



Strategic Plan Update

January

2014

Mission Statement: The mission of the human resources department is to support the goals and challenges of Louisville Metro Government by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, safety, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the organization.

*Department of Human
Resources*



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 HESEN
- ✓ MAYOR'S FIVE STRATEGIC OBJECTIVES
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- ✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY





Chief of Staff

Implementing a Strategic Planning process within Louisville Metro has added value to our agencies and to the administration. It has provided a real process so that the Mayor's vision for Louisville is strategically planned in order to drive policy decisions which, in turn, drives the budget - rather than the reverse. It also ensures that when we execute the Mayor's vision and goals, we are doing so in an efficient, transparent and compassionate manner.



Ellen Heszen,
Chief of Staff

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. Provide the highest caliber job applicants:** Supply all Louisville Metro Government departments with the highest caliber of job applicants through a streamlined, efficient and transparent recruitment and selection process, while adhering fully to all Civil Service procedures.
- 2. Provide the best benefits:** Provide all Louisville Metro Government employees with the best benefits currently available to enhance their life and workplace, while maintaining the strictest standards of economy and fiscal responsibility.
- 3. Offer effective training:** Offer Metro employees the training required to allow them to perform their work to the highest standards while providing opportunities for career advancement. Ensure that all federally mandated government employment programs are administered fairly and efficiently.
- 4. Maintain positive union relations:** Maintain positive, professional relations with all unions and collective bargaining entities representing Metro employees.
- 5. Promote safety:** Ensure that the spaces in which Metro employees work are secure and safe environments.
- 6. Provide easy access to information:** Provide easy, reliable access to information regarding benefits, opportunities and news related to Metro employment.



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 our progress and what we have learned along the way...

Enjoying the Journey,

DeVon M. Harkins

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

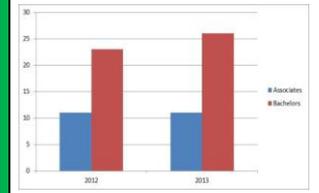
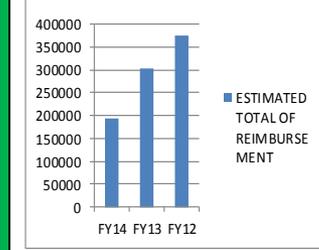
Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	
<p>1. Leverage PeopleSoft and SharePoint by making at least 4 new services available in PeopleSoft and developing at least 2 new online forms in SharePoint and making all union contracts available in SharePoint by FY15.</p> <p>Department Objectives Met: 1,3,4,5,6 Mayor's Objectives Met: 1</p>	Maximize utilization of SharePoint to provide more online services internally and externally.	Implement HR Leave Request Process on SharePoint. Create and Maintain Union Contracts on SharePoint. Create editable Performance Appraisal Form and maintain on SharePoint.	75%	Green	50%	There's no true performance indicator available at this time. As more information becomes available then a true KPI can be established.
	Create Safety and Labor websites through the Metro intranet by FY15	Current website for safety has some safety toolbox topics, links to safety information, and some emergency evacuation information.	25%	Green		
	Help launch and implement a new policy management system throughout Metro Government by FY15	Train on PowerDMS system. Prepare Policies for new system. Upload Policies. Help Train Staff. Devise Plans for Regular Policy Management.	100%	Green		
	Leverage PeopleSoft Enterprise Solutions to provide more online services.	Build Organization Structure utilizing "Reports To" and Supervisor Level" function. Implement Health & Safety Report of Injury. Implement Discipline and Grievance Module. Track Seasonal Employees. Track Appointed employees. Update FMLA Request Process.	75%	Green		
	Implement new job posting system (NeoGOV) to improve the efficiency of filling positions by FY15	Neogov "went live" on 12/31/12, and is used to post jobs, take applications, and communicate with applicants. Planning has begun for the use of electronic requisitions.	75%	Green		
	Update Family and Medical Leave Act (FMLA) Request Process in PeopleSoft	To maximize PeopleSoft and other technology as applicable to increase efficiencies; enhancements to screens, additional workflow to increase communication to departments; explore feasibility of departmental HR Reps entering new requests. Mtg w/ PS team 11-20-13; soft date for PS updates (exclusive of Depts entering new requests) 2-1-14. AT GOAL.	25%	Green		
	Develop a self-regulated educational tracking system in PeopleSoft by FY15	Module in PS will be turned on by work order to MTS. Communication plan to follow. AT GOAL.	25%	Green		

