



2023 - 2024 Strategic Plan

Our Mission

The Library's mission is to provide the people of Louisville and Jefferson County with the broadest possible access to knowledge, ideas and information, and to support them in their pursuit of learning.

Our Vision

It is the vision of the Commission that the Louisville Free Public Library will deliver library service on a par with the best public libraries in the U.S. We will provide:

- Excellent library facilities conveniently accessible to all residents,
- Strong and appealing collections of books and other materials,
- Attentive and effective staff assistance for all readers and researchers,
- Services, public programs and events that promote reading, convey valuable information and extend the value of the Library to its community,
- Sophisticated information technology that advances the Library's mission, and
- Hours of operation that respond to the busy lifestyles of today's families.

Strategic Objectives

Support Lifelong Learning and Digital Citizenship: Provide opportunities for library patrons to participate in educational activities, independently or as a group.

Encourage Reading: Provide materials, spaces and guidance that encourage and allow people to read for learning, in support of their careers, or as a pleasure pursuit.

Increase Library Awareness: Throughout the library service area, raise the level of awareness of the library, its information resources, its facilities, and the service it provides.

Continuous Improvement: Use proven strategies such as PDCA, Lean, and Six Sigma to select and manage projects to continuously improve operational excellence.

Strategic Themes

Community Relations: How well are we meeting patron and stakeholder needs?

Fiscal Stewardship: How do we maximize value and effectiveness in pursuit of our mission?

Internal Processes: How can we improve internal processes to deliver products and services better, faster, and more economically?

Organizational Capacity: How can we better support internal processes through improved knowledge, skills, abilities, technology, tools, leadership, and capacity?

Status Indicators



On Track



Slightly Off-Track



Off-Track



Completed



Not Started



On Hold

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
Community Relations How well are we meeting patron and stakeholder needs?	Encourage Reading	07 Expand and Improve the Materials Collection	During FY 2023-2024, improve the library's capacity to encourage reading and support lifelong learning by continuing to implement the weeding policy and purchasing 75,000 quality new items.	07a Increase the size of the materials collection	07m1 Items added to the collection
				07b Expand e-book collection	07m2 Total holdings
				07c Adapt to changing publishing formats	07m3 Monthly number of e-books added to the collection
				07d Expand the inventory of downloadable audio books	07m4 Total count of e-books added to the collection
				07e Track circulation of newly added items	07m5 Total count of downloadable audio books in collection
				07f Lower holds ratio for print and e-book collections	07m6 Total number of downloadable audio books added to the collection
	Increase Library Awareness	08 Increase College and Career Skills	During FY 2023-2024, provide College and Career skill services to at least 500 library patrons.	08a Provide college preparation services	08m1 Monthly ACT prep class attendance
				08b Promote online learning platforms	08m1 Total ACT prep class attendance
					08m2 Learning Express Library page hits
	Encourage Reading	09 Improve Literacy	During FY 2023-2024, provide literacy skills training to children through 1,000 Books Before Kindergarten, Summer Reading, storytimes, and special events.	09a 1,000 Books Before Kindergarten challenge	09m1 Monthly preschool literacy program attendance
				09b Offer the LFPL Summer Reading Program	09m1 Total preschool literacy program attendance
				09c School readiness program attendance	09m2 Juvenile/Teen reading programs
				09d Promote teen and children's book discussion groups	09m2 Total juvenile/teen reading programs
					09m3 "1,000 Books Before Kindergarten" completers
	Support Lifelong Learning & Digital Citizenship	10 Provide Learning and Community Building Opportunities	During FY 2023-2024, produce programs and events offering shared educational experiences that provide individual learning and community building by reaching individuals through Short Courses, Fast Classes, and other programs for adults.	10a Offer 3 Short Courses during FY 2023-2024	10m1 Lifelong learning program attendance
				10b Offer 6 Fast Classes in FY 2023-2024	10m2 Program attendance
				10c Promote adult book discussion groups	10m3 Adult reading programs
				10d Provide public computer access	10m4 Public PC sessions
10e Provide Wi-Fi Hotspots				10m5 Number of hotspots In use	
				10m6 How much data is being provided via hotspots	

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
	Continuous Improvement	11 Improve the Patron Experience	During FY 2023-2024, improve compliance with standards from KDLA and Edge Assessments, and continue to expand performance improvement.	11a Implement digital signage system	11m1 Edge Initiative standards compliance
				11b Increase score on Edge Assessment	11m2 KY state standards compliance
				11c Complete the KY Public Library Standards Assessment	
				11d Implement a technology solution to verify patron addresses for library card application and renewal.	
				11e Complete the installation of AEDs at all library locations.	
	Increase Library Awareness	12 Provide Visible Programs with High Appeal	During FY 2023-2024 provide programming that captures the attention of the larger community and raises the awareness of the library in the local consciousness.	12a Provide at least 8 "Authors at the Library" programs in each fiscal year	12m1 Number of attendees at "Authors at the Library"
				12b Produce the How-to-Festival	12m2 Number of attendees at regional branch events
				12c Produce a large event at Main Library	
				12d Produce a large event at each regional library	
	Increase Awareness of the Library	13 Increase Active Users (Last 12 Months)	During FY 2023-2024, increase the number of active users over the previous fiscal year.	13a Generate positive media coverage	13m01 Three year actives
				13b Improve patron awareness of programs and services	13m02 Free media sources engagement
				13c Grow the reach of LFPL on free communication platforms	13m03 Juvenile patrons reached through outreach programs
				13d Increase number of outreach programs in the community	13m04 Monthly active patrons
				13e Reach more non-library users	13m05 New patrons registered
				13f Patron Engagement with Savannah	13m06 Patrons active last 12 months (OrangeBoy)
13g Engage more patrons at West Region Branches				13m07 Market penetration	
				13m08 Inactives re-engagement	
				13m09 Positive news stories	
				13m10 Unique page views	
				13m11 Percent of cardholders active at west region branches	

