



Strategic Plan Update

January

2014

Mission Statement: The mission of the Office of Management & Budget is to ensure the fiscal integrity of Louisville Metro Government and to provide the highest level of services to our customers.

*Office of
Management and
Budget*



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:

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



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. Maintain financial integrity and stability:** OMB will maintain Metro's financial integrity and stability by obtaining unqualified audit opinions, maintaining bond ratings, effective management of fund balance and stabilizing liquidity and cash flow.
- 2. Implement the Mayor's Strategic Plan:** All OMB strategic plan objectives and goals are designed to implement the Mayor's Strategic Plan.
- 3. Address systemic budget issues:** Enact a structurally balanced budget in accordance with state requirements to match reoccurring expenditures with reoccurring revenues.
- 4. Provide quality communication to stakeholders:** Provide excellent customer service and promote quality communication internally to all Metro departments as well as external communication with citizens.
- 5. Ensure policies and procedures:** Ensure Policies and Procedures are followed for transparency and accountability of transactions.
- 6. Increase collections of all Metro Government revenue sources:** Increase accounts receivable collection on services and assessments billed as well as increase occupational license tax collections.
- 7. Open records and official documents:** Ensure timely responses for open records requests and promote transparency of official documents.



Office of Management and Budget

Any organization that strives to be best in class should focus on continuous improvement and data based decision making. The Office of Management and Budget (“OMB”) has embraced this idea and considers the development of a strategic plan to be the correct basis for decision making and effective management. OMB has made great strides over the last year in continuous improvement efforts. Not only have we fully participated in and embraced the Strategic Plan process, but we have also joined the LouieStat process and have presented two forums thus far. Through LouieStat, we have developed an Enterprise Model that reflects a management consensus of OMB’s core missions and areas in most need of improvement. OMB has developed our Strategic Plan to be the tool for achieving our Enterprise Model desired capability to be best in class in all that we do.

In addition to Strategic Plan and LouieStat accomplishments this year, OMB also embarked on a mission to review the centralization of all business office functions that occurred two years ago. Under the Plan-Do-Check-Act (“PDCA”) method, centralization was planned, it was executed, and this year, the success was evaluated or “checked.” Based on what was learned through development of the Enterprise Model and Strategic Plan, it was determined that OMB needed to undergo a re-structure that would align departmental divisions by function. This re-structure is now in process and should be completed in the spring.

Through dedication to continuous improvement and strategic planning, OMB has seen positive results towards producing a structurally balanced budget and 2 consecutive audits that yielded un-qualified opinions and minimum findings. These results alone are a testament to the validity and importance of performance management.

*Steve Rowland,
Chief Financial Officer*





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. 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)		Goal Health (Color)
<p>2. Based upon a review schedule determined by rating agencies, OMB will maintain or improve Metro's bond rating of AA+</p> <p>Department Objectives Met: 1,2,3,5 Mayor's Objectives Met: 1,2,3,4,5</p>	Restore ending fund balance to \$65 million or 13% of general fund revenues (whichever is higher) by Fiscal year 18	The FY 13 budgeted target for the ending fund balance will be met at \$58.9 million.	50%	Green	align="center">25%	align="center">Yellow	Develop a graph to chart the Fund Balance position at the end of each Fiscal Year.
	Structure new debt issuance to be supported by new revenue such as paying off existing bonds or external funding sources	There will be no new bonds issued in Fiscal Year 2014	0%	Red			
<p>3. By June 30, 2014, OMB will improve the cash flow analysis process to insure optimized use of funds and sufficient liquidity to cover costs associated with operations</p> <p>Department Objectives Met: 1,2,3,5 Mayor's Objectives Met: 1,2</p>	Develop a daily cash flow schedule with formal forecast reporting to the CFO on a monthly basis	Cash position is reviewed daily and encompasses analysis of outstanding checks, checks clearing and anticipated revenues to be received. A formal report out is in development.	25%	Green	align="center">25%	align="center">Yellow	Develop a graph to chart the ending cash position for each month
	Implement a process by where Cash Management is notified of payments processed in excess of a \$500k threshold.	This is a new initiative that has not started.	0%	Red			
	Ensure grant reimbursements are received within 90 days of expenditure by maximizing the potential to receive reimbursements through electronic funds transfer	It is Grants Management policy that grant reimbursements are submitted monthly (within 30 days) unless the funding source stipulates otherwise. A review is underway to identify all opportunities to receive electronic reimbursements from various funding sources to improve the amount of time it takes to receive reimbursement payments.	50%	Yellow			
	Implement the use of bank technology to record cash deposits within 24 - 48 hrs of receipt	Metro's renewed bank contract, effective December 1, 2013, provides for the use of SmartSafe's. This technology allows for cash deposits to be recorded on-site of receipt and provides 24 hr credit of that deposit to Metro's bank account.	0%	Red			

