborhoods and the number of vacant properties in our downtown and throughout the community to make Louisville the most livable and attractive Southern city.

That's why I'm running for Mayor in 2010.

And that's why I've developed this comprehensive plan to start building tomorrow's Louisville **today**:

A Louisville anchored by a dynamic downtown that creates opportunity throughout Jefferson County, fueling vibrant economic centers in all our neighborhoods. A downtown with the energy and optimism that excite residents, visitors and businesses alike. A downtown with thriving businesses in cutting-edge industries, connected to our university by an education corridor that acts as a magnet for the jobs and growth of the future. A downtown that's easily and quickly accessible by public transit for workers heading to our corporate headquarters, small business incubators, and world-class medical facilities – as well as for residents of the entire Metro area coming for dinner, a cultural or sporting event, and late-night entertainment. A downtown where young people and families alike choose to live, in varied and affordable housing options with easy access to neighborhood amenities.

A thriving downtown serves as the core of a Louisville that attracts world-class businesses and generates exciting new start-ups because of both the high quality of life and the concentration of cutting-edge businesses we offer. Our status as global logistics hub makes us a place where businesses worldwide want to locate their time-sensitive manufacturing and distribution operations. Our status as a hospitality center and international gateway makes ours a city where people want to visit – and spend their money. Our status as a leader in targeted medical areas attracts further inflows from around the globe. And our emergence as a center of human resource and information management solidifies our place as a gateway of 21st Century global commerce the way our location on the Falls of the Ohio made Louisville the gateway to a continent at the beginning of the industrial age.

This Louisville is possible when we decide to make wise investments in expanding literacy, improving K-12 education, stemming our drop-out rate, and increasing our college-going rate, citywide. With an educated and skilled workforce in the top tier of midsized American cities, we can make Metro Louisville the kind of place that companies across the country – and, in fact, from around the world – seek out to bring their high-wage jobs. Louisville can be a place that succeeds for *all* of us because it succeeds for *each* of us.

This Louisville is possible when we leverage our status as a global logistics hub to make ours a city where businesses worldwide want to locate their time-sensitive manufacturing and distribution operations.

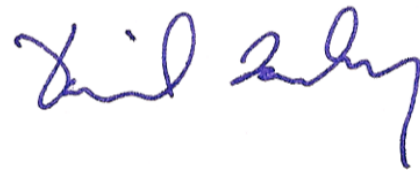
This Louisville is possible when we continue to invest in our hospitality industry, making ours a city where people want to visit and spend money.

This Louisville is possible when we promote our leadership in the medical field and support additional research and development in medical technologies, to make ours a city known for its cutting-edge medical research and top-notch health care facilities.

This Louisville is possible when we develop a workforce that can emerge as a center of human resource and information management.

And this Louisville is possible when we make every neighborhood a *livable* neighborhood. Neighborhoods where people can take walks on the streets around their homes and play in the parks in safety and security. Neighborhoods where people work together to keep the streets clean and to alert government officials to any signs of blight. Neighborhoods where older homes are kept in good repair and new homes are built not just for the wealthy, but for hard-working people of all walks of life thanks to wise city policies and programs. A city filled with abundant opportunities for interacting with fellow Louisvillians and enjoying civic events that highlight all the great things that life in Louisville has to offer.

Robert Kennedy once observed, “Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation.” For *this* generation, this is our moment, this is our time, and this is my plan to move Jefferson County forward and create the Louisville of tomorrow, today.

A handwritten signature in blue ink, appearing to read "David Tandy". The signature is fluid and cursive, with a large initial "D" and a long, sweeping tail.

David Tandy

My Vision for a New Louisville

As I said at the outset, Louisville can't wait for a new vision, a new plan, or new leadership.





Well, *I* can't wait to share that vision – and my plan – with all the citizens of Jefferson County.

Politicians usually try to “roll out” as many different “plans” as they can as part of their campaign strategy – attempting to showcase that they have a “plan” for dealing with crime, and a “plan” for creating jobs, and a “plan” for downtown, and another one for our neighborhoods. But, from my service as Metro Council President and the Councilman for the Fourth District, where I have dealt with all of these issues on a regular basis, I understand one thing: They are all inter-related. We ultimately cannot drive out crime without providing jobs in a strong economy, and without clean neighborhoods with attractive amenities. We cannot attract the jobs we want without safe and vibrant neighborhoods and an educated, skilled workforce. We cannot attract the companies and industries that will help create this kind of city without a world-class downtown that's easily accessible and full of life 24/7.

In short, we need to address *all* these issues and we must address them *now* – we can't wait to see what the world gives us, we can't wait to address one challenge until after we addressed the others.

That's why I'm not waiting to release bits and pieces of a “plan” throughout 2010 to maximize political gain. I'm releasing a coherent, comprehensive plan to address all these issues together, and realize our vision for Louisville and Jefferson County – *now*.

I believe that for Louisville to become a strong, dynamic, world-class city, we must address four key components:

-  **A thriving regional economy.**
-  **A high-quality education and job training system.**
-  **A vibrant downtown.**
-  **Healthy, livable neighborhoods.**


My vision for tomorrow's Louisville embraces each of these components.


Defining Louisville's Role in the Regional Economy


The most important challenge facing us today is the need to create an economy with high-quality, good-paying jobs for all our citizens in order to realize the potential of Louisville and

to achieve our aspirations. We need a comprehensive vision for economic development, focused on the jobs of the new economy – those driven by knowledge, innovation and creativity. We must attract industries that will thrive in a fast-paced, knowledge-based global economy. Our city and our citizens must be prepared for the jobs of the future, prepared to compete and win in that economy. Louisville must become a city that encourages and promotes innovation: That is the way we will grow our way out of the current economic downturn and pave the way for a bright future.


As mayor, I will make sure our city and Metro region identify key economic areas of strength and implement strategies for creating, growing, attracting and retaining businesses in those key industries where we have the most potential for growth. We will expand on our current assets to put people to work immediately. And, we will look to the future by focusing on higher-growth industries through a cluster approach that builds on the area's existing strengths. These are industries in which Louisville has the potential to become a regional, or even national, leader:


 **Hospitality and Tourism.** I envision a Louisville that has transformed itself from being a place that people go on the first Saturday in May into a destination point for people from all around the world. A more aggressive marketing campaign is needed so that everyone knows where Louisville is and what we have to offer – downtown Louisville's entertainment district (including 4th Street Live!), the new Muhammad Ali Center, the Louisville Slugger Museum and Slugger Field, the world-renowned Churchill Downs (home of the Kentucky Derby), the Actors Theater of Louisville, Glassworks, the Speed Art Museum, and other cultural amenities. This is an industry where we can grow jobs immediately. Louisville is already a popular convention destination, and the steps we take to make downtown more vibrant – the addition of more restaurants, shops, and cultural attractions – will boost this industry, too. We can further develop our historic tourism activities and sites, such as our 18th and 19th century architectural treasures; the homes of George Rogers Clark, John Hay, and Thomas Edison; and the country's third largest historic preservation district, often called "America's Victorian Treasure." We can also increase our desirability as a convention destination by supporting the development of more hotel rooms – eventually becoming capable of hosting a major national political convention.

 **Centers of Excellence in Health Care Sciences.** Every city wants to be the next major city in health care. I envision a Louisville that has identified the fields in which it can excel and becomes the national leader in these fields. We know we are already leaders in hand and heart transplants, pediatrics, back and spine care, and stem cell research; we have the U of L Cardiovascular Innovations Institute and the Neuroscience Institute at Norton; we developed the cervical cancer vaccine and also host an emerging health informatics industry. By promoting and encouraging innovation in these fields, we can grow our way out of the current economic downturn to become national leaders. We will need to continue moving forward not only with research and development, but also support for entrepreneurs, start-ups, and commercial ventures.

 **Logistics.** The UPS World Port has made Louisville a global leader in logistics and shipping – one of the 21st Century's largest expected growth industries. Our airport ranks second in the US and sixth in the entire world for freight shipment. Not only do I envision using this asset to attract businesses that rely on convenient, expedient shipping, I also envision Louisville using this asset to leverage our Health Care

Sciences industry and become a leading center of personalized, time-sensitive drug design, production, and shipment.

 **Human Resources (HR) and Information Technology (IT).** As part of the 2005 round of the Base Realignment and Closure Act, the US Department of Defense is changing Fort Knox into a multi-functional installation that, in addition to other functions, will serve as the Army's hub for Human Resources (HR) and Information Technology (IT). It's predicted that by September 2011, population in the area will increase by over 5,500 military and civilian personnel and contractors, in addition to their families. This influx of HR and IT jobs will create a significant demand for people with specialized knowledge in these fields, drawing skilled workers out of Louisville and creating demand here. I envision Louisville gearing up its workforce in anticipation of these needs by working with our educational institutions to ensure the provision of and access to high quality job training and certification programs in these fields. Since these specialties are used in every major industry, the development of a workforce skilled in these fields will complement the development of other business sectors as well.

