



Strategic Plan Update

January

2014

Mission Statement: The Louisville Free Public Library's mission is to provide the people of Louisville Metro with the broadest possible access to knowledge, ideas and information, and to support them in their pursuit of learning.

*Louisville Free Public
Library*



A *WORD* FROM MAYOR FISCHER...



Dear citizens:

It's been one year since Louisville Metro Government introduced its Strategic Plan to citizens and we've already made considerable progress toward our five objectives and 21 goals. From planting more trees to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. Additionally, each department within LMG has been striving to make similar progress against their own respective Six-Year Strategic Plans. As you review this report, you will see both aggressive goals and innovative initiatives set against achieving game-changing objectives. Our intent, at this level of governance, is to ensure that we are executing a coordinated effort against our collective vision. Our Six-Year Strategic Plans form a roadmap for getting us to this vision -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead.

We view our work in Metro Government through three lenses:

- Daily work -- the day-to-day items that keep city government running efficiently and effectively;
- Continuous improvement -- improving on that daily work;
- Innovation and breakthrough -- creating and implementing those big ideas that propel us forward as a government and as a city.

The Strategic Plan contains elements of all three. I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

Thank you for allowing me to serve as your Mayor.

Mayor Greg Fischer



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OUR PURPOSE AND VISION...



Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”



OUR SCOPE OF REFERENCE:

- ✓ REFLECTIONS FROM CHIEF REYNOLDS
- ✓ MAYOR'S FIVE STRATEGIC OBJECTIVES
- ✓ DEPARTMENT STRATEGIC OBJECTIVES
- ✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY



2014



Community Building

I am very much a follow my gut type of person. Life challenges and obstacles have trained me and forced me to be capable of making good decisions very quickly. That skill set has proven to be very helpful in ensuring my career success. However, I've learned through our Performance Improvement work that there is no substitute for strategy and strategic planning. In order to get others buy in and support you must be able to show where you have started and what the next level can look like.

The data and information gathered and disseminated through our efforts with Continuous Improvement, Performance Management and Strategic Planning have helped to provide the data to support the work of my heart. With these tools, one small person, like me, can recruit and inspire an army of supporters and resources.

Sadiqa Reynolds,
Chief of Community Building



MAYOR'S FIVE STRATEGIC OBJECTIVES – 6YRS



These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

1. Deliver Excellent City Services: We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.

2. Solve Systemic Budget Issues: We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.

3. Take Job Creation To The Next Level: We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.

4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”: We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.

5. Create Plans For A Vibrant Future: We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.

DEPARTMENT STRATEGIC OBJECTIVES – 6 YEARS



The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years.

- 1. Lifelong Education:** Design and deliver a wide array of public education programs that support the formal institutions of K-12 and higher education, and extend lifelong learning opportunities to Louisvillians of any age.
- 2. Lend Reading Materials:** Lend books and other reading materials for home use through eighteen retail locations throughout the city.
- 3. Provide Information:** Respond personally to the public's requests for knowledge, research, homework assistance, and information system navigation to help them achieve school success, employment security and personal fulfillment.
- 4. Technology Access:** Provide public access to the latest innovations in technology, the Internet and electronic publishing, and guide the public is using these tools successfully.
- 5. Provide Lasting Published Materials:** Build a lasting collection of books and other published materials that serve the public's interest and contribute to a more educated and better informed community.
- 6. Literacy Development for Children:** Focus special literacy development activities on young children to help ensure their later success in school and in life.
- 7. Communicate Library's Value:** Communicate the library's value to the public to encourage them to take advantage of the library's services and to support the library through their voluntary contributions.
- 8. Maintain Library Infrastructure:** Attend to the library's finances, buildings, collections and other assets to ensure the library remains a model of responsible stewardship of the public's trust.



Learning Along the Way

In January of 2013 each department, within the Metro enterprise, published its inaugural 6 year Strategic Plan, spanning Fiscal Years 2013 - 2019. In doing so, we collectively ushered Louisville Metro Government into a new era of planning and performance improvement. This new era is best described by the phrase “Continuous Improvement Journey”; a phrase that has become the watchword for Metro’s pursuit of becoming ‘World Class’ among its peer cities. As with any pursuit toward excellence, change is required, arguably needed and expected ---the kind of change that is proactive, inclusive, comprehensive and continuous.