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4. Reduce payroll errors resulting in manual payroll checks from 10 per month to zero by December 31, 2014 Department Objectives Met: 1,2,3,5 Mayor's Objectives Met: 1,2	Investment and enhancement in Human Resources Information Systems ("HRIS")	Currently evaluating the need to bid for a system that could improve time reporting.	25%	Yellow	50%	Green	Receive a low risk rating by Internal Audit on payroll processing for the calendar year 2013 review (Milestone KPI)
	Increase efficiencies in payroll processes	Currently monitoring payroll processes to identify potential improvements for implementation	75%	Green			
5. Obtain an unqualified audit opinion with zero material weaknesses for the Fiscal Year 2013. Department Objectives Met: 1,2,4,5 Mayor's Objectives Met: 1,2,4	Ensure policies and procedures are followed for transparency and accountability of transactions	Strengthen review processes for journal vouchers, reconciliation review for cash accounts, and establish reconciliation process for balance sheet accounts.	75%	Green	75%	Green	Develop a graph to chart the number of audit findings issued each year.
	Proper implementation of governmental accounting standards	Review new standards as they are issued and evaluate the impact on Metro's financial reporting processes.	75%	Green			
	Complete compliance reviews on Federal A133 Type A programs	A workplan was developed in FY 13 to identify grant programs and projects that would potentially qualify as Federal A133 Type A programs. 6 reviews have been completed.	50%	Yellow			
6. By July 2014, reduce late payments from 17% to 10% for invoices not paid within 30 business days. Department Objectives Met: 1,2,3,5 Mayor's Objectives Met: 1,2	Increase communication and training to departments on procurement practices and policies	OMB has initiated a re-organization to expand the number of Fiscal Administrators directly serving departments, standardize the purchase order process, and re-design the workflow of invoice payment between departments and OMB and within OMB itself.	25%	Yellow	25%	Yellow	Track the % of invoices not paid within 30 days (current LouieStat KPI)
	Increase the number of invoices submitted electronically to Metro from vendors	OMB is in the process of identifying a method for implementing this process throughout the enterprise	0%	Red			
	Expand electronic approvals for payment of invoices through use of Metro's Image Process Management ("IPM") system	OMB has initiated and trained agencies on this function in IPM - continuous improvement needed to benefit from electronic submission of invoices	25%	Yellow			