 **Green Industry.** I envision a Louisville that is at the epicenter of the Green Movement. The green economy is in its infancy and growing fast. It encompasses a range of goods and services that help provide environmental benefits such as reducing greenhouse gas emissions, removing hazardous substances from water and land, improving air quality, and increasing urban vegetation. Emerging, high-growth green sectors include energy efficiency and renewable energy, urban forestry, green product development and manufacturing, transportation, and environmental monitoring and remediation. In January 2009, Governor Beshear announced the creation of the Conn Center for Renewable Energy Research and Environmental Stewardship at the University of Louisville. A recent study by the Pew Charitable Trusts shows that the number of green jobs in the United States grew 9.1 percent between 1998 and 2007, about two and a half times faster than job growth in the economy as a whole. With this new Center as a focal point, Park Hill could become a base for green industry development, tapping into pioneering research to drive sustainable industry.

Ensuring High-Quality Education and Job Training

We cannot address our economic challenges without addressing education. Our city cannot attract employers, nor grow its own new businesses, unless there is an educated workforce for them to employ. It's very clear that, in this economy, what you earn is determined by what you learn: Data from the U.S. Bureau of Labor and Statistics showed that, in 2006 (the most recent figures available), adults with only a high school diploma earned on average \$595 per week, while those with an associate's degree earned \$721, and those with a bachelor's degree earned \$962.

Unfortunately, Louisville's high school graduation rate has averaged only 73 percent for the last five years – in other words, over one-in-four young people in Jefferson County Public Schools drop out without earning a diploma, and this rate is disproportionately high among boys and African-Americans. More than 40 percent of white adults – and over half of African-American adults – lack *any* post-secondary education. For those who *do* go to college, getting

a degree seems particularly difficult for students from Louisville: The city ranked fourth from the bottom amongst our peers in the percentage of white residents attending college who subsequently graduate, while ranking last in the percentage of African-Americans who do so. As a result, 30 percent of white adults hold a bachelor's degree or higher, but only 13 percent of African-Americans – the worst level among Louisville's 15 peer cities.

Tomorrow's Louisville puts a higher value on education, where there is a focus on cradle to the grave learning. Louisville must adopt an education culture in order to make the transition from being a manufacturing-based economy to a knowledge based economy; it's the only way our Louisville can thrive in the new economy.

Our schools don't operate in a vacuum. We all have a responsibility to ensure that our children and our families have the social, economic and health support they need to be successful. Children without a safe place to live or without enough food on the table don't come to school ready to learn. New partnerships can be developed to create realistic strategies for meeting these needs. For example, we can start to address homelessness by working with Habitat for Humanity or Youth Build to rehabilitate abandoned property across the city to create an affordable housing stock. We can work to provide the parents of homeless children the opportunity to get their education and get on their feet. And we can help prevent hunger and address inadequate nutrition by creating urban farms that will be run by young people or volunteers looking for opportunities to run a business.

I envision a Louisville where the community works together to ensure that primary school students learn basic skills, and all high school students graduate prepared to successfully enter the workforce or college. In this Louisville, working adults, stay-at-home parents, grandparents, and college students volunteer to read to grade school students and mentor high school students. In this Louisville, there is a community school atmosphere, where the assets of the public school system – such as libraries, computers, and gymnasiums – are available to the public after school hours. In this Louisville, adults have access to the remedial education, post-secondary education, and training they need to increase their earning potential and meet their career goals. And in this Louisville, there is a commitment to ensure families have the supports they need – whether social, economic, or medical – to be successful.

To give children the support they need to succeed, adults from across the city will be encouraged to serve as mentors. They will demand excellence from their mentees – regardless of where they live or their family situation – because they genuinely care about the child and his or her well-being.

In my Administration, the Mayor's Education Roundtable will set concrete goals to reduce the number of high school drop outs and increase the number of people with college degrees. We will work with the entire community to make sure that children receive the support they need to learn and thrive. Our schools will instill sound basics at an early age, and parents will be involved in their children's education. Everyone should leave high school with the skills they need for a good job or an even better job after attending community college or vocational/technical school or with the foundation to go to a four year college. Adults will have access to opportunities for training and lifelong education to make them more competitive in the workforce. We will solidify the educational pipeline and explore innovative strategies for linking our education system and our economy, so that the skills that students learn match with the workforce needs of our business. With a solid education and the opportunity for continued learning, our citizens can chart their own course – and our entire city and region will prosper.

Building a Vibrant Downtown

Everyone who lives in Jefferson County needs to care about Downtown Louisville – even if they never go there. Downtown Louisville is our region’s “living room” – it’s where most of the activity occurs, it’s where we entertain guests, and it’s what most people will remember from visiting us. In other words, a vibrant downtown is vital to our plans to bring high-wage, high-growth industries of the future to Jefferson County Metro. Downtown must be the “magnet” that draws people and businesses to the city from around the country and around the world.

For the metro area to thrive, a vibrant downtown is key: It not only houses local businesses and residents, but also can attract global firms, investors, and visitors. Downtown can and does provide services and amenities for the entire community. The core business district defines the entire region – economically and culturally – and drives the well-being of everyone in the metropolitan area.

A vibrant downtown is vital to our plans to bring the high-wage, high-growth industries of the future to Jefferson County Metro. If we’re going to create jobs in our neighborhoods, bring resources back into our school system, and make our city as livable as possible, we need a thriving downtown that is once again both a neighborhood *and* a job-generator. These efforts will benefit not just Louisville’s downtown neighborhoods, but our suburbs and all Kentuckiana: As downtown Louisville rises or falls, so ultimately will the economy and quality-of-life of our entire region.

My Downtown Strategy has three main components:

- ❖ **Revitalizing Downtown** to make it a place where both global and local businesses can thrive, and where young people and families alike can live.
- ❖ **Bringing People Downtown.** All those employers working downtown and all those visitors flooding its stores and museums, seeking treatment at its hospitals, and enjoying its sites and entertainment venues? They’ll need easy and convenient ways to get to and from downtown.
- ❖ **Attracting People to Downtown.** Once we invest in Downtown’s infrastructure so it’s a place where people can live and work and enjoy themselves, and we make it possible to get there and do all these things, we need to make sure people *want* to come because there’s something for everyone in the region – and, in fact, for people from across the country and even the globe.

Revitalizing Downtown

If we are to realize the potential of Louisville, we must commit to re-energizing downtown and invest in smart strategies to make it a dynamic destination where people want to live, work and visit. Downtown will make the first – and most powerful – impression on potential businesses and visitors. We have to work together to make our downtown a showcase for the Metro area.

We must focus and unite our efforts by using investments, incentives and regulatory policies to direct development into distinct districts and connecting corridors. Each district will be targeted toward an element critical to downtown success. These districts will include:

- ❖ **Entertainment District:** This district, built around 4th Street, will be a destination for both residents and visitors. Anchored by 4th Street Live!, this area will feature nightlife, shows and restaurants – everything for the perfect night on the town. Visitors and our families will enjoy a variety of activities with an upbeat and exciting atmosphere.
- ❖ **Shopping District:** Centered on East and West Main Street and Market Street, this district will be a center for retail, with major shopping centers and unique independent stores. This district will encompass the Iron Quarter and will encourage the growth of other retail ventures that promote economic activity.
- ❖ **SoBro:** This district, located south of Broadway, is the traditional link between historic Louisville and downtown. The unique atmosphere and architecture of this neighborhood will be preserved, promoting mixed-use developments and affordable family housing.
- ❖ **Art District:** Focused on East Market Street, the art district will provide the cultural opportunities and experiences that are key to a 21st century city. This area is already home to several museums and art galleries. We will build on that foundation to create the cultural heart of our city.
- ❖ **Sports District:** Slugger Field has been an economic engine for downtown, and we will continue to capitalize on that success with this district. Here, we will encourage the development of sports bars, restaurants, and themed-restaurants.
- ❖ **Waterfront:** Waterfront Park is an urban gem, its beauty and green space centrally located in the midst of our downtown. In this district, we will capitalize on the amenities offered by the park to encourage development along the waterfront, and to unite it with downtown and civic and cultural events.
- ❖ **Education Corridor:** Crisscrossing Broadway, this corridor comprises high schools, colleges, graduate and professional schools. It is a critical development district for Louisville because of its focus on educating our workforce, as well as the development it supports. Businesses can grow and thrive here because of the proximity of these educational resources and the opportunity for shared facilities and housing options.

Bringing People Downtown

Having a vibrant downtown is not enough if people struggle to get there. To take full advantage of all that downtown has to offer and to make the most of these development districts, we must create new and better ways to bring people to downtown. We will re-imagine transportation into downtown, creating options that are affordable, accessible and convenient. In so doing, we will also focus on making downtown more green and reducing our impact on the environment. We will create real mass transit options, improve pedestrian-friendly access, and encourage biking.