We responded to the call by designing a new process which enables us to accurately and confidently provide real-time updates on both our progress and performance. This said, we view a department’s strategic plan as a “living and breathing” document. Hence, it will continue to evolve with time; as goals are accomplished, new assignments are made and core missions are realigned to adapt to the changing needs of the city and its citizens. But each plan will also evolve because of discoveries ---as we acquire a better understanding of our strengths and weaknesses; and yes, even as we learn from our mistakes. This past year has brought about numerous and exciting changes for our collective enterprise; we have grown departmentally and matured as an organization. We have learned a great deal about ourselves, one another and most importantly about what our citizens expect from us. This learning process has been a challenging one, but one that all departments have gone through in their pursuit of excellence. The progress report covers our strategic efforts from January 1, 2013 to November 30, 2013. What follows is the culmination of what we have learned along the way...

Enjoying the Journey,

DeVon M. Hankins
Deputy Director of Strategic Planning

Samantha M. Yung
Strategic Planning Fellow

PROGRESS AND PERFORMANCE:

- ✓ STRATEGIC PLANNING TERMS
- ✓ DEPARTMENT PROGRESS REPORT & KPIS
- ✓ MATURATION: CHANGES WE HAVE MADE





STRATEGIC PLANNING TERMS

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Progress (% Complete): An approximate percentage of completion for a given Initiative.

- 25% - some action steps, required for the initiative, are completed
- 50% - about half the action steps, required for the initiative, are completed
- 75% - most action steps, required for the initiative, are completed
- 100% - all action steps, required for the initiative, are completed

Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are green, yellow, and red.



Green: On Track



Yellow: Slightly Off-Track



Red: Off Track



STRATEGIC PLANNING TERMS

Target Start Date: This is the date that the goal or initiative is "planned" or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is "planned" or intended to be completed.

Actual End Date: This is the date that the goal or initiative is actually completed.

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Benchmark: The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	
<p>1. Increase family attendance at preschool literacy programs from 17,985 in 2013 to 19,000 in 2014 and 20,000 in 2015.</p> <p>Department Objectives Met: 6 Mayor's Objectives Met: 1,4</p>	<p>FY 14: Add 2 special preschool literacy programs, total of 6 locations: Special preschool literacy programs are currently offered at 4 locations. These programs are designed to target communities with historically low participation in literacy learning opportunities and are designed to be more intensive reading readiness experiences for the families who participate.</p>	<p>The new locations have been selected and planning is underway for the programs to be offered this year.</p>	25%	Green	25%	<p>Excel chart which tracks monthly program attendance measured against the annual goal.</p>
	<p>FY 15: Add 2 special preschool literacy programs, total of 8 locations: Special preschool literacy programs are currently offered at 4 locations. These programs are designed to target communities with historically low participation in literacy learning opportunities and are designed to be more intensive reading readiness experiences for the families who participate.</p>	<p>Scheduled for FY 2015.</p>	0%	Green		
	<p>Launch the 1000 Books Before Kindergarten Challenge: This program is part of a nation-wide initiative to promote reading to babies, infants, and toddlers with the goal of having 1,000 books read before Kindergarten. The basis is studies that conclude there are significant educational benefits to children reading for 20 minutes per day outside of instruction.</p>	<p>Planning underway and partners being solicited.</p>	25%	Green		
	<p>Offer regularly scheduled Preschool Storytime programs at all locations: Storytimes and other programs are offered daily at all 18 library locations. These programs aim to help preschool children develop reading-readiness skills, help school-age children improve their reading ability and build vocabulary, and help parents learn to assist their children in learning to read or improving their reading skills.</p>	<p>Programs being offered weekly.</p>	25%	Green		