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<p>7. By June 30, 2014 OMB will increase the accounts receivable collection rates on services billed or enforcements assessed as follows: Codes and Regulations assessments - 14% to 42%; EMS Billing collections 55% to 58%; Health Billing collections (private pay) from 8% to 10%.</p> <p>Department Objectives Met: 1,2,3,5,6 Mayor's Objectives Met: 1,2,4</p>	Create an Accounts Receivable division of OMB	An Accounts Receivable division was created in OMB effective February 2013. The current responsibility is collection of outstanding property maintenance fees and fines.	100%	Green	50%	Yellow	Data is currently under review for LouieStat assessment. The LouieStat KPI will be provided once available
	Purchase and implement CDR Billing, which is an billing module of the Codes and Regulations operations system (Hansen 8)	CDR Billing was purchased in July 2013. Implementation has been placed on hold until all Hansen 8 operating issues have been resolved.	50%	Yellow			
	Implement a Voice Over Internet Protocol ("VOIP") phone system to allow outbound calling processes and help manage collection efforts	A VOIP phone system to assist with outbound collection calling cannot be implemented until appropriate upgrades to all collection operating systems is implemented.	0%	Red			
	Work with Metro Agencies to increase the quality of information collected at the time of service or assessment to support collection efforts	Billing Manager/ Supervisor created and distributes weekly reports on data and signatures which is disbursed to management. Mgr/Sup also participates in monthly training on priority issues.	25%	Yellow			
	Evaluation of resources and procedures to meet the new federal mandated guidelines.	Met with appropriate vendors and internal agencies to determine system upgrades to meet federal guidelines for processing.	25%	Yellow			
<p>8. By June 30, 2014 Revenue Commission will increase the Occupational License Tax ("OLT") collected through the audit and compliance divisions by 5%</p> <p>Department Objectives Met: 1,2,3,5,6 Mayor's Objectives Met: 1,2,4</p>	Enhance compliance efforts through IRS data sharing implementing various projects, beginning with 1099 assessment process.	Monthly meetings are held to define goals, assign tasks, and monitor progress.	25%	Green	50%	Green	Develop a graph to chart OLT revenues collected through the audit and compliance process to ensure on target with goal increase. Baseline data currently not available, but in development. KPI to be provided once available.
	Enhance tax compliance efforts through audit and compliance division projects through query/audit on critical codes & automate Secretary Of State ("SOS") bulk data.	Revenue Commission has sought the assistance of the SOS to receive bulk data on registered businesses to develop a program for automation. Revenue Commission Audit and IT team members will partner to develop queries to prioritize audit projects.	25%	Yellow			
	Pursue available legal options against non compliant taxpayers	Legal supervisor and contract attorney developing legal templates to ensure compliance by out of state residents. Continue to pursue on pre and post judgment, including garnishments.	50%	Green			

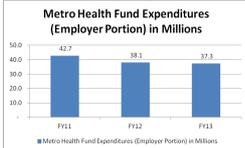
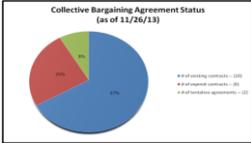
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<p>10. By June 30, 2015 OMB will increase the funding rate of internal service funds related to Risk Management from 61% (at the end of FY 2012) to 70%</p> <p>Department Objectives Met: 1,2,3 Mayor's Objectives Met: 1,2,5</p>	Implementation of a Return To Work program	A return to work program was implemented effective August 2012 as a pilot program for selected departments. Full implementation for all departments is expected in Fiscal Year 2014	75%	Green	75%	Evaluate annual funding to the Risk Management Internal Service Fund through FY 15 to ensure compliance with goal increase (Milestone KPI)
	Participation in accident review committees to insure Risk Management has a clear understanding of the issue for claims settlement purposes and assist the agency involved in gathering the appropriate information	Risk Management is now an active participant in all known accident review committees for Metro agencies	100%	Green		
	Implementation of a Managed Care Program which is a pre-approved medical provider network to assist in cost reduction and more efficient medical treatment for employees in the Workers Compensation program.	Effective July 1, 2013 , all Metro employees, with the exception of one Collective Bargaining Agreement, are mandated to utilize in-network providers except for emergency treatment.	100%	Green		
	Increase General Fund appropriation used to address appropriate outstanding issues and claims	Additional General Fund was appropriated in FY 14; however, due to the level of claims payment for the year, it is anticipated the FY 14 will show no increase to the overall level of funding.	25%	Yellow		