I envision a downtown that is easily accessible to workers and visitors alike via mass transit. While Louisville currently ranks third among 15 peer cities for the percentage of workers commuting to work by public transit, biking or walking, this only accounts for six percent of commuters. We can and will do better. We can't create a downtown destination or attract high-quality jobs if our roads are clogged and our workers are stuck in traffic. As mayor, I will work with TARC to expand mass transit into downtown by providing a variety of transit options – including light rail. We should take advantage of federal stimulus dollars that are available now to create mass transit infrastructure and work with TARC to expand mass transit downtown. We will invest in a mass transit system that works for all Louisvillians and support the growth and development of downtown. I also support the development of an intermodal transportation center that will help move people, goods and information through our city.

I want to make downtown more “green” – with more pedestrian-friendly access, more transit options, and more environmentally efficient buildings. All of these goals are closely related to the final component of downtown revitalization:

Attracting People to Downtown

I envision a downtown that's not just a destination, but a great place to live – for young people, families, the elderly, and people of all income levels. Using strategic policies, incentives, and public-private partnerships, we will encourage the development of a myriad of housing options downtown: mixed income developments, single- and multi- family homes, moderately priced apartments, employer-sponsored housing, supportive living facilities, and others.

We will make downtown a true neighborhood with diverse and affordable housing options. We will partner with employers to create incentives and policies that make it easier for their young professionals and middle class workers to purchase homes. New life will be brought to our neighborhoods when vacant office, commercial and industrial space is converted into in-demand residential units. Downtown neighborhoods will be attractive to young people and families alike – with new shops and restaurants accessible and with new transportation options to get around easily. We will also create a neighborhood atmosphere by making improvements to building exteriors and encouraging in-fill development in vacant lots. These neighborhoods will be comfortable and warm and have a special character. Downtown residents will chat with their neighbors as they read the Sunday paper and enjoy a cup of coffee from the corner coffee shop. They will enjoy all the amenities of our new vibrant downtown – right in their backyard.

To encourage the dynamic growth of these neighborhoods and the downtown development districts, I will push for the city to adopt policies and programs that encourage: the opening of new shops and restaurants; the conversion of vacant office, commercial and industrial space into residential units; the investment in façade and other improvements to building exteriors to make downtown more physically attractive; and the development of a sidewalk culture with more outdoor seating at cafes and restaurants.

To make downtown more pedestrian-friendly, I will invest in streetscape changes, including installing better lighting, fixing broken sidewalks, widening sidewalks, addressing traffic issues that impede pedestrian traffic, building pedestrian connections, and enhancing signage that directs pedestrians to local businesses and sites of interest.

Creating Safe, Healthy, and Vibrant Neighborhoods

I said above that downtown Louisville will serve as the “living room” or the “magnet” that draws people to the city. But once an individual or family chooses Louisville as their home, they need room for living, playing, eating – neighborhoods that have grocery stores, dry cleaners and restaurants. Neighborhoods where our families are safe and healthy. Neighborhoods where residents work together to solve problems. Neighborhoods where we all enjoy the opportunity to experience the American Dream.

As mayor, I will focus on building well-planned and livable communities that work for our citizens.

Reducing Crime

Keeping our citizens safe is one of the most important responsibilities of our government and a cornerstone to our neighborhoods. Now is the time to enhance the way we approach crime and public safety. We will put more police officers on the streets – but they will be partners, working in our communities and with our citizens to build relationships and change lives. We will arm our officers with technology to help prevent crime. We will implement a multi-pronged attack to keep the insidious effects of meth out of our neighborhoods. Abandoned and dilapidated buildings will find new life and inspire hope. We will promote safety, security and trust.

Housing and Neighborhood Development

High-quality, affordable housing must be available throughout the Metro area to meet the needs of our citizens and to realize our goals for economic development and downtown revitalization. We are on the right track. Louisville ranks second-best among 15 peer cities on one measure of housing affordability – the percentage of households paying less than 30%. But, we can do even better by expanding housing options and pursuing new strategies, like incorporating mixed-income housing into all new developments.

Financial Security

To create a true sense of community and to help our families achieve their dreams, encouraging and increasing home ownership is a top priority. Home ownership not only creates solid ties to a community, but is also an indicator of financial security and opportunity. Protecting our citizens’ financial security also means putting a stop to predatory lenders, which gouge those who can least afford it, and educating Louisvillians about dangerous lending practices.

Public Health and Wellness

Keeping our citizens healthy and fit improves our quality of life, creates savings in health care expenses and makes our workers more attractive to business. Through local health studies we know that 59.6 percent of Louisvillians are overweight or obese. More than 35 percent engage in no leisure time physical activity whatsoever. Encouraging good nutrition, health and wellness will yield rewards for our families and our city.

Green City Initiatives

Louisville's park system is already the envy of many cities around the country. Creating and nurturing green spaces is good not only for the environment but also for the soul. As a city, we will continue to value and improve our parks while also expanding into new spaces with initiatives like community gardens and urban farms. In addition, new policies will encourage energy efficient homes and businesses to put money back in the pockets of our people and our entrepreneurs and to reduce our impact on the environment. And, we will invest in making our schools and public buildings more environmentally friendly. Turning Louisville green is the right thing to do – to save money and to save our planet.

My Strategies for Moving Louisville Forward

There have been plenty of studies on what Louisville needs. Now is the time for action.

To begin building tomorrow's Louisville today we must utilize all the tools available to government. We need to be creative, innovative and focused. We must work together to create real solutions to the challenges we face by partnering with private businesses, non-profits, and universities. .

The challenges we face and the opportunities available to us are interrelated and inseparable. We cannot create good jobs without improving education. We cannot improve our neighborhoods and downtown without attracting new industry. We cannot build our economy and attract new businesses without a vibrant downtown and a good quality of life.

My comprehensive plan for Louisville revolves around nine complementary strategies that will create jobs and bring new industry, strengthen our schools, revitalize our downtown and support strong neighborhoods. These strategies utilize the tools available to Metro government – and they are equally applicable to all the goals I outlined above in my vision for a New Louisville: We can and must invest in attracting new businesses, improving our schools, building an even better downtown, and ensuring safe and wholesome neighborhoods. We can also, for instance, leverage private activity in all these areas and market our results. We can empower people to build businesses, earn more money through education, and work together to improve their neighborhoods.

I've outlined for you what I intend to achieve in all these areas – let me tell you how exactly what I will do with the Mayor's Office to achieve it.

Investing in Louisville's Future Today

The most direct action that metro government can take to affect the current condition of our city is to wisely invest the taxpayers' dollars in to projects and programs that keep Louisville moving forward. In these tough financial times, it is incumbent upon a Mayor to be frugal and efficient with the people's tax dollars and to look for other ways to achieve its goals before it spends any more taxpayer money – and that's why the bulk of my plan focuses on *other* things that Metro government can do to achieve the objectives I have outlined in this Plan. But, to some extent, building the future we want inevitably requires making smart investments in programs, policies and initiatives. As mayor, that's exactly what I'll do.

As mayor, I will invest the people's money wisely and carefully, focusing on projects and programs that help put people back to work while at the same time addresses our community's current and future needs. I will invest in programs that help improve the human capital we currently possess in Louisville and in infrastructure projects like light rail and converting our government buildings to more energy efficient, alternative energy sources. Investments like these allow for us to implement policies that have the greatest positive impact for Louisville and all of its citizens.

For instance, creating and retaining good-paying jobs for our citizens, attracting new industries and building an economy for the future must be among our very top concerns. Laying

the foundation of a new economy, an economy where Louisville is a leader, is critical to our success. By investing in a sophisticated incubator network we can nurture new businesses that will be competitive in today's global, knowledge-based economy. These incubators will provide all the support systems that new, creative businesses need to survive and thrive, including office space, lab facilities and seasoned advice. These mature incubators will help spur start-up businesses and small home-grown businesses, which generated around 70 percent of the net new jobs over the last decade. A robust incubator network will better leverage the innovation taking place in our universities and we can bring more venture capital dollars to Louisville. The businesses we grow and support through incubators will create the kinds of jobs our citizens need and deserve.

We also must ensure that our families have access to high quality child care and after-school care that further the educational process of our children. I will commit funds to a new Child Care Health and Safety Fund to provide grants and loans geared at helping child care programs improve their quality by offering more academic instruction and meet health and safety standards. This investment would be matched by similar investments made by foundations, corporations and other private partners. This program will also encourage more child care sites to become fully licensed by offering technical assistance to help them navigate the state's licensure maze.

We must make additional investments to ensure that every child can get the academic support he or she needs, both after school and during the summer. Partnering with other non-profit and community development corporations sponsored by various faith institutions can expand the reach of these programs so that more children are helped. We can also expand the summer job opportunities available for students. Summer jobs allow children to see firsthand the opportunities in the workforce and help them to see that they can succeed in a work environment. Summer job programs help students explore different career goals and build skills that will be critical to future success.