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<p>2. Provide the Prime Time Family Reading program at 3 libraries in FY14 and 3 libraries in FY15.</p> <p>Department Objectives Met: 6 Mayor's Objectives Met: 1,4</p>	<p>Provide the 3 Prime Time Family Reading programs: These unique programs are held once at each location and are designed to help families develop a reading culture at home. They include meals and literacy learning activities. The locations for FY 14 programs are the Newburg Branch Library, Western Branch Library, and Southwest Regional Library.</p>	<p>Sites are selected and making preparations for the programs.</p>	25%	Green	25%	Green	<p>SharePoint Gantt chart showing project timeline, milestones, and completion data.</p>
<p>3. Install 3 interactive learning activity modules for pre-school children in the new Southwest Regional Library by opening day. (Expected summer 2014).</p> <p>Department Objectives Met: 6 Mayor's Objectives Met: 1,4</p>	<p>Install preschool interactive learning activities: Select and install the best available, hands-on, interactive learning activity modules for pre-school children in the new Southwest Regional Library by opening day.</p>	<p>Architectural work incorporating these features is underway.</p>	25%	Green	25%	Green	<p>SharePoint Gantt chart showing project timeline, milestones, and completion data.</p>
<p>4. Attract 3,000 adult participants in innovative life-long learning programs in FY14 and 3,500 in FY15.</p> <p>Department Objectives Met: 1,3,7 Mayor's Objectives Met: 1,3,4</p>	<p>Produce "How-To" Festival in FY14: Produce annual one day "How-to" Festival to be held in May 2014. The program consists of multiple mini-classes of varying length which cover a range of everyday living topics.</p>	<p>The committee which produces the How-To Festival is actively planning this year's event.</p>	25%	Green	25%	Green	<p>Excel chart which tracks monthly program attendance measured against the annual goal.</p>
	<p>Offer Short Courses in FY 14: Short Courses are 4-6 week college level courses, taught onsite at the library, and available for free. Subjects might include community planning, genetics, and philosophy. Four new courses are planned for FY14.</p>	<p>The first short course for FY 14 was held at the Main Library from Sept. 10 - Oct. 15, 2013. The topic was "America's Music." This six-part short course explored some of America's most enduring popular music -- blues and gospel, Broadway, jazz, bluegrass and country, rock n' roll, mambo, and hip hop -- through documentary films.</p>	25%	Green			
	<p>Produce "How-To" Festival in FY15: Produce annual one day "How-to" Festival to be held in May 2014. The program consists of multiple mini-classes of varying length which cover a range of everyday living topics.</p>	<p>Scheduled for FY 2015.</p>	0%	Green			
	<p>Offer Short Courses in FY 15: Short Courses are 4-6 week college level courses, taught onsite at the library, and available for free. Subjects might include community planning, genetics, and philosophy. Four new courses are planned for FY15.</p>	<p>Scheduled for FY 2015.</p>	0%	Green			

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<p align="center">5. Reach 1,000 prospective college students with programming for college preparation and successful enrollment in FY14, 1,250 in FY15.</p> <p align="center">Department Objectives Met: 1,3,4,5 Mayor's Objectives Met: 1,3,4</p>	Offer ACT/SAT Preparation Classes: Classes to prepare to take the ACT and SAT are taught at the library and offered free to area High School juniors and seniors.	Instructional design completed. Classes to resume in 2014.	25%	Green	25%	Green	Excel chart which tracks monthly program attendance measured against the annual goal.
	Provide the College Shop at Shawnee: The College Shop occupies dedicated space within the Shawnee Library and offers access to four laptops to facilitate the college application process, including financial aid research, FAFSA (Free Application for Federal Student Aid) completion, placement test preparation and other postsecondary education research and planning. Ongoing support includes monthly programs and classes led by professionals that provide college-related research and study-skills training.	College Shop is in operation	25%	Green			
	Offer proctored and scored practice tests: On selected Saturdays, proctored college entrance tests are offered at the library and the tests are scored and reported to the students.	Planning underway and staffing identified.	25%	Green			
<p align="center">6. Increase books and other materials owned from 1.54 per capita to 1.6 per capita by the end of FY15, working toward a long-term goal of attaining the state standard of 2.5 items per capita.</p> <p align="center">Department Objectives Met: 2,5 Mayor's Objectives Met: 1,4</p>	Increase holdings by 50,000 items by end of FY 15. The expanded Southwest Regional Library will provide additional capacity for materials.	Collection needs assessment for new Southwest Regional underway and new items are being added daily.	25%	Green	25%	Green	Excel chart which tracks monthly growth of collection measured against the annual growth goal.
	Increase funding for library content from Metro and donor sources: Work with OMB and private funding sources to reverse decline in funding for book and materials acquisition.	\$750,000 raised for Southwest Regional book collection.	25%	Green			
	Modify the retention policies to weed more selectively: We will evaluate the collections at all locations to ensure that the collection is being managed effectively and that materials are not discarded until they are no longer in usable condition or when information is outdated.	A new weeding and retention policy was created and implementation begins in January of 2014.	75%	Green			

