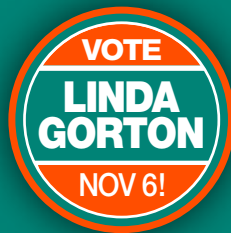


“One of the most diligent, honest and committed members of the Urban County Council is Linda Gorton.”

- Herald-Leader, October 2004

“Gorton was involved in almost every major advance made by Lexington’s government in the 21st century.”

- Herald-Leader, May 2018



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Linda
GORTON
MAYOR

My Fellow Lexingtonians,

Let me start this letter by thanking you. When I first ran for city council back in 1998, I knew exactly why I wanted to run -- because I love working with people. Your confidence in me has allowed me to do just that by serving my beloved community and its people for nearly two decades. That means the world to me, and I can't thank you enough.

For those who do not know me, I have been a resident of Lexington most of my adult life and have served the public at every opportunity. From volunteering for school committees and the Boy Scouts to serving on the Emergency Medical Advisory Board and Lexington Convention Center Board, I have followed my passion of working to make Lexington a stronger, safer city. Along with my husband Charlie, who served in the US Army for nearly 40 years, we raised our two children here until they heard their call to serve. I want to make sure every Lexingtonian who desires to has the chance to give their families the opportunities Lexington provided ours.

In my 16 years on the council and my four years as vice mayor, I have been guided by basic principles instilled in me since my time as a Department of the Army civilian nurse. I have always treated everyone in our community with dignity and respect, and have made a point to listen to my constituents before making decisions that will undoubtedly affect their lives, and the lives of their families.

To succeed as an effective leader in city government, I have found that one must be willing to do the hard work of broadening their knowledge across all areas and empower competent managers who can be trusted. As vice mayor, I shared many responsibilities with the mayor and dealt with issues such as economic development, public safety, stormwater management, and much more. I believe that when I am elected mayor, that broad experience will serve our city well as Lexington prepares to take its next big step.

Here in Lexington, we are on the cusp of making this city even more special. We can be the technological hub of our region. We can attract -- and retain -- some of the most talented young professionals in the country. We can serve as a regional leader by extending Lexington's goodwill to surrounding communities.

In this booklet, you'll read my vision for Lexington on a myriad of the most important issues. Together, we will do wonderful things for our city.

Dream BIG, Lexington!



Linda

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LEXINGTON'S LEAP INTO TOMORROW'S ECONOMY

The prospects for Lexington's already healthy economy are boundless, offering us unparalleled opportunity. My job, should I be fortunate enough to win your support, would be to ensure that all of our citizens benefit from the fruits of our leap into tomorrow's economy. This is about putting people first and growing our economy by leveraging what's already great about Lexington. It's about harnessing opportunity.

It's about growing our economic base by attracting and retaining top talent; providing education and training opportunities; and recruiting and growing businesses that align with what Lexington has to offer.

Lexington is poised to become the largest gigabit city in the country. Preparation for the high-tech jobs that will follow is imperative. Further, we can expect an increased need for high-paying support jobs that will be created – for electricians, plumbers and other skilled workers.

This people-driven focus emphasizes training and education for all the jobs in demand.

My administration will work with business to create employment and hands-on learning opportunities for students and seniors; support great existing initiatives like the Next Generation Learning Programs, COACH Fellowships, and Homebuilders Institute; and develop innovative, individualized and future-focused opportunities for our youth and anyone wanting to change paths.

**THIS IS ABOUT
PUTTING PEOPLE FIRST
AND GROWING
OUR ECONOMY**



Take a look at some of my initiatives.

21st Century Skills Initiative. This plan will enhance the current workforce development office by increasing programming to meet localized needs. It is a community-based approach tailoring initiatives to reflect specific demographic data. For example, is an area underserved? What are its workforce strengths, its economic makeup, age distribution, education, at-risk youth population, or disruptions to a local job market? This skills initiative can also be utilized in our detention center.

Bluegrass Workforce Investment Network. Working in tandem with the skills initiative, the network will focus on leveraging Lexington's leadership role across the region, bringing the strengths of our surrounding counties to the table. It will work to harness partnerships for high-growth, high-need jobs.