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
					13m12 West Region new registered cardholders by branch
					13m13 West region market penetration
					13m14 West region circulation
					13m15 West region program attendance
					13m16 West region door count
					16m6 Door count
					16m7 Website sessions
Fiscal Stewardship How do we maximize value and effectiveness in pursuit of our mission?	Continuous Improvement	15 Maximize efficiency in budget execution	Regularly review spending to ensure that it is aligned with budget and strategic goals. One initiative for this year is to increase the endowment for the Craig Buthod Author Series, to continue to provide high quality events to patrons.	15b Expand scope of Unique referrals	15m1 Track overdue, lost, and billed items
				15a Clear prior year capital project balances	15m2 Dollars recovered via UMS referrals
				15c Increase endowment for Craig Buthod Author Series	
				15d Seek grant funding for partial costs of Fern Creek Construction Project	
Internal Processes How can we improve internal processes to deliver products and services better, faster, and more economically?	Continuous Improvement	05 Improve Racial Equity & Diversity	Implement improvements to Equity, Diversity, and Inclusion outlined in the Louisville Metro Government Equity Impact Statement. LFPL is committed to creating a space that is welcoming to people of all backgrounds and that represents the diverse population of Louisville.	05a Implement Equity Impact Statement	05m1 Supervisors trained on the Racial Equity Toolkit
				13g Engage more patrons at West Region Branches	05m2 Staff trained on the Racial Equity Toolkit
				05b Increase representative staff composition	05m3 Racial Equity Toolkits completed
				05c Increase participation in staff affinity groups.	05m4 West region circulation
					05m5 Community representation in facilities, staff, services, programs, and materials.
					05m6 Staff diversity gap

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	Continuous Improvement	06 Improve Technology Operations	During FY 2023-2024, resources will be focused on improving technology operations through a combination of improving hardware and software updating cycles, securing wireless access and eliminating antiquated systems.	06a Increase percentage of software compliant PCs	06m1 Software compliant computers
				06b Upgrade Exchange Server	
				06c Upgrade the servers in the data center	
				06d Use Category 2 E-Rate funding to improve to 10 Gigabyte internet service	
	Continuous Improvement	16 Strategic Planning & Performance Improvement	Track key metrics from LouieStat performance books and generate performance improvement results in between LouieStat forums.	16a Complete all required LouieStat Forums	10m2 Program attendance
				16b Send monthly reminders to goal and initiative owners	13m01 Three year actives
					13m03 Juvenile patrons reached through outreach programs
					13m04 Monthly active patrons
					13m05 New patrons registered
					13m06 Patrons active last 12 months (OrangeBoy)
					16m2 Program count
					16m4 eBook Circulation
					16m5 Circulation
	17 Migrate from Peoplesoft to Workday/UKG	Successfully transfer Human Resources software from PeopleSoft to Workday based on Metro Louisville's schedule and instructions. Ensure that all staff are properly trained on how to report their time and request vacation, sick time, and other functions using the new software.	17a Train all staff on UKG	17m1 Staff trained on UKG	
			17b Improve Library's Timekeeping System		

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Organizational Capacity How can we better support internal processes through improved knowledge, skills, abilities, technology, tools, leadership, and capacity?	Increase Library Awareness	01 Renovate and Open the Parkland Branch	Open the Parkland branch for use by the end of calendar year 2024.	01a Design the building	
				01b Renovate the building	
				01c Acquire and install furniture	
				01d Select, acquire, and shelve materials collection	
				01e Select, purchase, and install the technology	
				01f Staff the Library	
	Increase Library Awareness	02 Build and Open the Fern Creek Branch	Open the Fern Creek branch for use by the end of FY24.	02a Design the building	
				02b Renovate the building	
				02c Acquire and install furniture	
				02d Select, acquire, and shelve materials collection	
				02e Select, purchase, and install the technology	
				02f Staff the Library	
	Increase Library Awareness	03 Renovate and expand the Portland Library	Complete renovations to add 5,400 square ft and improve the Portland Library branch, open to patrons by the end of calendar year 2024.	03a Design the building	
				03b Renovate the building	
				03c Acquire and install furniture	
				03d Select, acquire, and shelve materials collection	
				03e Select, purchase, and install the technology	
				03f Staff the Library	
	Increase Library Awareness	04 Improve Library Facilities	During FY 2023-2024, improve infrastructure to improve staff and patron safety, provide better technology services, and continue to implement on branch maintenance, renovations and expansions.	04a Improve landscaping and lawn maintenance	
				04b Main Library Renovations	
04c Develop a new Library Master Facilities Plan					

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
	Continuous Improvement	14 Develop Library Staff Skills	During FY 2023-2024, improve the ability of staff to meet patrons' service needs by increasing opportunities for and participation in professional development.	14a Identify and promote independent learning opportunities 14b Assist certified staff in onboarding to new KDLA Certification & Training Portal	14m1 Increase staff training hours