PROGRESS REPORT

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2. Reduce employee health care costs paid by Metro Government by 15% by FY15. Department Objectives Met: 2,4,6 Mayor's Objectives Met: 1,2	Begin an employer sponsored health reimbursement account to promote plan migration	Employees who enroll in Managed Choice or Balanced Choice plans are automatically enrolled in Health Reimbursement Account (HRA).	100%	Green	100%	Green	Employee health care costs paid by Metro Government
	Finalize the Fraternal Order of Police's (FOP) collective bargaining agreement (CBA) health plans' structures to include increased participation in non-FOP plans	The health insurance benefit plans available to all Metro Government employees (the "Metro Plans") are the benefit plans, and only benefit plans available to FOP Members hired on or after July 1, 2013. Members hired on or after July 1, 2013 will pay the same premiums available to all other Metro Government employees.	100%	Green			
3. Support career development activities of Louisville Metro Government employees by providing four new training initiatives applicable enterprise-wide by CY15. Department Objectives Met: 3,6 Mayor's Objectives Met: 1	Develop leadership series on soft skill topics for both current leadership and employees seeking career and professional development	Training offerings on soft skills topics such as coaching, feedback, listening and communication, delegation, motivation, and more. Designed as a refresher for Supervisor Enhancement And Development (SEAD) graduates, learning opportunity for those seeking career development and/or preparation for promotion; learning resource for management team members with opportunity for performance improvement.	75%	Green	Green	Green	<p align="center">Leadership Training Series</p> <p>This chart represents the percent participation for each course & percentage to total participants in all series courses.</p>
	Design a series of certification classes for employees wishing to exercise best practices in customer service by FY14	Customer service series of 3 workshops designed to highlight best practices in customer service.	50%	Green			

PROGRESS REPORT

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<p>4. Support the 55,000 Degrees program throughout Metro Government by increasing the number of Metro employees taking part in Adult Education events by 25% over their 2014 levels by December 31, 2015.</p> <p>Department Objectives Met: 3,6 Mayor's Objectives Met: 3,4,5</p>	Develop a series of quarterly Louisville Metro Education Fairs in support of 55,000 Degrees	Have held two events so far in conjunction with Degrees @ Work. Have two more planned and will continue to plan and hold quarterly events in venues around Metro.	50%	Green	50%	<p align="center">ESTIMATED TOTAL OF REIMBURSEMENT</p> <table border="1"> <caption>Estimated Total of Reimbursement</caption> <thead> <tr> <th>Fiscal Year</th> <th>Estimated Total of Reimbursement</th> </tr> </thead> <tbody> <tr> <td>FY14</td> <td>200,000</td> </tr> <tr> <td>FY13</td> <td>300,000</td> </tr> <tr> <td>FY12</td> <td>370,000</td> </tr> </tbody> </table>	Fiscal Year	Estimated Total of Reimbursement	FY14	200,000	FY13	300,000	FY12	370,000
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	FY14	200,000												
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	Join Greater Louisville Inc. Degrees @ Work program, sponsored by Lumina, to receive college coaching support for Metro employees	There are 1,582 Metro employees registered with Degrees at Work and receiving their bi-monthly newsletter. Their database indicates that 331 Metro employees are now enrolled in college courses. Degrees @ Work has assisted/coached 95 Metro employees.	100%	Green										
	Target survey respondents who indicate they want to learn more about going to college with quarterly Lunch & Learn events offering information on such topics as financial aid.	Sent email to those indicating interest regarding available resources at Degrees @ Work and invitations to Metro education events.	100%	Green										
Provide Tuition Assistance program (at least \$300,000) to offer support to approximately 150 employees a year	To date in FY14, 92 employees have applied for a total of \$173,700. So far \$29,503.67 has been reimbursed, with the rest of the funds awaiting the employees' proof of completion.	25%	Green											
Hold a Mayor's reception in spring of 2014 for employees who earned a degree in 2013.	This initiative is being proposed in an effort to more efficiently track how many employees are earning their degrees.	0%	Green											
Establish and promote an Adult Education corner of MyMetro, with current information from all major universities by 12/31/14.	Currently includes programmatic information from 7 institutions, including U of L, Spalding and Sullivan. Also includes a section on Degrees @ Work and Tuition Assistance.	50%	Green											



PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis
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<p>5. In support of the Metro goal of reducing overtime, identify, pursue, and hire candidates for Metro Government in a timely manner by decreasing the hiring cycle time to an average of 74 days by FY16.</p> <p align="center">Department Objectives Met: 1,6 Mayor's Objectives Met: 4</p>	Develop recruiting strategies to identify and pursue quality candidates.	Contacts have been made with U of L and Bellarmine to post internships. The budget has been increased; new recruiting brochures have been printed and other items need to be chosen. Attendance at job fairs has been increased by roughly 50%. An exit interview has been prepared for implementation.	25%	Green	50%	<p align="center">Average Turnaround Times (Average time reported in days)</p>
	Post positions internally first and require interviews for Metro employees, unless department can provide justification	The HR department currently makes it the standard practice to post positions internally first.	25%	Green	50%	
<p>6. Establish goals that will increase diversity and inclusion in Louisville Metro Government's procurement process and Metro Boards.</p> <p align="center">Department Objectives Met: 1,6 Mayor's Objectives Met: 3,4</p>	We are analyzing Louisville Metro Government's expenditure patterns, and obtaining lists of available certified and self-proclaimed Minority, Female, Handicapped Business Enterprises (MFHBEs) in our community, to determine where business opportunities can be improved.	It is reported that 70% of the vendors Louisville Metro Government does business with, have not been coded as MFHBE (or Non-MFHBE) in our financial system. To resolve this issue, we are working with OMB to finalize the link between our financial system and the new Contract Compliance and Certification System to consolidate MFHBE data found in each system thereby increasing the number of coded vendors in both systems and allowing the creation of a report with data necessary to complete this analysis.	50%	Green	50%	<p align="center">Metro Board Members</p>

PROGRESS REPORT

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis	
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7. Engage employees in wellness issues and provide on-site resources for making health choices by FY15. Department Objectives Met: 2,4,6 Mayor's Objectives Met: 1,2	Create an employer on-site wellness clinic and pharmacy in conjunction with a wellness program and other tools to enhance the quality of life of all Metro employees	Wellness Center is up an running. The Wellness Center Staff has been attending department staff meeting to encourage them to come to the Wellness Center as one of the benefits as a Metro employee.	100%		75%		These figures are being compiled by Concentra, the manager of the Metro Employee Wellness Center.
	Provide incentives through transparency tool to promote health care consumerism	Employees are encouraged to use Compass Choice Rewards as their doctor recommends a medical procedure or test.	75%				
	Implement wellness initiatives that include tobacco user surcharge, promoting healthy lifestyles, changing of unhealthy behaviors, disease prevention, nutrition & exercise	As of July 1, a tobacco sub charge was implemented. We are also partnering with the Department of Public Health and Wellness to assist with efforts to stop tobacco use.	50%				
8. Assess current and new training initiatives for utilization of the most effective delivery medium (live, DMS, webinar) by FY15. Department Objectives Met: 3,6 Mayor's Objectives Met: 1	Provide annual training on the hiring process	The training program has been finalized and was made available to 520 Metro managers on 11/19.	75%		75%		Reduce number of employees not trained to apply continuous improvement to daily work on a regular basis.
	Have available current departmental FMLA training	Dept. training is available. FMLA Forums for HR Reps & Payroll Reps will launch Jan 8 2014.	75%				
	Assist on an ongoing basis with CBA training	We are currently waiting for sufficient resources to be allotted to this initiative to begin work.	0%				
	New employee onboarding	Development of new employee onboarding experience which incorporates training on continuous improvement techniques and strategies; proposal to be presented in 12-11-13 HR LouieStat Forum with updates to follow.	75%				