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<p>12. By Fiscal Year 2015, resolve Metro's structural budget imbalance by managing expenditures so as not to exceed projected revenue growth.</p> <p>Department Objectives Met: 1,2,3,4,5,6 Mayor's Objectives Met: 1,2,3,4,5</p>	Match reoccurring expenditures with reoccurring revenues	The FY14 budget matched operating revenues with operating expenditures; however, it provided for a \$3.1M transfer to the Capital Fund which represents a de minimus investment amount for pay-go capital projects for Louisville Metro	75%	Green	50%	N/A
	Compared to FY 10, reduce energy usage in Public Works managed facilities by 20% by the end of FY 18 (June 30, 2018) **Public Works and Assets is a Lead Contributor on this goal and is primarily responsible for this specific initiative.	Public Works & Assets managed facilities are undergoing building system upgrades and improvements through the Metro Energy Savings Performance Contract. The contract has been awarded, building system audit has been completed, and a projected time-line of upgrades has been developed. In July 2013, work was started on the upgrades.	25%	Yellow		
	Compared to FY 12, reduce fuel costs on Metro vehicles by 20% by the end of FY 18 (June 30, 2018). **Public Works and Assets is a lead contributor on this goal and is primarily responsible for this specific initiative.	Given available funding, replace high mileage vehicles with more fuel efficient vehicles and research the use of alternative fuel vehicles. Fleet has applied for Congestion Mitigation and Air Quality (CMAQ) funding for the purchase of alternative fuel vehicles: 2 Compressed Natural Gas (CNG) garbage trucks. A grant has been awarded for the purchase of a dedicated electric vehicle (Ford Focus).	25%	Green		