For example, as City Councilman, I teamed with the Meyzeek Middle School and the Presbyterian Community Center to create the Safe Summer Program, Fourth District Clean Team. Since 2006, this summer academic and employment program has provided youth ages 12 to 16 years old career and vocational training, life skills training, and the opportunity to provide community service through participation in a Neighborhood Clean Team or other volunteer activities. Making this program or others like it available to all Louisville youth is a cost-effective step the City can take to help put our students on a path toward success – and keep them there.

It's also essential that we make investments in our downtown. Such investments will make a difference far beyond the city streets, by attracting new businesses to our entire Metro area, encouraging tourism, and fueling energy and optimism. To promote the growth, development, and identity of our downtown development districts, we need to do more to highlight each district's unique character – allowing each district to celebrate its own special flavor, while at the same time complementing one another as distinct parts in the overall downtown. While some districts already have well-defined images (such as Theater Square, the Waterfront, and West Main Street), others are not well defined, and the lack of coordinated signage makes it difficult for people to find their destinations. To give each district a unique sense of space, we'll focus our efforts on upgrading existing parks and plazas to be more user-friendly environments; providing distinctive public art and amenities; improving the public landscaping and increasing the number of trees; and providing streetscape improvements such

as better signage, sidewalks, and store fronts to provide a more welcoming and pedestrian-friendly environment.

I also will make investments that create new character and a new image for our downtown. One of the most interesting ways to add vitality and creativity to a downtown is through public art. Existing public art collections such as the Finn birds and the bike racks series are great examples of interesting, sometimes whimsical, public art that adds visual interest and hopefully brings a smile when encountered. By promoting additional public art programs, the City can add to its sense of style and identity.

New life and vitality would also be sparked in downtown by cleaning up and redeveloping vacant property. That's why I'll create the City's first vacant properties coordinator to provide strategic and coordinated oversight on turning vacant property into productive use. The vacant properties coordinator will work closely with the police department, the city attorney, building inspectors, and others to facilitate the abatement and rehabilitation of vacant properties.

And we can help promote the image of Louisville as forward-looking and tech-savvy by expanding the current wireless-fidelity (Wi-Fi) available in Waterfront Park to create free coverage downtown.

A key component of creating a dynamic, energetic downtown – one that can attract residents, businesses and tourists – is improving our transportation options. According to the Texas Transportation Institute, Louisville's traffic congestion now ranks as the third-worst among mid-sized cities in the U.S. While we must address our traffic congestion issue head on, now is the time to look beyond our roadways and create mass transit that really works for Louisville. We should seek federal funding to build a north-south light rail corridor connecting the airport, U of L, and downtown. Neighborhoods would be connected to this central corridor by bus and trolley routes. Light rail could also be used to connect our city with the other key points in the state. I will seek funding from the state and the federal government to convert existing rails between Louisville and Fort Knox and Lexington into light rail.

With targeted investments, we can encourage and support a variety of transportation options that get people where they want to go and enrich our city. A livable city is one where everyone has a choice other than the car. I will invest in trolleys, buses, bike lanes, shuttles, and other transportation alternatives. I will continue expansion of Louisville's bikeway system with the goal of becoming a gold-level bicycle friendly community by 2015. And, as mayor, I will work with TARC to address the transportation needs of our older and disabled citizens who do have a declining ability to drive but lack easy access to public transportation.

Finally, investing in our neighborhoods – where our families live and our children grow – is important for all of us. I will start by making incentives similar to those for downtown development available to retail businesses that locate outside the Watterson or in underserved city neighborhoods. But I will do a lot more, as well.

Making sure that our streets are safe is a top priority for me. I will invest in new strategies, not just for fighting crime, but for preventing it – and I will invest in the facilities, equipment, and technology we need in order to make that work. I will fund a mobile substation for high crime areas, to get officers in the neighborhoods, meeting with residents and on the scene when police presence is needed. I will also seek federal and state funding for new technology to get police officers away from paperwork and onto the streets, while giving them the state-of-the-art tools to catch criminals.

For example, I will invest in computerized mapping to identify hot spots for drugs and crime and create solutions – like increased police deployment in the hot spots to partnerships with residents, faith-based organizations, and neighborhood organizations to physical cleanup and better lightings in the neighborhood. We must provide our police with the capability to conduct real time crime tracking, mapping, and analysis. This approach has revolutionized policing and driven down crime in many cities, starting in New York City, which reduced its overall crime rate by 70 percent over the past 15 years in large measure through the use of this data-driven crime-fighting approach.

While we focus on crime, we cannot lose sight of the social ills that can plague our neighborhoods. We must invest in policies and programs that attack homelessness, hunger and other problems facing our citizens. For example, we can start to address homelessness by rehabilitating abandoned property across the city by working with Habitat for Humanity or Youth Build to create an affordable housing stock while we work to give the parents of homeless children the opportunity to get their education as well. We can begin to address the lack of nutritious food that is found in certain parts of the city by creating urban farms that will be run by young people or others looking for opportunities to run a business. These farms will be environmentally friendly and lead to a healthier city.

To make our city healthier, more beautiful and more livable, we will invest in programs to make our city greener – for instance, better maintenance of our outstanding park network to make them more attractive and accessible, including additional lighting and restrooms, as well as trash pickup. I also will create a public-private initiative to plant 100,000 trees to beautify neighborhoods, improve air quality, and save energy. Many of the new trees would be planted by City departments on public property. Others will be planted throughout the City by individual volunteers, community groups, organizations, and businesses. Creating a community garden program and urban farms on vacant lots are investments that will also make our city greener and get our families eating healthier. In addition to developing vacant lots, my Administration also will encourage the development of small gardens on the rooftops of city buildings, parking garages, and other facilities. I also will involve all City agencies with the leadership of this effort, asking them to identify land or facilities suitable for such gardens or connect neighborhood residents and businesses with the community gardening effort.

A major focus of our green efforts will be investing in a green schools initiative. A green school, also known as a high performance school, is a community facility that is designed, built, renovated, operated, or reused in an ecological and resource-efficient manner, which may include weatherizing, utilizing geothermal or solar heat, or implementing other strategies to save energy. Green schools protect occupant health, provide a productive learning environment, connect students to the natural world, increase average daily attendance, reduce operating costs, improve teacher satisfaction and retention, and reduce overall impact to the environment. The Green Building Council says the average energy savings of a LEED (green building) certified school is \$100,000 per year. This initiative also links with our efforts to develop green industries because it creates a demand for the industries and professions associated with environmentally friendly buildings.

Using Smarter Zoning & Permitting to Build a Better Louisville

Effective government has to be about more than just spending money – especially in these tough economic times. Metro government has powerful tools in our toolbox to build the Louisville that we all want that go beyond our ability to invest. Most directly, these tools include Metro’s regulatory authority – specifically, the way we shape Jefferson County and our future through zoning and permitting. As mayor, I want to use these tools creatively to ensure the best balance of economic and job growth with quality of life.

Thus, as I will work to support the businesses and industries that will provide good jobs for our citizens, we need to be business-friendly in our zoning and permitting. We need to streamline our processes for licenses, fees, permits and paperwork to make it easier for businesses to get started. As mayor, I will create a “One-Start-Shop,” a single office and web portal where new businesses and those with new projects can tackle all their city paperwork in one place at one time. There, entrepreneurs will interact directly with the city staff that must approve their projects, without wasting time going from one department to another and without searching for hours online. This “One-Start-Shop” will work hand-in-hand with new efforts to move many of zoning and permitting processes online, including online application and tracking of licenses and permits as well as online payment of fees and taxes.

We also can use our permitting and zoning processes to encourage the kinds of development and growth that we want, growth that works for Louisville. For example, I will use zoning codes to encourage downtown development that preserves neighborhood character, promotes attractive buildings and creates more opportunities for retail. As mayor, I will use our zoning and permitting policies to promote smart growth development projects – including those that infill development, those with mixed-income housing and those that create multi-use properties in urban neighborhoods. Under our zoning regulations, we will give preferences for green buildings, rewarding developers for meeting LEED certification. By prioritizing the review and approval of these kinds of smart development, we can build a city that works for all of us.

If downtown is going to work for residents, for businesses, and for tourists, we must develop a comprehensive transportation strategy. As mayor, I will require all development projects to incorporate transportation impact assessments and planning to prevent greater traffic congestion. Those projects that will bring more cars to already jammed roads will be required to help find solutions, including providing funding for public transportation.

We also must develop a smart strategy to address our parking needs – without creating a painful parking crunch or requiring parking at every new building. Simply creating more parking is not the answer. We need *some* parking – but a different kind of parking than the open parking lots that dot our city now and break up downtown. As mayor, I will focus on converting these open ground parking lots into mixed-use developments and shift to parking lots that are multi-story or underground, located off main streets, and situated midblock, not on corners. We will work with developers to create more parking garages that can be built on top of or below office buildings or hotels.