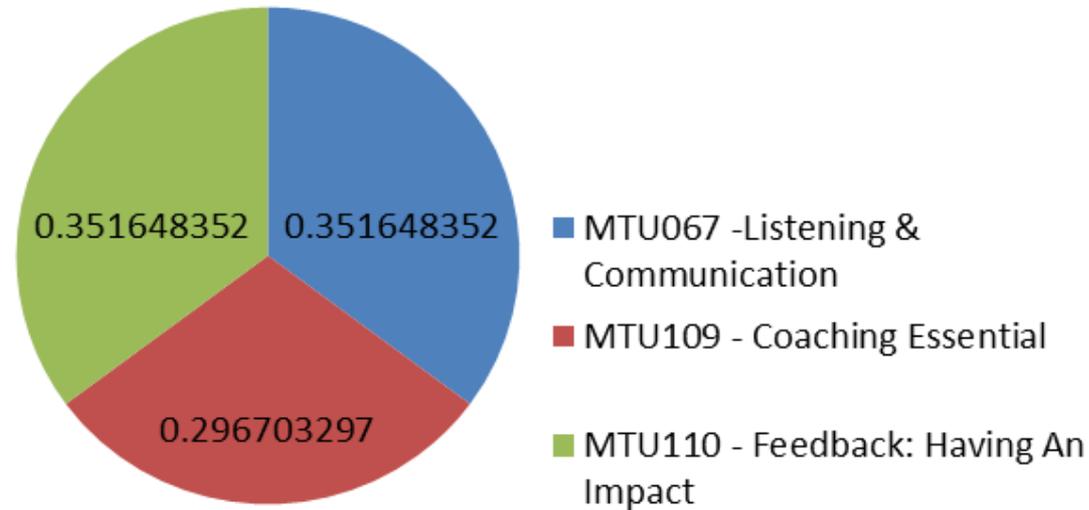
PROGRESS REPORT

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9. Promote a culture of diversity in Metro Government by identifying, pursuing and hiring minorities and women in accordance with EEO guidelines. Department Objectives Met: 1,6 Mayor's Objectives Met: 4	Establish goals in workforce that increase representation of minorities and women at various positions within departments and across Metro annually	Goals have been developed for approval.	100%		50%	
	Require hiring managers to interview a minimum number of minorities and/or women for positions, in particular for EEO codes with under-utilization, on an ongoing basis	This initiative is dependent on approval of the goals for the representation of minorities and women.	0%			
10. Support the Ohio River Bridges Project by facilitating delivery of workforce readiness training for contractors and site workers. Department Objectives Met: 1,2 Mayor's Objectives Met: 3,4,5	KYTC has developed the Bridges to Opportunities (B2O) workforce training and readiness program for minorities and women in partnership with Kentucky State University for the Ohio River Bridges Project. Metro's HR Director chairs a local advisory group. The B2O Project Team meets monthly to monitor the progress of the outreach to participants, participants training, and job goals.	This is a state guided initiative. Metro has limited impact because we only serve in an advisory role.	50%		50%	http://b2oky.com/about

GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #4: Support career development activities of Louisville Metro Government employees by providing four new training initiatives applicable enterprise-wide by CY15.

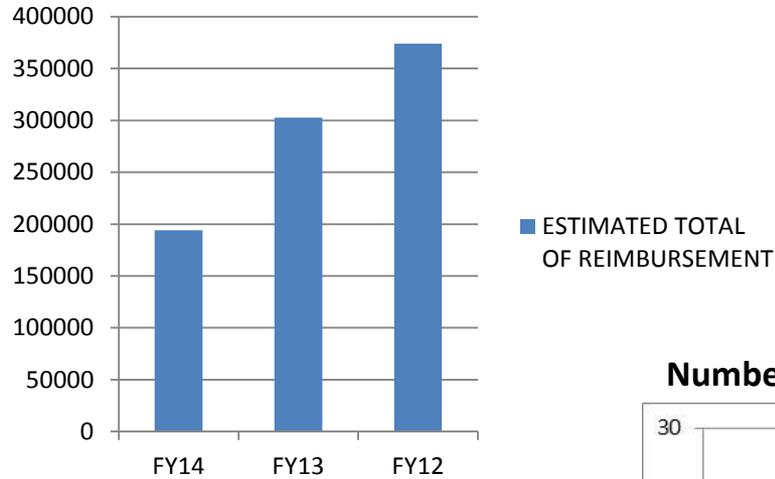
Leadership Training Series



This chart represents the percent participation for each course and percentage to total participants in all series courses.