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<p>12. By Fiscal Year 2015, resolve Metro's structural budget imbalance by managing expenditures so as not to exceed projected revenue growth.</p> <p>Department Objectives Met: 1,2,3,4,5,6 Mayor's Objectives Met: 1,2,3,4,5</p>	Reduce employee health care costs paid by Metro Government from \$45 million in Fiscal Year 2011 to \$42 million by Fiscal Year 2015.	In order to reduce employee health care costs, Metro has constructed an on-site Wellness Center, implemented a tobacco use surcharge to the monthly premium, and is in the process of reviewing the pricing structure on premiums. Additionally, the Fraternal Order of Police ("FOP") contract was re-negotiated to include all new FOP members under the Metro healthcare plans. FOP members hired prior to July 1, 2013 will remain in their existing healthcare plan.	50%	Green		Green	 <p align="center">Metro Health Fund Expenditures (Employer Portion) in Millions</p> <table border="1"> <tr><th>Fiscal Year</th><th>Expenditures (Millions)</th></tr> <tr><td>FY11</td><td>42.7</td></tr> <tr><td>FY12</td><td>38.1</td></tr> <tr><td>FY13</td><td>37.3</td></tr> </table>	Fiscal Year	Expenditures (Millions)	FY11	42.7	FY12	38.1	FY13	37.3			
	Fiscal Year	Expenditures (Millions)																
	FY11	42.7																
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Adhere to the Administrations revenue estimate	Agreement with Metro Council leadership on acceptance of Revenue estimates for budgeting purposes	25%	Green		Green	A measurement will be developed to chart progress with this goal.												
Participate in the creation of economic incentives in order to provide input on the financial impact for current and future environments.	OMB has become an active participant in creating economic incentives for projects in development.	75%	Green		Green	N/A												
By Fiscal Year 2015, 100% of Collective Bargaining Agreements ("CBA") will be negotiated to simplify the compensation components of contracts, limiting salary increases to no more than projected revenue growth, and increase managerial flexibility (for example, manage the use of sick time)	Since the end of calendar year 2011, Metro has successfully enacted affordable CBA's with 16 of 24 Collective Bargaining units.	75%	Green		Green	 <p align="center">Collective Bargaining Agreement Status (as of 11/26/13)</p> <table border="1"> <tr><th>Agreement Status</th><th>Count</th><th>Percentage</th></tr> <tr><td>New Agreements</td><td>4</td><td>16%</td></tr> <tr><td>Existing Agreements</td><td>18</td><td>75%</td></tr> <tr><td>No Agreement</td><td>2</td><td>9%</td></tr> </table>	Agreement Status	Count	Percentage	New Agreements	4	16%	Existing Agreements	18	75%	No Agreement	2	9%
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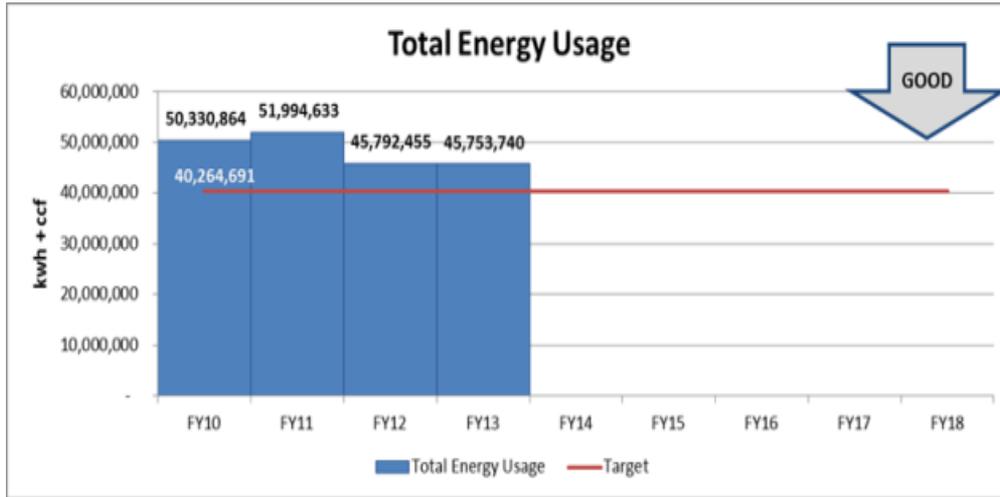
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<p>13. By June 30, 2014, ensure Pension accounts are reconciled within 30 days of the pension reporting date.</p> <p>Department Objectives Met: 1,2,3,4,5 Mayor's Objectives Met: 1,2</p>	<p>Coordinate with Metro Technology Services ("MTS") and Human Resources ("HR") on pension processing to ensure employee classification is completed timely and accurately, and special items that are manually completed at the beginning of FY are assessed to correct CERS rate on employee withholdings and employer contributions.</p>	<p>FY 13 has been reconciled, and FY 14 reconciliations are current. The core issues have been identified, but solutions have not yet been implemented. Ongoing communication with HR and MTS is needed to implement the appropriate solutions.</p>	25%	Yellow	25%	Yellow	<p>A chart will be developed to identify the number of days it takes to complete a reconciliation from the pension reporting date for each month</p>
<p>14. By June 30, 2015 Increase capital project completion rate and cycle time to ensure that funding is not obligated to projects that will not begin or complete within 2 years of appropriation.</p> <p>Department Objectives Met: 1,2,3,4,5,6 Mayor's Objectives Met: 1,2,3,4,5</p>	<p>Initiate a collaborative project with the Innovation Delivery Team to review the current state and recommend process improvement steps</p>	<p>The team has been working on the Capital Project Initiative for three weeks of an 18-week timeline and is currently assessing the "as-is" state in one-on-one pre-work interviews; a focus group of individuals across metro will be assembled in mid-December to discuss the desired progress.</p>	25%	Yellow	25%	Yellow	<p>A chart will be developed to identify the # of capital projects funded but not started within 24 months, and the # of capital projects started but not completed within 24 months. Data is currently under review for LouieStat assessment. The LouieStat KPI will be provided once available.</p>
	<p>Develop a formal process for closing completed projects</p>	<p>This initiative has been identified as part of the Capital Project Initiative as a solution to manage the large number of projects that remain open while an agency may have indicated the work has been completed.</p>	0%	Red			
	<p>Identify procedures (for communication, prioritization, reporting) to assist agencies with managing their projects</p>	<p>Input from the Capital Project Initiative will inform the best approach to write and communicate the necessary procedures.</p>	0%	Red			