Our zoning and permitting laws also provide the framework to create a comprehensive housing and neighborhood transformation plan and to shape our communities for the future. First and foremost, I will use these tools to tackle abandoned buildings and those that have fallen into disrepair. As mayor, I will start website that will supplement our current 311 reporting system to

help neighborhood residents and community leaders report abandoned buildings, excessive graffiti and needed repairs to street lights, roads and parks. We will collect data on foreclosures, abandoned buildings, buildings with open code violations and falling property values to create a neighborhood early warning system, focusing attention on neighborhoods on the brink of decline. Armed with that information, “blight busting teams,” made up of representatives from various city agencies, will identify problem spots, issue citations, and work together and with property owners to abate problems rapidly.

I will also work with state government to have laws passed that make it easier for the city to take control of abandoned or deteriorating properties and get them back on the right track. Once under control of the city’s land bank authority, metro government would either sell the property to a buyer who would rehabilitate it, build a new house on the land, demolish it and create green space, or sell the property to neighbors who would use the land as an expansion of their existing yard. We will explore new ways of working with the local courts to focus on foreclosure cases that involve abandoned properties and speed up the processing of those properties, so that they can begin the course of revitalization.

Leveraging Our Current Assets to Help Louisville Grow

Metro government cannot and should not always be the answer to our city’s problems. What it can do, especially in these tough times, is to leverage existing programs, resources and partnerships to bring private resources, energy, and funding to the job of creating desired outcomes. With limited new funding, I will make sure that we make the most of the opportunities and resources available and use them to our best advantage. I will direct our Metro government to leave no stone unturned in looking for new ways to leverage federal, state and private efforts to bring about the vision I’ve outlined for Jefferson County.

To create and attract new industries – and the jobs they bring with them – we must leverage all funding opportunities to provide seed money and venture capital. We already have loan programs to support the growth and expansion of small businesses. As mayor, I will expand those programs, making Louisville a leading city for small business lending and giving us a competitive edge. Kentucky was the first state to match federal funding provided for small businesses through Small Business Innovation Research and Small Business Technology Transfer Research grants. As mayor, I will build on this leadership and augment the match for companies located in Louisville. We will be the most attractive city in the country for high-tech companies pursuing and landing these innovation opportunities.

It is also critical that we leverage the research, innovation and creativity in our universities to create new home-grown businesses and jobs. Areas with a strong academic research and development center are considered ideal for business startups and recruitment of young, educated workers. A 2006 study by the ANGLE Technology Group found that we lacked high-risk and early-stage capital for start-ups, as well as serial entrepreneurs.

We also have advantages and resources that make our target industries – like green industry and logistics – a good fit for Louisville. I will leverage these qualities to make Jefferson County a leader in these targeted areas. For example, Louisville has an older housing stock that can be weatherized at little cost to the homeowner and show a quick return on the investment. We will take these qualities and use them to develop the energy conservation and building

weatherization segments of the green sector. Louisville is the perfect lab for much of the country – and the world – in terms of creating ways to save energy. As mayor, I will provide loans for home owners to weatherize their house that are repaid through lower electric bills, further bolstering the weatherization industry, as well as the carpenters and other skilled laborers who will be trained and certified to provide these services.

I will also leverage city buildings and facilities to encourage the development of the green industry in Louisville and to set an example for the private sector about conservation. As mayor, I will undertake energy audits of all city facilities and take steps to pursue certification as ENERGY STAR or Leadership in Energy and Environmental Design (LEED)-certified buildings. The investments made in energy efficiency will pay for themselves over time, and they will support the growth of green businesses.

But we can't stop there. Perhaps most importantly, I will leverage all the resources at our disposal – partnerships, private funds and facilities – to improve education for all our citizens throughout their lifetimes. Strengthening our education system is so critical to achieving all our goals for Louisville that we can leave no stone – and no opportunity – unturned. I will leverage the partnership between our schools and our businesses, which need well-educated workers, to create opportunities for our students. I will challenge the Mayor's Education Roundtable and JCPS to create a formal agreement with the business community establishing that our schools will work to achieve annual percentage increases in student retention, curriculum improvement, and testing in exchange for businesses pledging preferential hiring commitments for public school graduates. This strategy has been used in Boston for over a decade through the "Boston Compact," with significant success. In addition, I will forge a "pre-compact" that provides after-school jobs to at-risk kids to encourage them to stay in school.

As mayor, I will make the most of our public facilities to provide educational opportunities for citizens of all ages. I will expand the program that makes schools available to students and adults after school hours, providing access to computers, libraries and gyms. This community education program will open the resources to encourage learning by all ages and keep our children occupied between 3 p.m. and 6 p.m., when students often get into trouble.

We must also leverage funding sources, partnerships, and state and local programs to develop the vibrant downtown that we envision by promoting economic development, affordable, quality housing as well as well-maintained buildings and neighborhoods. To attract businesses to downtown, I will tap into already available funding sources. For example, we will use Kentucky's new venture capital and angel investing fund to provide access to loans for new businesses that want to locate in a downtown development district or corridor. I will expand METCO loans, which support entrepreneurial and small business endeavors. This loan program allows many public-private partnerships that strengthen the vitality and quality of life in downtown.

I will also utilize innovative partnerships and funding mechanisms to help more citizens buy their own homes downtown. As mayor, I will expand partnerships with non-profits and lenders to provide a range of financing opportunities to assist low and moderate income families buy homes. I will work with downtown employers to leverage private investment for employer-assisted housing. For example, as a Metro Councilman, I introduced a new initiative to allow employers in Louisville help their employees buy homes, while at the same time helping Metro Government build stronger neighborhoods throughout Jefferson County. The Everyday Heroes Workforce Housing Initiative helps employees in Metro Louisville who earn an income between 80% to 110% of the area median income buy a home with the assistance of their employer.

Under the initiative, an employer can assist an employee by offering money for a down payment, covering the cost of closing or offering credit counseling. I will expand this program and direct our economic development agencies to work with employers to consider offering home purchase assistance programs as a recruitment and retention tool.

We also can help the resources of young people go further in securing housing through assistance for first-time homebuyers, such as grants for settlement costs to first time homebuyers; these grants would be repayable only if the homeowner sells the home before a minimum period of years.

In addition, I will fully explore opportunities for organizations to provide lending and education programs that encourage homeownership. For example, AFL-CIO-affiliated union members in the Cincinnati metro area have benefited from homeownership education programs, reduced costs for things like property appraisals, credit reports, closing costs, and other home purchase costs, and access to lower interest mortgage programs through the AFL-CIO Housing Investment Trust.

To further the goals of homeownership downtown, we must take advantage of existing federal programs. For example, as mayor I will encourage more of our citizens to participate in HUD's Good Neighbor Next Door Initiative. This program, which operates in revitalization areas in Louisville Metro, allows law enforcement officers, teachers, firefighters, and emergency medical technicians a 50 percent discount on the list price of select HUD homes, provided the home buyer commits to living in the property for 36 months.

In addition, I will work with the state and private developers to take full advantage of the federal Low Income Housing Tax Credit (LIHTC) to provide quality, affordable housing. This program is an indirect federal subsidy used to finance the construction and rehabilitation of low-income affordable rental housing. The LIHTC gives investors a dollar-for-dollar reduction in their federal tax liability in exchange for providing financing to develop affordable rental housing. Investors' equity contribution subsidizes low-income housing development, thus allowing some units to rent at below-market rates. In return, investors receive tax credits paid in annual allotments, generally over 10 years. As of 2006, as much as 30 to 40 percent of all new multifamily construction has received a subsidy under the program, and accounts for nearly 90 percent of all affordable rental housing created in the U.S. today.

Finally, I will make sure that all these programs are easily accessible and used to their best effect by creating Neighborhood Home Ownership Centers that provide, in one physical location, all the services and training needed to shop for, purchase, rehabilitate, insure, and maintain a home. These centers will benefit a wide range of families, from current renters, to first-time home buyers, to homeowners in need of affordable financing for rehabilitation or repair.

In addition, we will leverage our relationships with utility companies, available financing and federal ENERGY STAR ratings to make our homes greener and more energy efficient. I will create a Louisville Home Energy Loan Program (Louisville HELP) to help Louisville homeowners borrow money at low interest rates to purchase energy efficient heating systems and to make other ENERGY STAR improvements to their homes that will conserve energy and reduce heating and cooling costs.

Incentivizing Future Growth in Louisville

Using the proverbial “carrot” to encourage the growth and change that we want may sound cliché, but it continues to be very effective. As mayor, I will use a variety of incentives to build the Louisville of tomorrow we want today.

For starters, as mayor I will actively pursue employers – large and small – in targeted fields using all available incentives, including loans and tax credits. The economic development landscape becomes more competitive each and every day, with states and localities vying to put together the winning package. To attract the industries and the employers that we want, I will be aggressive in pursuing new businesses, and I will use smart packages of incentives to compete to win.