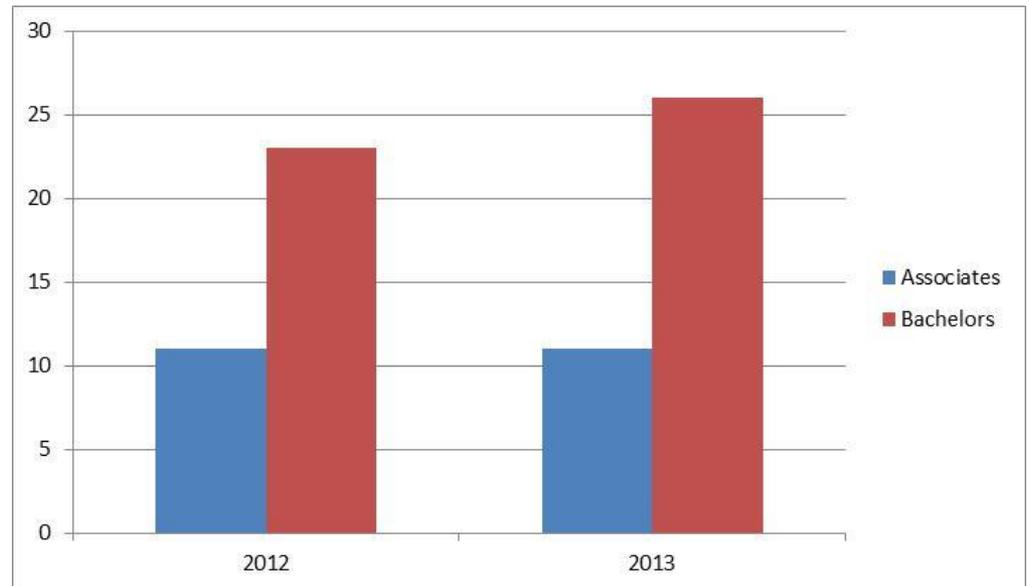
GOAL KEY PERFORMANCE INDICATORS - KPIS

ESTIMATED TOTAL OF REIMBURSEMENT



Goal #6: Support the 55,000 Degrees program throughout Metro Government by increasing the number of Metro employees taking part in Adult Education events by 25% over their 2014 levels by December 31, 2015.

Number of Employee Associate and Bachelor's Degrees Earned

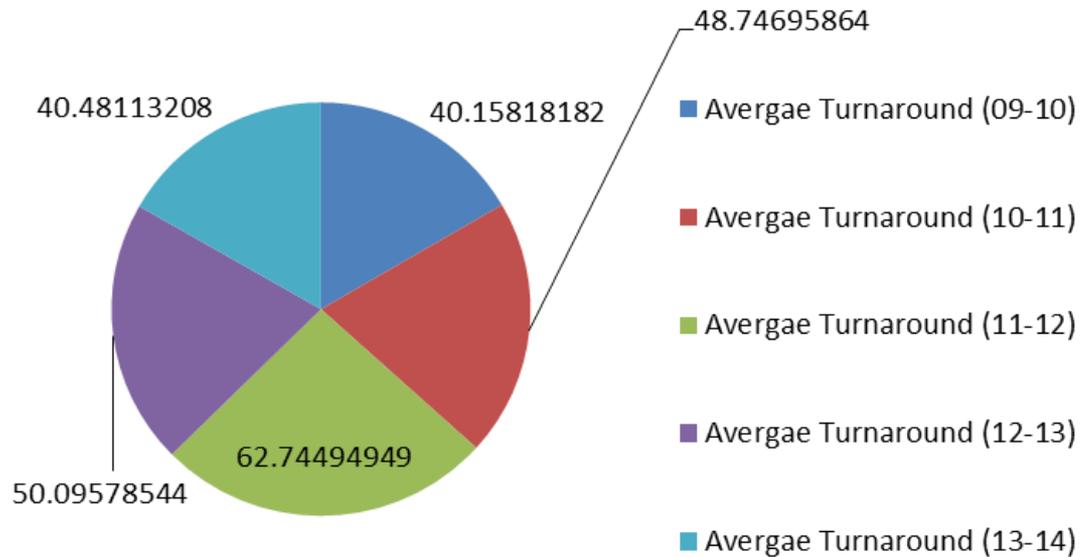


GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #7: In support of the Metro goal of reducing overtime, identify, pursue, and hire candidates for Metro Government in a timely manner by decreasing the hiring cycle time to an average of 74 days by FY16