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<p>7. Complete implementation and perform a formal evaluation of the Floating Collections project during FY 14.</p> <p>Department Objectives Met: 2,5 Mayor's Objectives Met: 1,4</p>	<p>Develop reports to demonstrate impacts of Floating Collections: Reports generated will show locations where more materials have been gained than lost during floating, etc. This will allow us to develop a strategy to re-balance the collection by systematically moving additional items to branches with a net loss of items due to floating.</p>	<p>New reports are being developed and existing reports are being run monthly to collect baseline information on the collection.</p>	25%	Green	align="center">25%	align="center">Green	<p>SharePoint Gantt chart showing project timeline, major tasks, milestones, and completion data.</p>
	<p>Implement a rebalancing plan to correct collection weaknesses: In a "floating collections" scenario, items borrowed from one location and returned to a different location are not sent back to their original location, but stay at the new location and circulate from there. While this results in tremendous labor savings over time it results in some branches seeing a net loss of materials. A rebalancing plan will allow us to correct these problems.</p>	<p>Content Management Department staff are visiting affected library locations in early December as part of the process of quantifying the need for rebalancing. In addition, inventory reporting is being designed that will help identify areas of disparity.</p>	25%	Green			
<p>8. Provide targeted employment-seeking services for 10,800 visitors per year until Louisville's unemployment rate stabilizes below 7%.</p> <p>Department Objectives Met: 3,4 Mayor's Objectives Met: 1,3,4</p>	<p>Continue to operate the Job Shops at Main and Southwest: Although federal funding for this program ended in FY13, the Library will continue to operate the Job Shops at the Main Library and Southwest Regional. If unemployment stabilizes below 7%, integrate job shop services into the rest of the Library.</p>	<p>Job Shops operational.</p>	25%	Green	align="center">25%	align="center">Green	<p>Excel chart which counts patrons using Job Shop services, measured against the annual goal.</p>
	<p>Provide space and information for the Small Business Administration training: The Library will partner with the Small Business administration to provide classroom space at the Main Library for training classes being offered by the SBA.</p>	<p>Planning underway with SBA for use of classroom space at the Main Library.</p>	25%	Green			