For Louisville to be competitive in the 21st century, we also must use incentives to encourage our students to achieve and to improve our public schools. I will look to provide incentives to teachers who transfer to the schools where we need them the most – the schools with the lowest test scores, the highest poverty, and the least support. Through these incentives I will seek to encourage experienced teachers to go to the neighborhoods where students are most in need of quality teaching, real opportunity and hope. To motivate our students, I will fund a municipal scholarship program to ensure that every young person who is able to get into college can afford to go. This program will provide funding for tuition at a public college or technical college and will be a “last-dollar scholarship,” filling in the gaps between a student’s financial aid package and the real cost of college.

As we revitalize and re-energize our downtown, we will use a variety of tax credits, innovative programs and partnerships to fuel development and growth. For example, I authored legislation that expanded the Tax Assessment Moratorium for older buildings that are 25 years or older, which has provided incentives for repairing, rehabilitating, restoring or stabilizing qualifying residential and commercial buildings in the metro area. I will build on this success by creating a tax credit program for turning vacant manufacturing plants into affordable rental housing, transforming abandoned buildings into places of community. Using incentives, such as loans and tax agreements, investment and development will be directed into our downtown districts and corridors, especially infill development.

Finally, building strong communities requires creative strategies and incentives to reduce crime, clean up our neighborhoods and provide affordable housing. As mayor, I will implement incentives to encourage law enforcement officers to live in higher crime areas, helping to expand the police presence in these communities and making law enforcement a real part of the community. Operation Brightside is an example of a program already making a difference in our communities by organizing community clean-ups, litter prevention programs and education efforts. To unite our neighborhoods and beautify them, this public-private partnership will be expanded and supported.

In order to have strong neighborhoods, there must be quality housing that our citizens and our workers can afford, especially in new developments. We have seen great success with the Park DuValle revitalization, which created a mixed income community of more than 1,000 new homes, townhouses and apartments. To make that kind of success the norm in Louisville, I will link affordable housing to new development by requiring developers to include housing in their projects.

Marketing Louisville as a City Where Anything is Possible

Those of us who call Louisville home know that the region already has a lot going for it, but we need to let the rest of the world know. We need to tell our story through marketing and branding efforts, taking our pride and accomplishments and putting them on display – and that's something Metro government can do even more of.

Marketing is a powerful tool to attract the industries of the future to Jefferson County, a way to let CEOs, business owners and journalists know about all we have to offer. It is time we create a buzz about Louisville. We've started a campaign to brand Louisville as "Possibility City." I will refine that plan to promote Louisville nationally in our targeted industry areas. We need to make clear the possibilities that exist specifically in hospitality, life sciences, logistics, HR, IT and green industries. To further emphasize these target industries, I will spearhead efforts to hold national, attention-grabbing events that highlight our strengths. We already host well-known events – the Kentucky Derby and Thunder Over Louisville – that spotlight our leadership in hospitality and tourism. We need to build more interest for our lesser-known but uniquely valuable events, such as the International Festival and the annual "Idea Festival" that draws creative-class audiences to three days of presentations by innovative thinkers.

Similarly, we must make the most of our strengths to brand Louisville as an international city, based on our world-wide reach in shipping, the Muhammad Ali Center's growing role and reputation in international dispute resolution, and our large and vibrant international community. Our population includes approximately 80,000 internationals speaking over 65 different languages. As such, I will reopen Metro Louisville's Office for International Affairs, which has been closed due to budget cuts, to make Louisville a true international city. The office will provide translators and connect internationals with services such as housing, utilities, schools and jobs. As mayor I will also ensure that our public school teachers receive training on working with international families and providing access to programs to encourage learning across generations. We will create a welcoming environment for families from around the globe, encouraging business, especially from the logistics sector.

As downtown undergoes a revitalization, its public image needs a fresh, new look as well. As mayor I will market Louisville as a young, energetic and fun city. We will promote downtown as a great place for young professionals to live, focusing on places and events that would appeal to them – from outdoor activities to nightlife to music festivals. To get us on the right track, I will host a summit for young adults to develop a comprehensive strategy for making Louisville a city for young people. And, we will take the next step by helping young professionals who move to Louisville make the connections they need to feel right at home. Through this initiative, local employers, rental and real estate agents and others would create personalized "welcome packages" to direct young newcomers to the kinds of restaurants, theatres, nightlife, recreational and entertainment opportunities they would enjoy.

Just as we market Louisville to those outside Jefferson County, we will also use marketing to help our own citizens create the healthy, livable communities we desire. For example, the Mayor's Healthy Hometown Movement, which began in 2005, builds on social marketing and public/private partnerships to educate our citizens about healthy lifestyles and to encourage them to eat better and exercise more. This program has set worthwhile goals for our citizens, and I will expand it to further improve the health of Jefferson County. To focus on nutrition, I will increase efforts to link residents to local produce from our urban gardening project, including

free or reduced-fare bus routes to farmers' markets on market day; direct marketing to local restaurants; and working with restaurants to promote the consumption of local food.

And I will undertake a comprehensive marketing and education effort to encourage Louisvillians to embrace green principles and save money on their utility bills. I will partner with home improvement stores, utilities, and manufacturers and retailers of energy efficient appliances and products to sponsor energy efficiency fairs, public contests, and other efforts to spread information regarding the importance and benefits of energy efficiency. City agencies will include tips on energy efficiency in regular mailings, newsletters, websites, and other communications with the public and businesses. I will challenge businesses to meet or exceed efforts by City agencies and facilities to cut energy consumption and greenhouse gas emissions and publicly acknowledge and celebrate outstanding successes.

Marketing efforts to educate our citizens about their finances are smart business for our families and our communities. I will work with community non-profits to provide and publicize financial literacy programs to help residents learn how to save, budget and protect themselves from predatory lending. Programs will also focus on educating Louisvillians about homeownership, so that more have an opportunity to experience the American Dream.

Bringing People Together Through Networking Opportunities

Perhaps the lightest "touch" government can take in solving a problem is simply to bring people together to solve it for themselves. Our best resource is our people, the heart and soul of Louisville. Metro government can do more to move us forward by helping us to work together, connecting people and making the most of their talents. Together, we can do great things.

For instance, parent involvement is critical to realizing success in our schools. I will institute a "Parents Recruiting Parents" program to encourage parents to participate in their children's education and their schools. Developed in a Michigan school, this program assigns a small group of parents to play the role of recruiters responsible for contacting other parents about issues and concerns related to their children's education, and help strengthen school programs through greater participation by parent volunteers as a result.

Neighbors helping neighbors and working together to make a difference will make our communities stronger, safer and more connected. I will expand Neighborhood Watch programs to tap into our citizens and prevent crime. Included in these expanded efforts will be a partnership with neighborhood groups to pursue aggressively offenders with outstanding arrest warrants and an anonymous hotline for residents to provide tips on criminal activities. To further strengthen neighborhoods, I will create a neighbor-to-neighbor website that helps residents learn about local events, city services and resources and communicate with each other about them.

Networking is especially important for our international community, to help them establish roots and find the services they need. Building on LouisvilleInternationals.org, a social networking site that's also used by employers to find professionals in the international community, I will create networking opportunities – both online and in person – for the international community. Local colleges and universities will build connections within the international community and with prospective students in order to bring more international students to schools in Louisville.

And, our government and our businesses will forge lasting connections to help keep these international students living and working in Louisville.

Empowering Louisvillians Build a Better Tomorrow

Perhaps the greatest calling of government, and the reason that I am so passionate about public service, is to empower people to reach their full potential, lifting them up and giving them hope for a better tomorrow. We will provide our people, our families, and our communities with the tools to succeed.

Lifting up our communities begins with the next generation, giving our children the opportunity to grow up strong and safe, giving them the finest education possible so they can chart their own course. To give our children the best start in life, we will develop a Louisville Children's Report Card to track our progress in a number of indicators – from prenatal care to high school graduation rates – on a citywide and, where possible, neighborhood basis.

The first step in nurturing and empowering our children is to increase the childhood immunization rate, and we will implement a series of initiatives to further this goal – using mapping to target the areas of Louisville with the lowest immunization rates for more intense outreach, partnering with managed care organizations so that they promote timely immunization and establishing home visits to families in neighborhoods with the lowest rates.

To keep our children safe, we will dedicate ourselves to preventing child abuse and neglect. Government agencies will be directed to increase home visits; parent education and support will be strengthened; family centers will provide resources and activities. As mayor, I also commit to addressing homelessness and hunger among our children. Children who don't have safe places to live and enough to eat don't come to school ready to learn.

Providing access to quality care for our children is key to preparing them for school and creating a foundation for learning. A citywide child care and after-school program hotline and website will connect parents to high quality early child care opportunities, after-school programs, and other activities for children. In addition, we will expand community school and after-school programs to reach every child, providing positive activities that encourage educational achievement and prevent delinquency. As mayor, I will create school-based community centers to provide after-school and weekend activities for children, as well as services for their parents.