Strategic Economic Development Plan that Embraces Innovation. We must develop a master plan that includes development of Coldstream Park. This is a once-in-a-lifetime opportunity to meticulously guide development that leverages all of Lexington's greatest assets -- an educated and motivated workforce, higher education, and the agriculture and biotech industries. Great cities are deliberate about how they grow. We have an opportunity to make this a signature component of our future. Other features of our master plan:

- Create environment to be a hub for high-tech, innovation in agriculture and human and animal sciences.
- Maintain and improve infrastructure to support 21st century economy, such as reliable high-speed internet access.
- Remove outdated regulations and unnecessary barriers to business creation and innovation, while maintaining transparency.

Growing Main Street. Small businesses and entrepreneurs are our community's backbone and major engines for growth, so we must create an environment in which they can thrive. An inclusive climate for entrepreneurs provides training and support to help them open,

**SMALL BUSINESSES
AND ENTREPRENEURS
ARE OUR COMMUNITY'S
BACKBONE**

develop and grow local businesses. I will do this by removing unnecessary obstacles, making it easier to access resources to expand existing businesses, and expediting permitting and approval processes.

Promoting our unique brand. We are a thriving, vibrant city surrounded by breathtaking, bluegrass pastures and productive farms. It's what sustains our economic health and quality of life. Protecting our exceptional assets as we plan carefully for sustainable growth is essential. Sustainable growth means intentional growth.



SHAPING A SAFE CITY

The foundation of all government is to provide a safe, healthy environment in which the citizens it represents can thrive. I take that as my first and most important mission. Some property and violent crimes have increased and we must act quickly and firmly to reverse this trend. That will happen in large part when we successfully tackle the opioid crisis that haunts our neighborhoods and families.

Lexington has never had a comprehensive community response to address the opioid crisis, the perpetrators of it and the addiction that feeds it. Under my leadership, we will bring the best resources of our community and the best practices around the nation to tackle the opioid crisis.

**WE WILL BRING THE
BEST RESOURCES OF OUR
COMMUNITY AND THE
BEST PRACTICES AROUND
THE NATION TO TACKLE
THE OPIOID CRISIS**

My Comprehensive Plan to fight the Opioid Crisis and protect our community

- Address the opioid crisis with a city-led multidisciplinary policy deploying the best experts in law enforcement, health care, insurance, social support systems, rehab, drug courts, youth intervention, faith-based and job re-entry programs. Oversight appointee will report directly to mayor.
- Stop addiction before it starts by addressing those at risk. Addiction thrives in isolation. We must bring this crisis out of the shadows, focusing on education and help to families who feel shame and discouragement. Empathy, and understanding addiction as disease, are key.
- Consider how best to expand distribution of naloxone to include social workers, emergency shelters, and optimize the use of our federal grant.

- Ease the burden on law enforcement by focusing on what it does best: Target dealers, traffickers, and violent offenders. Coordinate with state and federal agencies to identify growing trends on the horizon.
- Leverage world class research and treatment plans developed at UK.
- Support needle exchange programs to reduce spread of HIV and Hep C and provide an entry point to recovery.

My plan to tackle Gun Violence and other safety issues

- Address gun violence by expanding education programs, promoting gun safety in the home, expanding gun amnesty programs, partnering with safety organizations to leverage their expertise, engage private enterprise to partner in innovative approaches and relook at the city's previous gun-lock distribution program.
- Address violent crime in our streets, looking to programs like New York City's Cure Violence that utilizes the help of former felons to find solutions.
- Expand the great work of One Lexington, broadening its function to make all neighborhoods safer. In collaboration with our schools, it will promote at-risk youth mentoring programs and address all aspects of children's safety, in school and out.
- Promote jail-to-work initiatives to ensure our released inmates have an opportunity to reintegrate into society after paying their debts. That means expanding options for training those incarcerated, strengthening employer networking, and including such initiatives in our workforce development planning.
- Direct public safety commissioner and chiefs to make sure community policing is standard practice and ensure diversity in hiring is a top priority.
- Involve hospitals and other community groups to develop anti-violence networks to leverage their expertise in making sure we emphasize crime prevention and rehabilitation.
- Strengthen regional partnerships to proactively block new trends in organized crime and drug trafficking.

PLANNING FOR SUSTAINABLE GROWTH

Lexington has a long history of innovative land use. In 1958, we were the first community in the nation to create an urban growth boundary. The Urban Services Boundary ensures balanced growth that helps us avoid the negative consequence of urban sprawl by prioritizing infill and redevelopment first and enables our signature agricultural industries to thrive.