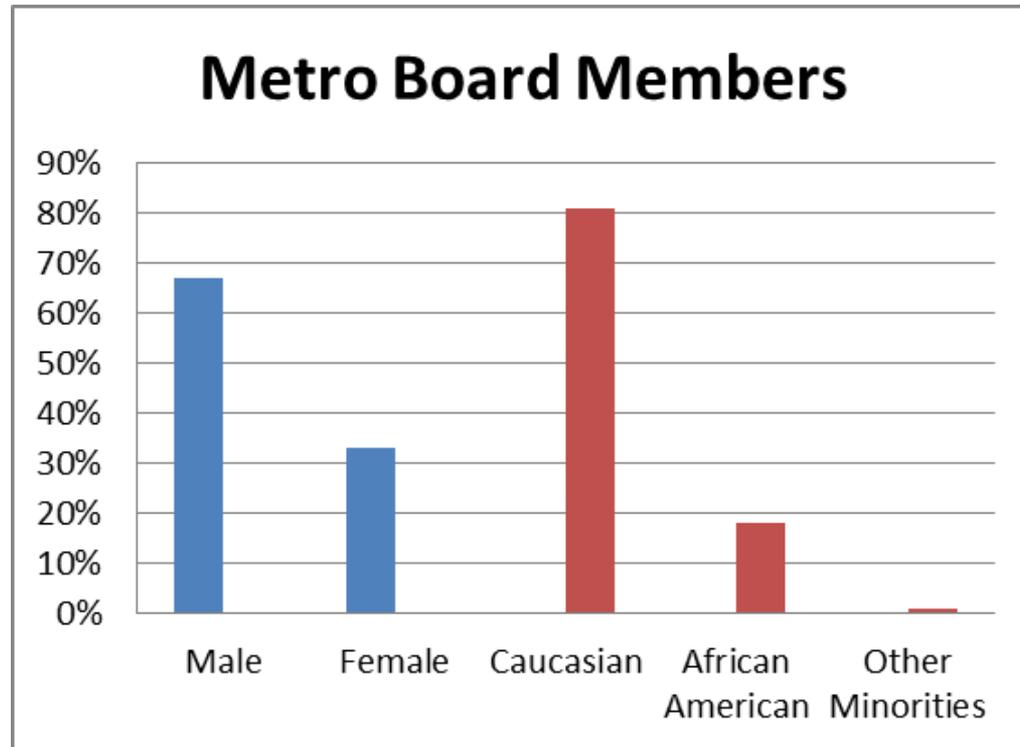
Average Turnaround Times

(Average time reported in days)



GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #9: Establish goals that will increase diversity and inclusion in Louisville Metro Government's procurement process and Metro Boards.



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
3	Increase the existing opportunities for career advancement within Metro Government while simultaneously exploring new methods (on-line instruction, webinars) to assist with the development of leadership skills among Metro employees	SMART principles were applied to the original goal, and the original was divided into two separate goals	11/18/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
3	Support career development activities of Louisville Metro Government employees by providing four new training initiatives applicable enterprise-wide by CY15.	See above	11/18/13
8	Assess current and new training initiatives for utilization of the most effective delivery medium (live, DMS, webinar) by FY15.	SMART principles were applied to the original goal, and the original was divided into two separate goals	11/18/13
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
4	Support the attainment in Metro Louisville of 55,000 more working age adults with college degrees (15,000 associates degrees and 40,000 bachelor's degrees) by 2020	SMART principles were applied to the original goal.	11/1/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
8	Support the 55,000 Degrees program throughout Metro Government by increasing the number of Metro employees taking part in Adult Education events by 25% over their 2013 levels by December 31, 2015.	See above	11/1/2013

STRATEGIC PLAN CHANGES

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OLD Dept. Goal # (Deleted)	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
1	Maximize Technology to improve HR services and make more services available	SMART principles were applied to the original goal.	11/7/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
1	Leverage PeopleSoft and SharePoint by making at least 4 new services available in PeopleSoft and developing at least 2 new online forms in SharePoint and making all union contracts available in SharePoint by FY15.	See above	11/7/2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
5	Identify, aggressively pursue and hire candidates for Metro Government who will comprise a top quality, highly diversified workforce	SMART principles were applied to the original goal.	11/8/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
5	Identify, pursue and hire diverse candidates for Metro Government in a timely manner by decreasing the hiring cycle time to an average of 74 days by FY16.	See above	11/8/2013
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	Reduce employee health care costs paid by Metro Government by 15% and engage employees in wellness issues and provide on-site resources for making health choices by FY15.	Original goal was divided into two goals.	11/8/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	Reduce employee health care costs paid by Metro Government by 15% by FY15.	See above	11/18/2013
7	Engage employees in wellness issues and provide on-site resources for making health choices by FY15.	See above	11/18/2013