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<p>9. Develop 3 new teen and adult programs to teach digital skills in FY14 and 3 additional in FY15.</p> <p>Department Objectives Met: 4 Mayor's Objectives Met: 1,3</p>	<p>Develop a Digital Privacy and Security class: This initiative is a recommendation of the Edge Initiative and will involve offering classes to the public covering tools and practices for safely conducting personal business, such as banking and shopping, online.</p>	<p>Staff are developing the course content and should begin offering the class during Q1 of 2014.</p>	25%	Green	25%	<p>SharePoint Gantt Chart tracking project progress and identifying major milestones and percent completion.</p>
	<p>Offer computer coding classes designed around Treehouse.com: Treehouse.com is an internationally known website where members receive training for building websites, database driven web applications, and mobile applications for iPhone and Android systems. The library will offer training classes that assist library patrons in getting started with or completing these classes, including use of library computers for the training.</p>	<p>Treehouse.com is now available free of cost to anyone with an LFPL library card. Classes will be developed by the Library "TechConnects" staff.</p>	50%	Green		
	<p>Develop a new digital skills class: In addition to the Privacy & Security and Treehouse.com classes, TechConnects staff will develop a 3rd new Digital Skills course, topic to be determined.</p>	<p>TechConnects staff are evaluating possible topics for a new class and will begin offering the new class in the first half of 2014.</p>	25%	Green		
<p>10. Expand and promote collections of e-books and e-magazines by adding 5,000 items during FY 14, and explore digital music and video for on-line check out.</p> <p>Department Objectives Met: 4,5,7 Mayor's Objectives Met: 1,4</p>	<p>Marketing strategy for electronic resources: Develop a multi-faceted marketing strategy for electronic resources, including ongoing evaluation of options for "federated search" and "discovery services".</p>	<p>"Federated search" capability (the ability to search the library collection, subscription databases of magazine and journal articles and the Internet simultaneously) has been added to the library web site and the Technology Action Group is developing a strategy for educating staff and the public about this resource.</p>	25%	Green	25%	<p>Excel chart which shows materials added compared to annual goal.</p>
	<p>Expand collections of digital books and magazines: Expand the existing collection of electronic materials by adding 5,000 new items during FY 2014.</p>	<p>Materials are being added weekly. Since July 1, 2013 more than 1,800 items have been added.</p>	25%	Green		
	<p>Evaluate and select multimedia e-Sources: Continue to monitor the marketplace for appealing products that provide streaming video and additional audio materials (music and downloadable audio books) and add these to the collection as appropriate.</p>	<p>Content management staff is in regular contact with vendor representatives as they develop new products of this kind.</p>	25%	Green		

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<p>11. Complete construction and open the 40,000 square foot Southwest Regional Library – Summer 2014.</p> <p>Department Objectives Met: 2,4,5,8 Mayor's Objectives Met: 1,3,4,5</p>	Design the building: Complete the design of the exterior, interior, and grounds.	Exterior design has been completed. Landscaping design has been completed. Some interior furnishing and finishing design remains.	75%	Green	25%	Green	SharePoint Gantt Chart tracking major project components and showing timelines for estimated completion.
	Complete the general construction: Includes the erection of the building, the completion of landscaping, and the installation of electrical and mechanical systems.	Utility and foundation complete, steel const. expected Dec 2013.	25%	Green			
	Acquire and install furniture: Furniture which needs to be selected, ordered and installed includes: shelving for library materials, office furnishings for staff offices and work space, reading tables and chairs, computer tables, cabinets for self-service check out, and assorted reading and meeting room chairs.	Floor plan has been designed and an inventory of needed furniture is in hand. Table designs are being evaluated to find computer tables that have the desired wire management, electrical capacity, and design features.	25%	Green			
	Select, acquire, and shelve the materials collection: Books, books on CD, musical CDs, DVDs, magazines, newspapers, and other materials need to be selected and purchased.	The collection at the existing Southwest Regional Library will become the core of the collection at the new library. An evaluation is underway to identify areas where the existing collection should be expanded.	25%	Green			
	Select, purchase, and install the technology: Computers, monitors, printers, barcode scanners, self-service checkout stations, meeting room projector, networking hardware, wireless routers, branch server, and telephone systems all need to be designed, purchased, configured, and installed.	An inventory has been created of needed equipment. Beginning in February, quotes will be obtained for hardware with delivery expected by the end of June 2014. Configuration and installation will take place in July and August of 2014.	25%	Green			
	Staff the new Library: Staff from the existing Southwest Regional Library will move to the new location. Additional positions needed to staff the larger library will be created. The positions will be posted and filled in time for staff to be trained and ready for opening.	The new positions have been created.	50%	Green			