The recently adopted goals of the 2018 Comprehensive Plan recommend no expansion of the Urban Services Boundary. This goal was based on more research, data, and public input than any previous comprehensive plan and I support it. That means ensuring efficient and strategic use of the land inside the Urban Services Boundary.

The rural beauty and productivity that sets us apart – agriculture and agribusiness -- supports 1 in 12 jobs that generates \$2.3 billion annually and drives a burgeoning travel and tourism industry. The prime soil that comprises nearly 90 percent of our rural area is our most precious natural resource and must be carefully managed.

**AGRICULTURE AND
AGRIBUSINESS
SUPPORTS
1 IN 12 JOBS**

We're charged with creating a new process by which to consider expansion of the Urban Services Boundary, a process that must be grounded in reliable data. I will bring my experience and leadership skills to guide creation of an objective, systematized process keeping the important balance that defines our community.

My plan to maintain our unique urban/rural balance will:

- Promote and grow our agricultural industries, creating the environment for Lexington to become a hub of high-tech agricultural innovation to support our next generation of farmers.
- Promote agritourism, building on current momentum and promoting opportunities for visitors and locals to experience our rural area.
- Fund public infrastructure. To create an even more vibrant city, we must make it easier for developers to complete quality infill and redevelopment projects. The Public Infrastructure Program was created to help defray the costs of providing public infrastructure like sanitary sewer, sidewalks, and roadways on qualified development projects. It's time to get this program off the ground.
- Support our Rural Land Management Plan and its major component, the Purchase of Development Rights program, with a goal of preserving 50,000 acres of our best agricultural land for agricultural use. Careful management of this finite resource is imperative, along with ensuring efficiency and transparency of the PDR program.
- Preserve our history-rich rural hamlets, ensuring these treasures to thrive.
- Continue strong oversight of the EPA consent decree mandating remediation of our sewer system, an order estimated to cost Lexingtonians nearly \$600 million by 2026.

**CREATING THE ENVIRONMENT
FOR LEXINGTON TO BECOME
A HUB OF HIGH-TECH
AGRICULTURAL INNOVATION**



EDUCATION: OUR DOORWAY TO THE FUTURE

We must strengthen the official line of communication to make sure the city works hand-in-hand with our schools to put the safety of our children first; align city resources to support at-risk, transient, and ESL students, among others; and be a key partner in supporting and growing innovative ways to learn and acquaint students with meaningful careers.

Education at every level is crucial to our success as a city and to the welfare and happiness of our citizens – from preschool to high school to business or technical school to public or private university. Our focus in the 21st Century is on life-long learning, with developments in technology and other industries prompting new career paths, even for older workers. While public education is not directly under the purview of the mayor, our school system is among our largest employers. It impacts every child in the city, has a direct effect on our future and offers a visible symbol of our values.

As the highest-ranking city official, the mayor is given a platform from which to voice support for our teachers, public education and public employees. I have been a strong supporter of public education since the days my now-adult children began school. As a member of council, I initiated a city-school communication and support network.

**AS A MEMBER OF
COUNCIL, I INITIATED
A CITY-SCHOOL
COMMUNICATION AND
SUPPORT NETWORK**



As mayor, I will:

- Be a strong advocate for our teachers and public employees at the state level.
- Work arm-in-arm with our schools to assure the safety of all children, in and out of school, reflecting my top priority.
- Appoint a liaison dedicated to working with our schools to assess disparities across communities and identify barriers in our children's environments that are impacting their success in school.
- Collaborate to create school-to-jobs tracks for students.
- Support and strengthen existing innovative programs and look nationwide at programs that better prepare our students for the workforce of tomorrow.
- Develop a plan to leverage gigabit infrastructure access to help lower income students.



HIGHER EDUCATION: TAPPING DYNAMIC IDEAS; FOSTERING GIFTED MINDS

Higher education professionals are some of our most engaged and insightful citizens. We look to their input as we generate plans for job creation and growth. Our institutions have piloted and led the way toward solutions for many problems similar to those the city faces today. Lexington should be the proving ground for many of the breakthroughs born on our campuses.

**LEXINGTON SHOULD BE
THE PROVING GROUND
FOR MANY OF THE
BREAKTHROUGHS BORN
ON OUR CAMPUSES**

Collaboration and a sense of connectivity among our higher education schools and city government are essential to our success. As mayor, I will continue to develop the many long-term relationships with higher ed leaders that I have established.