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<p>15. Reform the procurement process to add more transparency, cost savings, ease of interaction with vendors, and increase spend with minority/female/handicap business enterprises by June 30, 2015.</p> <p>Department Objectives Met: 1,2,3,5 Mayor's Objectives Met: 1,2,4</p>	Create a cross functional team to review the current processes and benchmarks to recommend best practices	<p>This is a new initiative that has not started. Development of a process to track the cost savings associated with the bidding process and the amount of spend with minority business enterprises should be completed by the end of FY 14. Actual tracking and collection of data would begin in FY 15.</p>	0%	Red	0%	Red	KPI to be developed as best practices and processes are developed and implemented
	Revise standard operating procedures for small purchase authority		0%				

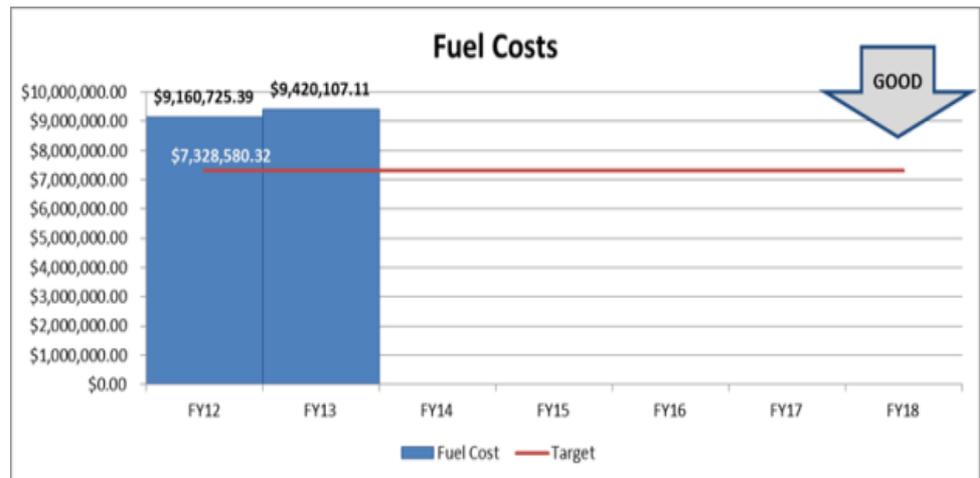
GOAL KEY PERFORMANCE INDICATORS - KPIS

Reduce energy usage in Public Works managed facilities by 20% by the end of FY 18



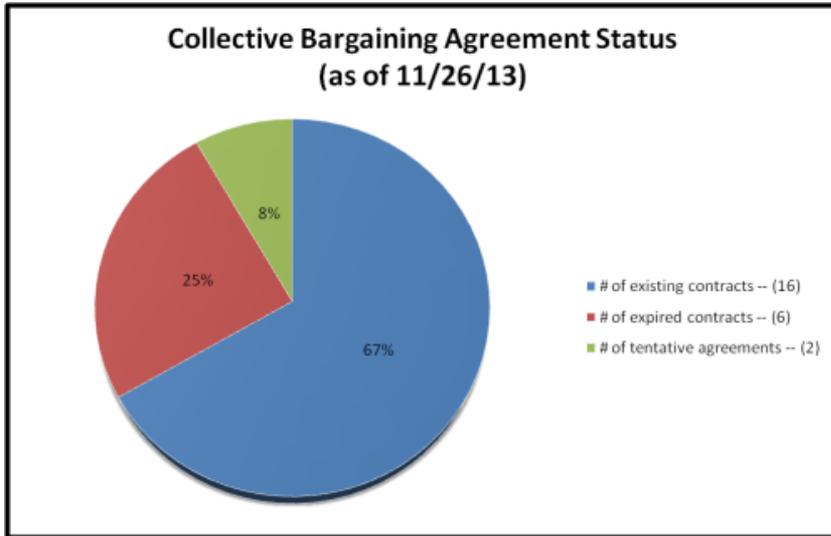
Goal #12: By Fiscal Year 2015, resolve Metro's structural budget imbalance by managing expenditures not to exceed projected revenue growth.