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12. Produce a scheduled maintenance plan during FY14. Department Objectives Met: 8 Mayor's Objectives Met: 1,4	Produce a Scheduled Building Maintenance Plan: Create monthly maintenance schedules via the Helpdesk software program.	Scheduled maintenance recurring tasks have been created in the Facilities Help Desk system. Additional tasks will be added as they are identified.	25%	Green	25%	SharePoint Gantt chart showing project timeline, milestones, and completion data.
	Review and Update Scheduled Maintenance plan each quarter: Reports on the status of recurring scheduled maintenance tasks will be reviewed each quarter to ensure that work is being performed as scheduled.	Recurring tasks have been created and as tasks are completed the status of tickets in the Help Desk system will be updated. This will allow reports to be run showing the maintenance history and current status of scheduled work.	25%	Green		
	Establish a funding plan through OMB: Prepare cost estimates for additional work required to adhere to scheduled maintenance plan.	Cost estimates are being prepared.	25%	Green		
13. Install up-to-date self-service check-out equipment at 3 additional locations in FY 14. Add at 2 more locations in FY 15. Department Objectives Met: 2,8 Mayor's Objectives Met: 1,4	Select locations for new self check deployment.	The locations selected for 2013-14 installation are Shively, Bon Air, and the new Southwest Regional Library.	25%	Green	25%	SharePoint Gantt chart showing project timeline, milestones, and completion data.
	Reconfigure branches to accommodate self-check: The installation of self-service checkout will require a redesign of the floor plan for existing locations. There will need to be power and data connectivity and floor space for furniture installation, as well as a re-evaluation of traffic flows and staffing issues.	The new Southwest Regional is being designed with Self-service checkout in place. The Shively and Bon Air libraries will add self-service checkout as part of a larger branch remodel/redesign project.	25%	Green		
	Acquire and install self-check hardware & software: Purchase the hardware, software, and peripherals that make up the self-check units. Software will be installed and the units will be fully configured before being delivered to branches for installation.	Planning underway.	25%	Green		
	Train staff and introduce self-check to the public: Staff at new self-check locations will need training on how the software and hardware works, and will need to be closely involved with patrons at those locations while they learn to use the new equipment.	Training underway at bon Air, Shively, and Southwest.	25%	Green		

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<p>14. Produce 240 programs in FY14 and again in FY15 that promote reading by adults in Louisville.</p> <p>Department Objectives Met: 1,2,5,7 Mayor's Objectives Met: 1,4</p>	Update the Reader's Corner Blog: The "Reader's Corner" blog is currently produced with dated open source software which lacks some desired capabilities including more robust online discussion capabilities. The blog should be migrated to the more powerful Word Press platform and additional features added to make it a more appealing and useful resource.	Word Press has been installed in a test environment. Plugins for desired functionality need to be located and installed. A "theme" (visual appearance scheme) needs to be developed for consistency with the larger library web services environment, and staff will need to be trained to update and develop the new blog.	25%	Green	25%	SharePoint Gantt chart showing project timeline, milestones, and completion data.
	Promote Adult Book Discussion Groups: At various library locations adult reading groups will be organized which select an item to read and then hold group a discussion which will be moderated by library staff or volunteers. Support for the reading groups will include promotional materials and "book discussion kits," packaged collections of multiple copies of a title and various other materials to be used for discussion.	Book group meetings are currently scheduled at 16 locations.	25%	Green		
	Provide 12 "Authors at the Library" programs in each fiscal year: The "Authors at the Library" program is a series of events featuring nationally-recognized Authors appearing at the Library for free, ticketed events that typically include a presentation by the author, question-and-answer discussion opportunities, and a book signing.	As of December 3rd, 8 programs in the series have been held so far in FY 14.	50%	Green		
	Produce podcasts and streaming video of major author events: The "Authors at the Library" program is a series of events featuring nationally-recognized Authors appearing at the Library for free, ticketed events that typically include a presentation by the author, question-and-answer discussion opportunities, and a book signing.	So far this fiscal year, 9 programs have been made available as podcasts on iTunes and via the library website. In addition, video recordings of some programs are available via the Metro TV site.	50%	Green		