Here are some of my ideas:

- Work together in the best interests of neighborhoods that surround campuses and ensure the safety of our students on campus and off.
- Assist and support UK's management of streets and neighborhoods, as well as encouraging and motivating students to be good neighbors.
- Revitalize the Town and Gown Committee to give it some authority to act on key issues.



OUR NEIGHBORHOODS: PROTECTING WHAT'S GREAT AND ADDRESSING WHAT'S NOT

Lexington's great neighborhoods are the foundation -- and the heart -- of our city. Each neighborhood is unique, with its own needs and concerns. I will work with our Council to adopt policies to support safe, healthy, welcoming neighborhoods for our citizens. From affordable housing to greenspace; from sewers to sidewalks; from traffic flow to pedestrian and bike trails, government must measure with sensitivity the concerns of all our neighbors.

As we look to infill development to protect against urban sprawl, we must take account of the effects of new projects and ensure they don't degrade the character of our neighborhoods.

And as we revel in Lexington's growing reputation on the "top cities" lists -- for grads, for seniors, for visitors -- we must ensure our city grows in a sustainable and intelligent way to meet the needs of our diverse community.

Here are some issues of importance I hear from our community.

Intentionality. Great communities don't happen by accident. We need a Comprehensive Strategic Growth plan to identify infill and redevelopment areas and provide protections for our great neighborhoods and historic and cultural assets.

Transparency. Citizen involvement is imperative. We need to re-establish a Neighborhood Liaison position to promote a climate of transparency through all of government and to keep citizens informed. This role should focus on proactive engagement to address community needs and communication of information.



Context-Sensitivity. We must ensure new development or redevelopment in existing areas is appropriate and sensitive to the character and scale of the area. And we will support policies to protect historic structures and cultural assets.

Where All the Lights Are Bright:

Downtown! Great cities have great downtowns and Lexington's has enjoyed incredible transformation in recent years with extraordinary redevelopment and investment. Downtown is everyone's neighborhood and belongs to the whole community. We must continue the momentum and bring some of that energy to other parts of the community as well.

**DOWNTOWN IS
EVERYONE'S
NEIGHBORHOOD AND
BELONGS TO THE
WHOLE COMMUNITY**

Neighborhood issues on my radar:

- Reestablish the position of Neighborhood Liaison in the Mayor's Office.

- Work closely with the Task Force on Neighborhoods in Transition and the PVA to ensure residents and neighborhoods are protected from the negative impacts of gentrification.
- Ensure the Neighborhood Liaison works directly with vulnerable and impacted citizens and neighborhoods to provide education and resources.
- Develop policies to enhance the livability of our community for all ages and abilities.
- Prioritize environmental protection and consider access to green space in urban development projects wherever possible.
- Pave the way for property owners and builders to create quality infill and redevelopment projects.
- Assure gigabit access to underserved communities.
- Encourage creation of mixed-use developments in appropriate areas so that citizens have greater access to amenities and necessities.



- Ensure infill and redevelopment projects include green spaces and that our streams, trees and other environmental assets are enhanced and protected.
- Establishing procedures to address inequalities in infrastructure development, maintenance and repair.
- Modernize and streamline our ordinances and processes and implement best practices to encourage quality development projects.
- Create a one-stop-shop to facilitate the approval process and ensure Lexington is using the latest technology to eliminate unnecessary obstacles.
- Promote interaction and collaboration among neighborhoods and schools across the city, establishing lines of communication aimed at solving common problems
- Expand the existing land bank and other innovative programs.

Housing

A recent housing study indicates that our most pressing housing needs are for seniors, young professionals and low-income citizens. We must adopt a Comprehensive Housing Policy to address issues of diversity, affordability and gentrification and to:

**PROMOTE THE KIND
OF DIVERSE HOUSING
STOCK THAT INCREASES
AFFORDABILITY**

- Promote the kind of diverse housing stock that increases affordability and provides a variety of options, while protecting existing neighborhoods.
- Explore options to increase the pace of affordable home construction, as well as options for a dedicated source of funding for the Affordable Housing Trust Fund.
- Support current voucher program but look to other models that focus on eliminating discrimination in leasing/renting and providing greater neighborhood stability.
- Broaden input from the affordable housing community, as well as successful developers, in planning to address shortages and gentrification.

