

REINVENTING GOVERNMENT
Wednesday, November 9, 2005 • 8:30 a.m.

After the successful referendum to merge Louisville and Jefferson County governments was approved in 2000, the big question was, 'OK, what do we do *now*?' To provide information and inspiration to shapers of the new government, the Community Foundation of Louisville for the first time organized in 2001 a consortium of local and national foundations to create The Greater Louisville Project, with the mission to 'make merger make a difference.' They sponsored two major initiatives in 2001-2002 that provided research and support for the new government and helped raise citizen interest.

- The Greater Louisville Project commissioned *Beyond Merger: A Competitive Vision for the Regional City of Louisville*, published in 2002 by The Brookings Institution Center on Metropolitan Policy.
- It also conducted 'best practice' research and workshops focused on key issues related to the merger and creation of a new government, for civic, business, and government leaders. *Lessons from the Best-Run Cities in America* was published as a report on this work.

Ted Gaebler, author of *Reinventing Government*, challenged participants during one seminar not to accept a souped-up version of the old governments, but to explore new alternatives. "Thomas Edison didn't set out to improve the candle," Gaebler said. "He wanted an alternative light source." Metro Mayor Jerry Abramson took up this challenge when he launched the new government in January, 2003, pledging to reinvent the way local government was structured and operated, and how it measured results.

In 2003, led by the James Graham Brown Foundation and joined by corporate donors, the foundations that support The Greater Louisville Project formed the Strategic Development Fund, which has provided management and financial consultants, strategic planning assistance, and training during the first three years of the new Metro government. Panelists will discuss the results of this activity and its effectiveness to date in helping reform local government in Louisville Metro.

Panelists

Carolyn Gatz is an independent consultant who serves as the director of The Greater Louisville Project, a consortium of philanthropic foundations that came together to provide research and development support for Louisville Metro's new government in its early stages. Her firm, Gatz & Associates, is dedicated to helping leaders find their way through strategic thought and development. Carolyn also serves as a contractor for the Casey Foundation and a member of its Making Connections Louisville Site Team. She helps implement a Casey Foundation/Metro Government partnership focused on working to bring about a broad revitalization of four inner-city neighborhoods east and west of downtown Louisville, where the Casey Foundation is currently investing approximately \$1 million per year.

Ms. Gatz comes to her work through a career that combines the skills of an award-winning reporter and editorial writer at The Courier-Journal and Louisville Times, with a Masters Degree in Public Policy from the John F. Kennedy School of Government at Harvard University. She also served as a special assistant to Jerry Abramson when he served as Mayor of the City of Louisville.

Gerald E. (Jerry) Newfarmer is President and CEO of Management Partners, Inc., which he founded in 1994 to help government leaders improve how their organizations work. The firm has counseled with mayors and city and county managers throughout North America. Management Partners has consulted with Louisville Metro Government since 2003, producing operating reviews of Metro Cabinets and departments, development performance measures, helping develop strategic plans in departments, and providing training for a performance management system.

Jerry has more than 35 years management experience in government. After serving for 10 years in San Jose, CA, city government, concluding as Assistant City Manager, he went on to serve as City Manager for Fresno, San Jose, and Cincinnati. He also served as leader of the State and Local Government Team in the National Performance Review, an examination of the operations and management of the Government of the United States. He has been a national leader in local government performance measurement, and was instrumental in establishing ICMA's Center for Performance Measurement. In addition to his public service, Jerry served as President of the San Francisco Chamber of Commerce, a position he held during the Loma Prieta Earthquake.

W. Kevin Thompson joined Public Financial Management (PFM) in 2002. As consultants to Louisville Metro Government since 2003, PFM created new financial, investment, and debt-management policies; established new asset-liability management policies; and established new procedures for debt management, investment management, fund balance maintenance, and capital planning.

Prior to joining PFM, Kevin was part of Ernst & Young's Structured Finance Group where he advised clients on the structure of asset-backed transactions, operational procedures surrounding issuance and administration of securities, and valuation of subordinated bonds and retained interests. Since joining PFM, Kevin's services to primarily larger municipalities have included debt structuring, asset-liability matching, fixed-variable rate debt management, capacity analysis and policy and procedure development. He also has assisted clients in developing strategic plans, presenting new credits to the market, and analyzing and quantifying change to business and/or operation models.

Larry Hayes serves as both Deputy Mayor and Secretary of the Finance and Administration Cabinet for Louisville Metro Government. As Deputy Mayor, he coordinates the work of Metro Cabinets. As Cabinet Secretary, he oversees the Departments of Finance and Budget, Information Technology, Human Resources, and a new General Services Administration that has responsibility for purchasing, fleet, facilities management and project management.

Larry came to Metro Government in January, 2003, from Midwest Construction, Inc., a firm he owned in Lexington, KY. He also has owned partial interests in a warehousing and distribution business in Elizabethtown, KY. He has held various positions with the Commonwealth of Kentucky, serving as Secretary of the Governor's Executive Cabinet, State Budget Director, and Executive Assistant to the Kentucky State Senate President. He was the first president of what is now Greater Louisville, Inc., and also served as Executive Director of the Lincoln Trail Area Development District in Elizabethtown.