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis	
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)		Goal Health (Color)
<p>15. Install video/audio recording and editing software on public computers at all 18 locations.</p> <p>Department Objectives Met: 4 Mayor's Objectives Met: 3</p>	Select and install audio editing software at all locations: We will survey available software for editing audio files and will acquire and install it on public computers at all library locations.	Audacity and WavePad will be installed on all public computers. Both these programs are free for non-commercial use and provide a rich collection of audio-editing tools.	25%	Green	25%	Green	SharePoint Gantt chart showing project timeline, milestones, and completion data.
	Select and install video editing software at all locations: Powerful new software packages for editing video will be installed on all public computers at all library locations.	Two programs have been selected for addition to the software available on library public computers. "Windows Movie Maker" and "Blender" will be installed. If a Windows compatible version of OpenShot becomes available as announced in January 2014 it will also be added. All 3 programs are open source and can be installed free of charge.	25%	Green			
	Track progress for Edge Initiative, a library management tool which uses national benchmarks to help libraries assess and improve technology services.	Item added to Edge Initiative Action Plan.	25%	Green			
<p>16. Improve community value of web site "Internet Links" by monitoring and updating website links and content monthly.</p> <p>Department Objectives Met: 1,4,5 Mayor's Objectives Met: 4</p>	Run monthly reports to find broken links on website: Using Polaris URL Checker software, a monthly report will be generated that identifies broken links in the "Internet Links" section of the LFPL website.	Reports are being run monthly and sent to web content management team staff.	100%	Green	50%	Green	SharePoint Gantt chart showing project timeline, milestones, and completion data.
	Assign staff to correct broken links: Monthly broken link reports will be sent to a member of the web content management team and the links will be updated or removed.	Staff are receiving the reports and updating links as needed.	25%	Green			
	Train staff to evaluate current and select new Internet Links resources: The selection of sites for inclusion in the "Internet Links" section of the library website is an ongoing process. Sites are selected based on quality and reliability of information and appropriateness for the website audience. In addition to maintaining the existing library of resources, this means identifying new sites to be added to the lists.	The Internet Links are regularly updated by members of the web content management team.	25%	Green			

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	
<p>17. Increase Internet bandwidth to 1 GB/sec and implement bandwidth optimization measures by end of July 2014.</p> <p>Department Objectives Met: 1,4,5 Mayor's Objectives Met: 1,3,4</p>	Select new vendor for 1GB service: The existing contract with Time Warner Business Internet would expire during FY 2014-15, so a new contract is needed and will include pricing for bandwidth of 1GB and above.	The KIH3 contract awarded by the Kentucky Department of Education is an e-rate eligible contract which can be used by the library to purchase Internet services beginning 7/1/2013. E-rate applications will need to be coordinated with the purchase of services to ensure continued discounts.	100%	Green	25%	SharePoint Gantt chart showing project timeline, milestones, and completion data.
	Complete installation and configuration of service: In order to migrate from existing 650 Mb service, the library will need to work with AT&T to connect to the new service and to reconfigure local network routing to move Internet traffic to the new circuit.	An additional firewall will be needed to connect to the new circuit for testing. It has been acquired and will be configured to along with a test network for verifying successful installation. Migration of DNS services will need to happen on the day of the migration.	25%	Green		
	Monitor bandwidth utilization and use "Quality of Service" tools to prioritize as needed: Monitor bandwidth utilization and use QOS to prioritize traffic as needed to maximize end-user experience. Examples of traffic that might be prioritized are video and audio files that are used for training and education purposes and which cannot tolerate latency.	Scheduled to begin in 2014.	0%	Green		
	Perform monthly "speed tests" on public computers: We will perform monthly speed tests on public computers to compare advertised and actual bandwidth speed. Any test results which indicate lower than expected bandwidth should be investigated and remedied to provide the highest level of service possible at all times.	A new form has been generated to track speed test results and they will performed monthly starting December 1, 2013. This is a recommendation of the Library Edge Initiative to improve the quality of Internet service by identifying networking issues and monitoring quality.	25%	Green		

STRATEGIC PLAN CHANGES

This is LMG's Change Management Form for Strategic Planning; the intent of the form is two-fold: 1. To provide a mechanism for departments to be transparent with citizens regarding its maturation process through the Continuous Improvement journey; and 2. To catalog its efforts of responding to the voice of their customer in "real time".

OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
1	Improve literacy services to pre-school children by adding 2 new pre-school literacy program locations in FY14 and 2 additional pre-school literacy program locations in FY 15.	To make the goal more specific and more measurable.	November 19, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
1	Increase family attendance at preschool literacy programs from 17,985 in 2013 to 19,000 in 2014 and 20,000 in 2015.	See above	November 19, 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	Continue the Prime Time Family Reading program at 3 libraries in FY14 and 3 libraries in FY15.	To clarify that these are not ongoing programs.	November 19, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	Provide the Prime Time Family Reading program at 3 libraries in FY14 and 3 libraries in FY15.	See above	November 19, 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
3	Install at least 3 interactive learning activity modules for pre-school children in the new Southwest Regional Library by opening day. (Expected summer 2014)	To make the goal more specific.	November 19, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
3	Install 3 interactive learning activity modules for pre-school children in the new Southwest Regional Library by opening day. (Expected summer 2014).	See above	November 19, 2013

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OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
4	Attract 3,000 participants in innovative life-long learning programs in FY14 and 3,500 in FY15.	To clarify the target audience and make the goal more specific.	November 11, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
4	Attract 3,000 adult participants in innovative life-long learning programs in FY14 and 3,500 in FY15.	See above	November 11, 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
6	Increase books owned per capita to 1.6 from 1.54 by the end of FY15 working toward the goal of obtaining the State standard of 2.5 books per capita.	To clarify language.	November 11, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
6	Increase books and other materials owned from 1.54 per capita to 1.6 per capita by the end of FY15, working toward a long-term goal of attaining the state standard of 2.5 items per capita.	See above	November 11, 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
8	Operate the Library Job Shop as a separate service until Louisville's unemployment rate stabilizes below 7%.	To make the goal more specific and more attainable.	November 11, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
8	Provide targeted employment-seeking services for 10,800 visitors per year until Louisville's unemployment rate stabilizes below 7%.	See above	November 11, 2013

STRATEGIC PLAN CHANGES

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OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
10	Expand collections of e-books and e-magazines and explore digital music and video for on-line check out by FY 14.	To make the goal more specific and more relevant.	November 11, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
10	Expand and promote collections of e-books and e-magazines by adding 5,000 items during FY 14, and explore digital music and video for on-line check out.	See above	November 11, 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
12	Inventory deferred maintenance needs and produce a deferred maintenance plan by FY14. Review quarterly in FY15.	To make the goal more specific.	November 19, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
12	Produce a scheduled maintenance plan during FY14.	See above	November 19, 2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
13	Install up-to-date self-service check-out equipment at St Matthews, Jeffersontown, Fern Creek, and Okolona in FY 14. Add two new self-check locations in FY 15.	To make the goal more attainable and more relevant.	November 11, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
13	Install up-to-date self-service check-out equipment at 3 additional locations in FY 14. Add at 2 more locations in FY 15.	See above	November 11, 2013

STRATEGIC PLAN CHANGES

This is LMG's Change Management Form for Strategic Planning; the intent of the form is two-fold: 1. To provide a mechanism for departments to be transparent with citizens regarding its maturation process through the Continuous Improvement journey; and 2. To catalog its efforts of responding to the voice of their customer in "real time".

OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
14	Implement 10 activities and programs in FY14 and FY15 that promote reading by adults in Louisville.	To make the goal more relevant.	November 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
14	Produce 240 programs in FY14 and again in FY15 that promote reading by adults in Louisville.	See above	November 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
15	Install video/audio recording and editing software on public computers at all 18 locations.	Goal was added.	November 19, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
16	Improve community value of web site "Internet Links" by monitoring and updating website links and content monthly.	Goal was added.	November 19, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
17	Increase Internet bandwidth to 1 GB/sec and implement bandwidth optimization measures by end of July 2014.	Goal was added.	November 19, 2013

ENTERPRISE GOVERNANCE DOCUMENTS:

- ✓ METRO PLANNING CYCLE
- ✓ METRO PLANNING CALENDAR



2014

LOUISVILLE METRO PLANNING CYCLE



The Louisville Metro Planning Cycle, provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates.

LOUISVILLE METRO PLANNING CALENDAR

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment (Progress toward goals)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments				Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1		
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Mayor's Office

Departments

Mayor's Office & Dept. Directors

2014

Our Continuous Improvement Journey...



Mayor Greg Fischer

~ “My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work...”