Homelessness

Our successful Office of Homelessness Prevention is ready for the next step toward a comprehensive Housing First Model that fully incorporates job training, transportation, substance abuse counseling, and mental health services. We must:

- Continue to explore innovative solutions that have achieved success in cities nationwide.
- Improve and expand our resources and programming to prevent homelessness and support housing transition.



DIVERSITY AND INCLUSION: STRENGTHENING OUR BONDS

While Lexington leaders have worked to reduce inequality and discrimination at many levels, we must become ever more intentional and broaden those efforts. I will work diligently to combat injustice in every corner, working with the African American, LGBTQ, immigrant, veteran and other communities that bump up against the sting of separation and discrimination.

**I WILL ENGAGE CITIZENS
ACROSS LEXINGTON, LEADING
AN ADMINISTRATION
COMMITTED TO BUILDING
COMMUNITY, FILLING GAPS
AND ELIMINATING BARRIERS**

As we promote equality, diversity and inclusivity, we must be aware of the distinct needs of our communities. That means listening and hearing:

- When our African American neighbors tell us they worry about young people moving away for better jobs and social life; and they see development that contributes to gentrification.
- When our disabled friends point to the need for better access to facilities both public and private; reliable means to get around town; and a myriad of other barriers to a meaningful, productive life.
- When our LGBTQ population fears sometimes hidden, sometimes blatant discrimination.
- When some in our immigrant population live in fear of reporting abuse and other criminal activity, and articulate other problems we have only begun to understand.
- When our veterans find services lacking, or their access to meaningful employment, rehabilitation, or a meaningful life hampered in ways that fail to honor their service and sacrifice to our country.

These are just a few of the issues on which we must focus in order to ensure Lexington's reputation as a warm and welcoming city. Most immigration issues are federal, over which city government has little control. But our local economy derives much from the immigrant population.

I will engage citizens across Lexington, leading an administration committed to building community, filling gaps and eliminating barriers. We must assure that opportunity is manifested to all our minority communities. The work of overcoming injustice lies in relationship- and trust-building, with commitment, a lot of conversation, and strong leadership.

Linda will be a visionary, leading efforts to:

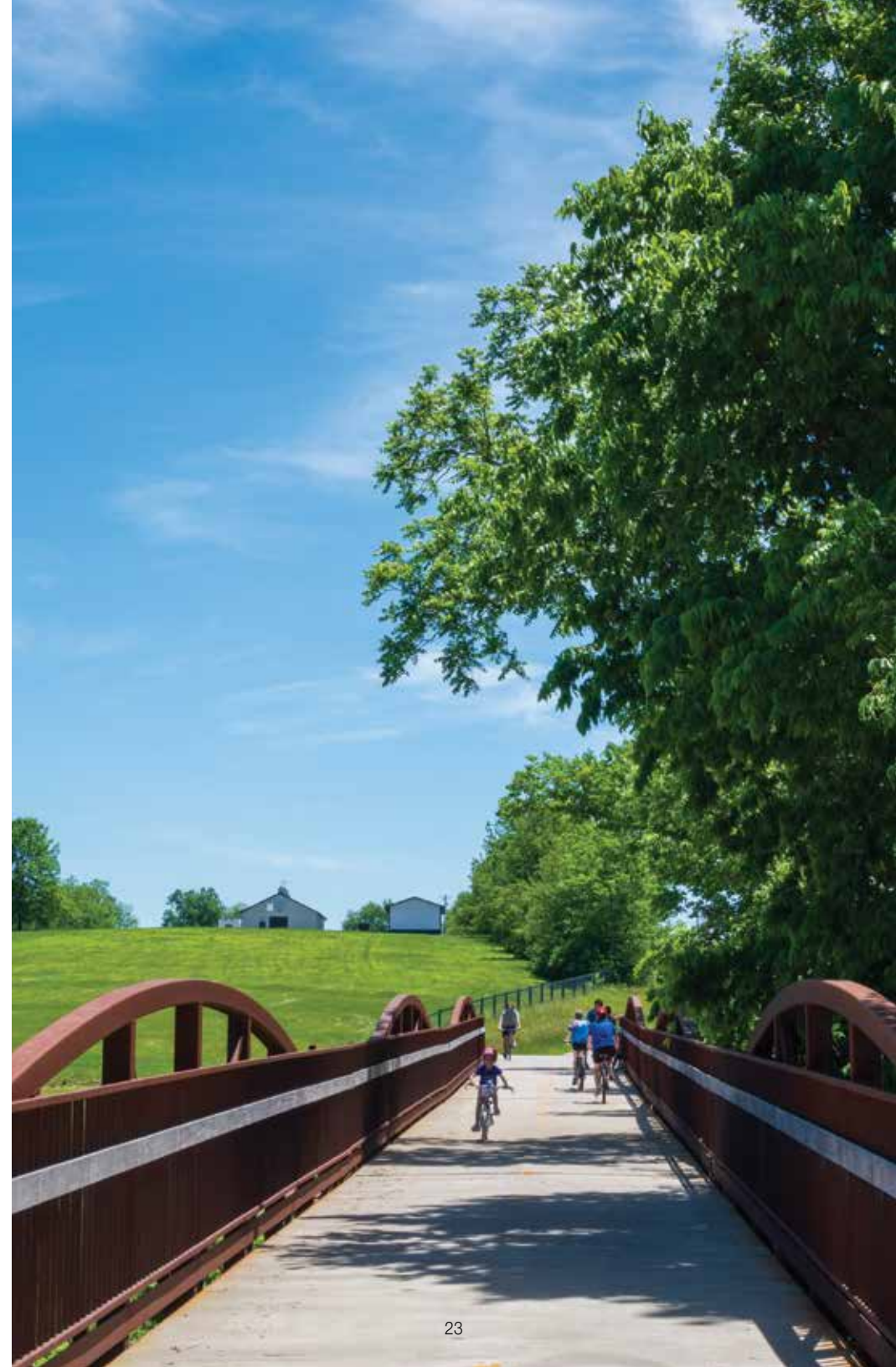
- Increase diversity on city boards and commissions. Proactively engage minority citizens to apply by hosting application events around Lexington.
- Support the Minority Business Expo and other initiatives assisting minority-owned businesses and start-ups.
- Work with school system to enumerate anti-bullying policies to protect students.
- Include all stakeholders in development of our Strategic Plan for Economic Development, with an eye toward reducing unemployment, increasing minority hiring and supporting minority-owned business.
- Support the summer youth employment program, a great framework to engage youth with mentors who can teach and inspire them to be entrepreneurial.
- Work with disabled populations to remove barriers that inhibit employment and recreation opportunities.
- Continue strong outreach by the LGBTQ liaison with goals of building a more collaborative Lexington attractive to businesses, a talented workforce and families wanting a diverse and inclusive community.
- Work with the Mayor's International Affairs Commission and Global Lex, prioritizing mentoring programs for better immigrant assimilation.



- Ensure veterans comprise a key group included in workforce development and growth plans.
- Create more opportunities and resources for vets to connect with job opportunities.

Our Aging Population

- Using AARP's 8 Domains of Livability as our guide, think creatively and prepare for the needs of our seniors, making sure we focus on the quality of life of our older adults.
- Consider housing options for varying life stages and bank accounts, livable communities, revitalization without displacement, location affordability including transportation costs.
- Communicate in ways easily understood by adults who may not be tech savvy.
- Counter loneliness, a debilitating health condition, with the availability of accessible, affordable and fun social activities.
- Explore transportation options that make mobility easier, including wheelchair accessibility for all public transport, open streets programs, and pedestrian safety for older adults
- Make community and health services accessible and affordable.
- Ensure easy access to parks, trails, and other green spaces for all our citizens
- Tap the expertise of older adults for civic participation and employment, keeping them actively engaged in their community.



A KALEIDOSCOPE OF ART AND NATURE

Nothing enhances our lives or contributes to our sense of well-being more than visiting an art gallery or museum, dancing and eating at a street festival, or taking a peaceful stroll through one of our many parks.

Our environment enriches us and gives our lives fullness. Art broadens our horizons and should be accessible to all our citizens.

**WE MUST SUPPORT AND
ENHANCE OUR CULTURAL AND
NATURAL RESOURCES**

Lexington is a town of creators and makers. We see this in our food culture, our arts venues, our agri-tech sector.

Lexington competes with larger cities when potential businesses look for “livability” for their employees; our high-tech companies need the same to attract top talent. To promote our innovative community and retain thousands of college graduates, as well as attract employers who place a premium on culture, we must support and enhance our cultural and natural resources.