STRATEGIC PLAN CHANGES

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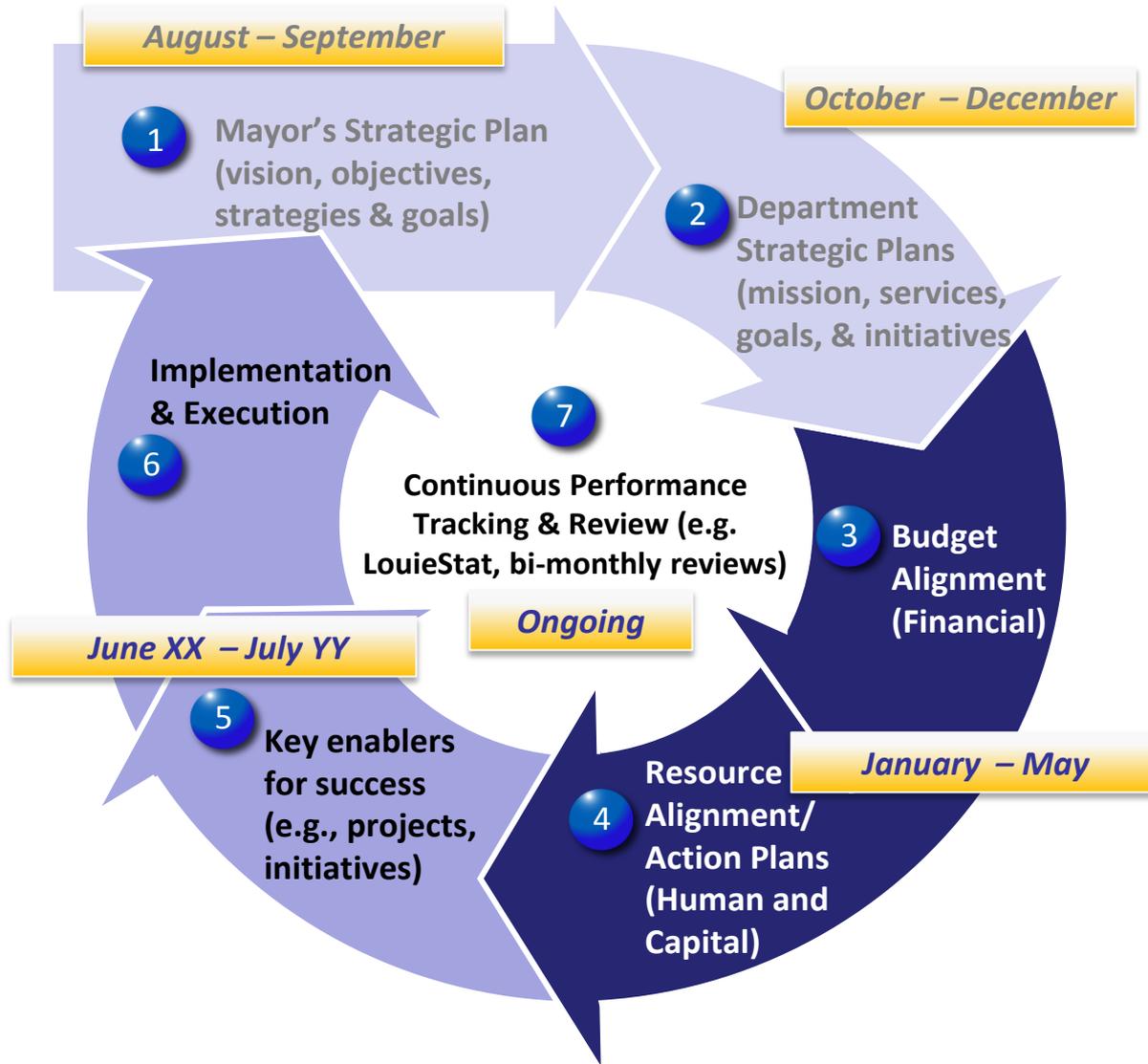
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
6	Bridges, Boards and Procurements	Needed more detail, to be split into two goals	12/6/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
6	Establish goals that will increase diversity and inclusion in Louisville Metro Government's procurement process and Metro Boards.	See above	12/6/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
10	Support the Ohio River Bridges Project by facilitating delivery of workforce readiness training for contractors and site workers.	See above	12/6/2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
9	Promote a culture of diversity in Metro Government by identifying, pursuing and hiring minorities and women in accordance with EEO guidelines.	New Goal	12/6/2013

ENTERPRISE GOVERNANCE DOCUMENTS:

- ✓ METRO PLANNING CYCLE
- ✓ METRO PLANNING CALENDAR



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 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...”