Once children are in school, we must ensure they are provided an education second to none. Improving our schools will lift up our children, their families, and, ultimately, our economy. Parents are so important to their children's academic success that we must focus on involving them in their children's education from the very start. As mayor, I will do everything possible to encourage more parental and adult participation in school functions – especially from our fathers. In addition to embodying the notion that it takes a village to raise a child, this serves as a constant reminder to students that parents and adults indeed are interested in their well-being and education. As part of this effort, I will create a Security Dads Program to get fathers patrolling hallways, offering tutoring help, and attending after-school events. Modeled after a successful program in Indianapolis, Security Dads will be trained on school policies and procedures and given special clothing to identify them. This program has increased adult participation in the schools and decreased behavioral problems among students.


In addition, our schools will promote events like “Light’s On After School” or “School’s In” night to encourage parents to meet their children at school to help with homework, visit with on-site tutors, and meet with teachers and staff. Tutoring or “refresher” instruction will also be available there for parents to help them keep up with their children’s subjects. Parents will be eligible to receive a computer for \$100 if they take classes on its use and do regular homework with kids.


To truly empower the next generation and prepare them for a bright future, we must keep more students in school, graduating from high school and attending college. The Mayor’s Education Roundtable will provide leadership on these fronts, as well as creative strategies. We will start to reach students in trouble – before it is too late. Schools will provide extra time and resources to low-performing students during the school day by adopting intensive assistance strategies, such as double class periods in English and math. And, I will encourage schools to look for alternative discipline strategies so that they rely less on suspensions and punitive discipline. Research shows that missing school due to suspensions is linked to higher dropout rates.

Keeping students engaged and interested in school, showing them the possibilities that come with education, will help keep them in school as well. Mentoring programs will provide students with emotional support, encourage them to be more involved in schooling, and help as they transition from school to work. Research has found that students with the highest risk of dropping out benefited the most from mentoring. Their grades improved and they were more likely to pursue postsecondary education. The most successful mentoring programs were highly structured, driven by the needs of the youth involved, and provided mentors with in-depth training. To show students the real-world and career applications of what they are learning in school, I will involve the business community in providing a “job shadow” program, in which high school students spend a day matched with an employee in a field that interests them, to see what a work day is really like in that field – and to learn what skills and training they will need to succeed.

Innovative strategies to make the senior year of high school more meaningful and relevant to students will keep them motivated. Increasingly, educators and public officials across the country are recognizing that the senior year of high school isn’t being used effectively – and is losing not only the time but the attention, and the educational interest, of too many young people. The National Council on Education and the Economy has, in fact, called for completely eliminating the last *two years* of high school and replacing them with either a more rigorous career track or straight entry into college-level courses. I will work with JCPS and JCTC to make the senior year a fuller and more advanced educational experience for all our young people, by:


- ❁ Extending the existing concept of dual enrollment and early-college high schools being created in states like Virginia, North Carolina, Texas and Utah, by turning most traditional high school seniors into fully-matriculated college or technical education students. By making it possible for more students to take college-level work while still in high school, the cost of a college degree – in both time and money – can be lowered, making college more affordable for more families.
- ❁ Replicating California’s program in which high school juniors participate in a voluntary assessment to determine their readiness for college courses. For those who are ready, they could bypass senior year and go straight to JCTC, where admission would be guaranteed without further admissions processes, placement tests, or remediation.


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 Allowing both college-bound and non-college bound students who do not pass the initial assessment to utilize their senior year in high school to address their areas of academic deficiency through richer pre-college content to help them prepare for and determine whether they truly are ready for the college experience. More high-achieving, goal-oriented young people who may not have thought of themselves as college bound for various reasons – especially the high cost – will be given both the incentive and the preparation to pursue a college career.


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 Providing non-college-bound students an improved pre-career year of transformed Career and Technical Education. Research has shown that students learn better when academic material is related to real-world experiences – and that preparation for their adult work experiences needs to start early. It is critical that curricula reflect career opportunities and workforce preparation at least by high school – for children that are both college-bound and those who will go directly into the workforce. We need to build upon our already excellent vocational workforce preparation with cutting-edge Career & Technical programs for those seeking jobs in the New Economy directly out of high school.

As we better equip students with the skills for success and as increase graduation rates, we must focus as well on motivating more students to attend college. In today’s competitive global economy, a college degree is a path to job opportunities and financial security. For the next generation – and for Louisville’s economy – increasing our college-going rates will set the stage for a strong future.

To achieve this goal, I will lead “Every 1 Goes to College,” which will build on the success of “Every 1 Reads,” our bold community-wide effort to have every child in Jefferson County Public Schools reading at or above grade level. Just like “Every 1 Reads”, this program will be fueled by volunteer support, especially from the corporate sector. Businesses will adopt schools, and business leaders will make regular visits, giving students someone who sets high expectations for them. Another important part of this program is increasing awareness of college and demystifying the application process. Students will receive information on financial aid and help applying, take trips to college campuses and hear directly from current college students. Funding will be provided to help with low-income students’ college prep costs, including costs of the SAT or ACT exam and application fees. As part of “Every 1 Goes to College,” we also will expand other successful programs, including:

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 GEAR UP Kentucky - a University of Louisville program that focuses on five priority areas: college awareness, rigorous curricula, increased access to college through scholarships, engagement of parents, and student support. GEAR UP Kentucky is located in three middle schools and three high schools in Jefferson County schools.

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 The Century Program – a University of Louisville program started in February 2007 to connect middle school students with the university by providing them mentors, making college a visible part of their lives and teaching them goal-setting, leadership skills and community responsibility.

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 Close the Deal – a program piloted by Mayor Abramson at Valley High School to encourage more students to apply to college. Hands-on efforts and persistence by counselors, teachers and administration at the school increased the number of seniors who applied to college from about 20 in the 2007-08 year to well over 100 in the 2008-09 year.

An important part of increasing our college-going rate is showing a personal interest in every high school senior continuing their education – and this is especially true of African-American youth in our city, who have abysmal college-going and completion rates. Personal interest has to start at the top. To demonstrate that this is our city's highest priority, as mayor, I will meet personally with *every student prior to their senior year in high school*, as former Atlanta mayor Shirley Franklin did, to encourage them to go to college.

Learning and education don't end with our youth, however. Especially given today's economy and the rapid pace of change, all our citizens must be committed to lifelong learning. Under Mayor Abramson, our "Comeback Initiative" has made it a priority to encourage more than 100,000 adults who did not complete post-secondary training to return and do so. I will launch several additional programs to fulfill this goal:

- ✦ I'll work with Kentuckiana Works, local companies, and local universities and colleges to design workforce development, certificate, and/or degree programs directed toward the targeted growth industries I've identified, such as health care, human relations management, IT, logistics, hospitality/tourism, and green industry. I will actively pursue opportunities for state and federal funds to create regional skills alliances, in which companies in the same industry and with similar needs join together with the local community and technical college to build a specialized training program.
- ✦ I'll work with Jefferson Community and Technical College and local businesses to expand customized job-training programs, especially in our target industries. For example, Norton Healthcare sponsors students on career paths they need with the agreement that they will work for Norton after graduation.
- ✦ I will work with companies interested in supporting their employees' pursuit of higher education, similarly to UPS' Metropolitan College. Through this program, UPS Louisville gives part-time employees free tuition at the University of Kentucky, Jefferson community College, or Kentucky Technical College.
- ✦ I will expand the Kentuckiana Works program for people who are close to finishing college degrees but have dropped out. This program helps them reach their goals by assisting with scheduling, transportation and funding.
- ✦ I will provide additional support for Youth Opportunities Unlimited (Y.O.U.), which provides career and education assistance for 16 to 21 year olds who are out of school. This program offers job-readiness training, job placement and post-secondary education entrance assistance, skills upgrades and ongoing career counseling and support.
- ✦ And I'll establish Regional Small Business Training Alliances to provide customized job training programs for emerging businesses. The economics of small businesses do not permit them to conduct their own training programs – but a consortium of small employers in industry clusters could jointly apply for training grants to fund industry specific training.

Empowering our citizens not only means educating the next generation but also offering a helping hand to those citizens who have made mistakes. Turning our backs on those who have landed in prisons is tantamount to creating a condemned under-class and spells trouble for our economy and our communities. To reduce crime recidivism, I will develop a comprehensive strategy to support returning offenders, including more effective parole and probation programs, job-skills training programs, incentives for employers to hire former offenders, pre-release preparation classes and counseling, and access to drug treatment and mental health counseling. For example, the Prison Action Committee (PAC) in Chicago provides assistance in four key areas: promoting mental health, encouraging education and vocational training, supporting job creation and business ventures and creating low-income housing.