Equally important is our emphasis on greenspace – the big and little parks where our families picnic and our children play; our bike and pedestrian trails; and the lawns that surround our commercial buildings and foster an air of tranquility.

Under my leadership we will:

- Pursue a multifaceted approach to planning that revolves around promoting arts, culture and tourism.
- “Go green” in existing buildings.
- Ensure all parks and open spaces are safe and welcoming, and neighborhood centers have the resources they need to assist a diverse and growing city.
- Focus on research that shows employees are looking to work in areas that include a variety of offerings -- places that foster interaction and a sense of community as well as usable greenspace.
- Make Lexington a Great Parks City by creating a Parks Foundation led by motivated group/leader to drive it.

- Attract or launch a large festival to celebrate and showcase Lexington’s uniqueness: horses, bourbon, craft beer, Bluegrass.
- Support LexArts neighborhood grants to provide neighborhood-specific art throughout town.
- Make our city more bicycle and pedestrian friendly.
- Support VisitLex’s master plan for a signature arts piece that attracts tourist and locate private, public and national funding sources.
- Make art an important part of all public buildings.
- Make it easier for outside partners to create festivals.
- Consider ongoing demand for more free concerts to add to the more than 100 the city puts on each year.
- Consider VisitLex plan to create a children center and museum row.
- Ensure all development plans consider greenspace.
- Continue to support and convene outside arts partners.
- Create greenspace throughout the city as a medium for art, considering greenspace and art jointly and looking for ways to amplify it.
- Create outdoor spaces and buildings that provide great places for people to gather, such as grandparent parks, intergenerational community gardens.
- Support the vision of the Parks Department, which won the Governor’s Award in the Arts, and its priority for cultural arts activities, dedicating nearly \$2 million annually to cultural arts.



GETTING AROUND TOWN

We are a spoke-and-wheel designed city which has significantly outgrown its original design. The state cannot afford to expand most roads. Congestion will only get worse as infill continues if we do not work to improve public and multimodal transportation. We need better engagement with the state, a willingness to pilot smart traffic signals, vehicle-to-infrastructure technology that alerts drivers concerning road conditions and traffic flow, and other innovations. We must put our heads together to derive solutions to this thorny problem.

**CONGESTION WILL ONLY
GET WORSE AS INFILL
CONTINUES IF WE DO
NOT WORK TO IMPROVE
PUBLIC AND MULTIMODAL
TRANSPORTATION**

My plans call for us to:

- Work with state, regional and local transportation professionals and employers to create a transit plan focused on short and long-term strategies.
- Encourage employers to allow flex-time and telecommuting to reduce the numbers of vehicles on the road at peak times.
- Invest in communications platforms that provide real-time information.
- Look for incentives to employees for carpooling and using mass transit.
- Research cities that have successfully managed traffic concerns similar to ours.
- Engage state transportation officials to address issues with poorly-maintained state-owned roads, aiming to cut through red tape and generate better deals for the city.
- Explore technologies to improve traffic flow and safety.
- Create safe and accessible bicycle lanes, trails, pedestrian walkways and crosswalks, and public transit stops
- Ensure transparency and public input on all road projects so as to consider all disruptions.
- Investigate incentives for employees who carpool, use public transport, or other non-vehicular modes of transportation.
- Adopt land-use policies that encourage transit-oriented development.

YOUR GOVERNMENT: INCLUSIVE, EFFICIENT, TRANSPARENT

Lexington citizens deserve a government that represents important community values and is responsive to the needs of a diverse population. I will be an open and responsive mayor. I will hold town halls in every district and ensure that other leaders are available to our citizens as well. I also will hold open monthly press conferences to address the priorities important to you.

**I WILL BE AN OPEN AND
RESPONSIVE MAYOR**

The city budget is your money at work and you deserve transparency in spending in ways that can be universally understood. I also will work hard to put in place consolidated, customer-friendly offices – in a new city hall, I hope – that are easily accessible to visitors.

To make government responsive and efficient, we also need to:

- Create a more user-friendly, business process accessible to all people.
- Test and build our resiliency to protect essential services; develop plans.
- Hold those wanting to do business with the city to the same standards our government requires for itself.
- Modernization of city offices and organizational structures to streamline processes, be more responsive to citizens and adaptable to a growing and changing city.