And, we must empower our people to make their own neighborhoods and families stronger, giving them the tools to make a difference. We will offer neighborhoods community planning to focus and target development based on the specific markets or cultures of the neighborhood. Our communities and our families' finances will be strengthened by campaigns like "Don't Borrow Trouble," a partnership with community groups and law enforcement to prevent homebuyers and homeowners from unscrupulous lending practices and fraud that strip them of their homes and contribute to urban blight. In general, we will encourage greater financial literacy by promoting saving, teaching people how to run a business, and helping kids learn basic financial skills. For example, Louisville Saves is helping individuals and our families to save and build wealth through information, advice and encouragement.

Enforcing Our Laws for a Safer, More Livable Louisville

Enforcing our laws is critical to building our neighborhoods, our economy and our future. We know that we need strategies that not only solve crimes, but that prevent them. We know we need new and creative ways of attacking the problems facing our communities. Now, we must come together to act.

As mayor, I will change the way that we think about law enforcement and crime prevention by promoting community policing and partnerships with police. Law enforcement officers will be visible and connected to our communities; they will form partnerships with neighborhood associations, community organizations, non-profits and schools. Citizens know best where crime occurs and who is committing it, and often they know how to prevent it. Our law enforcement will continuously harness the knowledge and energy of other citizens, promoting Block Watch and Neighborhood Watch efforts, in which neighbors, working together, serve as each other's eyes and ears. Trained citizens will become an extension of our law enforcement agencies through programs like Citizens on Patrol. We will supplement police officers with civilian officers who don't require full police training, a badge, or a weapon. Although these civilians will not have arrest powers, they will handle administrative matters and traffic duties, getting police officers away from paperwork and back on the street.

An important part of our new outlook on crime prevention will involve deploying all city resources to eliminate disorder. This "Broken Windows" strategy focuses on reducing seemingly minor quality of life concerns, such as noise violations, graffiti, litter, and building code violations. The idea behind this strategy is that these signs of neighborhood disorder encourage crime to flourish in those areas and reduce citizen willingness to stand up for public safety. Police and neighborhood organizations will band together to refuse to allow crime and disorder to take root in neighborhoods. Key targets of our broken windows effort will be:

- ✦ Maximizing citation authority among all city employees for quality of life crimes and violations.
- ✦ Having zero tolerance for and rapidly responding to problem properties.
- ✦ Working with landlords to improve the safety of rental housing—and to hold those entities accountable when rental housing locations are not safe or are blighting a neighborhood.
- ✦ Strategically taking back major streets and business districts from blight and disorder.
- ✦ Tackling graffiti, litter, and illegal dumping through enforcement and prevention.
- ✦ Repairing broken street lights and potholes, towing abandoned vehicles, and providing other City-administered services in a rapid and responsive manner.

In addition, I will implement creative strategies to attack the drug problem that has taken root in our neighborhoods. Getting meth out of our communities will require a multi-pronged approach that targets production, sale and abuse. I will continue comprehensive programs like the Methamphetamine Awareness Program of the Louisville Metro Police Department, which educates the community on the meth problem, the dangers associated with the production of the drug and the drug itself, what the production and sale of meth does to our communities, how meth is actually produced, and how residents and communities can identify and stop meth activities in their neighborhoods. Law enforcement officers will educate merchants so that they are aware of the ingredients and materials meth producers rely on and can alert authorities to any suspicious purchases. We will continue and increase information sharing, problem-solving and coordination both within Louisville agencies and with federal and state law enforcement and across local jurisdictions in the region. Working with the courts, I will establish specific meth-related sanctions and responses, including higher bonds for meth lab operators after their arrests, drug testing, and diversion into treatment for users. And, we will make sure that law enforcement is trained on the newest methods of combating the problem, including ways to identify, seize, and clean up meth labs.

Funding Louisville’s Investment in Its Future

The vast bulk of the efforts that I have described in this plan do not involve spending significant amounts of money: We can, instead, incentivize and leverage private action, empower people to solve problems themselves, help citizens to network, market better what we have to offer, utilize regulatory and law enforcement powers to bring about better results – that, in fact, is the point of the wide range of tools I’ve discussed in this plan. We can *do* a lot without *spending* a lot. But, inevitably, we must spend money on *some* things – especially on making the investments I’ve highlighted that will pay dividends for our city in the future.

I’ve called for some important and innovative investments – and we’ll have to find the money to make those investments. But I’m confident that we can do so *without* raising taxes on Jefferson County citizens. There are many existing sources of funds that we can redirect or simply spend better. And there are revenue sources we can better tap that won’t raise taxes on our own citizens and businesses. These are some of the ways that I think we can afford to take the steps I’ve outlined to build our future today:

First of all, we can make sure that all the spending we’re undertaking already is necessary and as efficient as possible. I will undertake a citywide, comprehensive efficiency review to identify

ways we can make city government more efficient and productive, saving money without cutting needed services. In West Virginia, a similar review saved \$3 million a year simply from properly calibrating snow ploughs to deposit the correct amount of road salt. There certainly are plenty of places where we can tighten the City's belt without hurting quality – and, in fact, perhaps actually improving it – such as those found by State Auditor Crit Luallen when she reviewed our housing programs. Similar comprehensive reviews have produced savings of anywhere between 2 percent and 6 percent of a government's operating budget – in Louisville, a conservative 2 percent would save roughly \$16 million a year.

We also need to re-examine and renegotiate the funding arrangements for indigent health care in Louisville, especially the use of the funds the city provides the University Hospital under the Quality and Charity Care Trust Fund (QCCT) agreement. Better use of the City's funding to support indigent care – such as increased disease-management, wellness promotion and preventive care to further reduce over-all health system costs, shifting more services to neighborhood-based outpatient clinics, examining the provision of insurance coverage directly to uncovered families instead of encouraging further utilization of the current uncompensated-care system, and assisting University Hospital to expand into additional profitable health markets – could help save Metro government as much as an additional \$9 million a year.

Similarly, our development and use of green and energy-saving technologies will save us money on utility costs and help fund park improvements, afterschool programming or additional personnel in the classroom during the school day – and many other of my proposed efforts at the public facilities and institutions where we install them.

Once we've made city operations as efficient as possible, we should look for additional sources of revenue that don't involve making our taxpayers pay more. As mayor, I will take every step possible to pursue all national and state funding to ensure that all our children and families have access to the highest quality after-school programs, whether in schools, community centers, playgrounds, or other neighborhood locations. There are numerous programs, both discretionary and formula-driven – such as 21st Century Community Learning Centers and Safe and Drug Free Schools monies – that we could be applying for and receiving. A city our size could, by some estimates, obtain perhaps an additional \$2 million in federal funds for social services – and another \$20 million per year for our schools through Medicaid reimbursements – if we undertook a comprehensive federal revenue maximization effort. By pledging future CDBG funds as collateral, we could also pursue Section 108 loans from the federal government, which would provide a source of loan financing for economic development, housing rehabilitation, public facilities rehab, construction or installation to benefit low- to moderate-income families, or to aid in the prevention of slums. Further reallocating existing CDBG monies would allow us to spend these dollars on the higher-priority goals I have outlined in this plan. And the federal government is making historic levels of funding available for long-term infrastructure improvements – especially those that will reduce energy consumption, such as New Start funds for the construction of new or expanding fixed guideway systems, like our proposed light rail. I will make sure we take maximum advantage of all these federal funding sources.

I will also establish a Mayor's Grants Office to pursue not just federal but also private grants from foundations and other donors. For example, we know that the Gates Foundation is interested in early college preparation, and the Broad Foundation is funding local school reform efforts across the country. We should be making Louisville a showcase for such efforts with the plans I've outlined. Governors in Illinois and Maryland established offices specifically to maximize pursuit of federal and private grants and dramatically increased the funding their states received – we ought to be trying the same thing at the municipal level.

Many of the programs I've proposed in this plan in fact depend upon non-taxpayer funds in their very conception. For instance, I've proposed that Metro Government work with major employers to pool funds for employer-assisted housing assistance programs. Much of this agenda involves catalyzing business, faith organization, non-profit, and even individual efforts, and won't cost taxpayers anything.

Where we do need to raise county funds, we can ask users rather than taxpayers to pay their fair share – especially in the criminal justice area, where violators and offenders ought to be contributing to defray public costs. For instance, we can garner significant revenues from more actively enforce parking meters, installing red-light cameras both to increase public safety and to generate revenue, and raising the housing fee charged to prisoners held overnight in the county jail.

We also should look at leasing metro-owned garages. Any such effort must fit with our overall economic development plans – but with nearly 10,000 existing parking spaces, our existing municipal parking operations could be leased for as much as \$100 million, which could be used right now to start revitalizing the city.

In sum, there is a great deal we can do to fund the efforts we need *without* raising taxes on the law-abiding citizens of Jefferson County. I believe that we can be ambitious *and* fiscally responsible – and as mayor, that's what I intend to be.