Reduce fuel costs on Metro vehicles by 20% by the end of FY 18



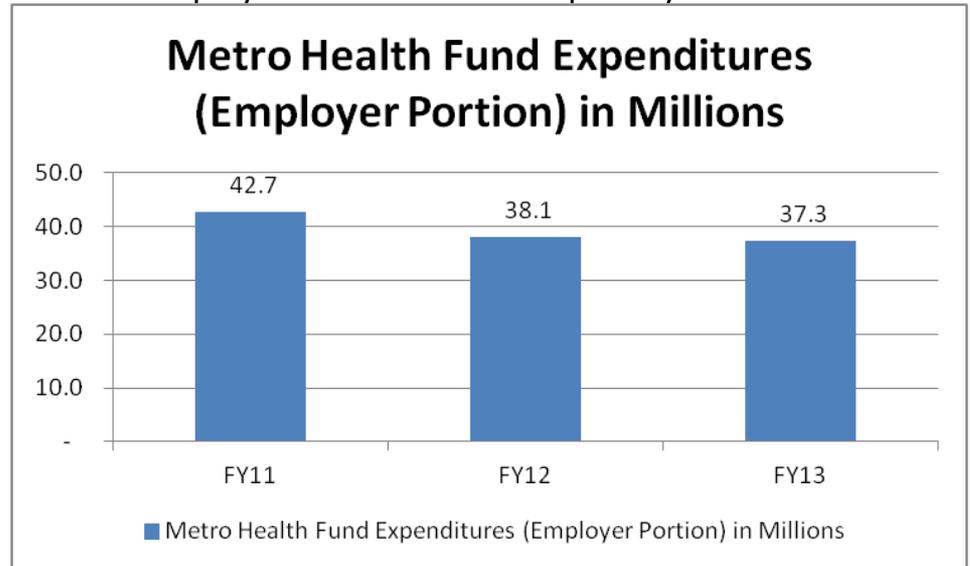
GOAL KEY PERFORMANCE INDICATORS - KPIS

Negotiate Collective Bargaining Agreements to be more Affordable



Goal #12: By Fiscal Year 2015, resolve Metro's structural budget imbalance by managing expenditures not to exceed projected revenue growth.

Reduce employee health care costs paid by Metro Government



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	Implement a structurally balanced budget by 2015	This goal was deleted and combined with goal #9 to create new goal #12. The new goal better represents the end result and the initiatives incorporate the Mayor's goal #6.	Nov. 13, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
12	By Fiscal Year 2015, resolve Metro's structural budget imbalance by managing expenditures so as not to exceed projected revenue growth.	See above	See above
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	Annually, OMB will strive to maintain Metro's bond rating of AA+ or better at the time of rating agency surveillance or at the time of bond issuance.	Bond rating analysis occurs at the time of rating agency surveillance or upon the issuance of debt, this does not necessarily happen annually. We also wanted change "strive" to "will maintain."	Nov. 13, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
2	Maintain Metro's bond rating of AA+ or better at the time of rating agency surveillance or at the time of bond issuance.	See above	See above
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
3	By June 30, 2013 OMB will stabilize liquidity and cash flow needs to avoid short-term borrowing (such as Tax Anticipation Notes)	The goal was made SMART by adding a measurement as well as updating the goal deadline for FY 14	Nov. 18, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
3	By June 30, 2014, OMB will update the cash flow analysis process to ensure sufficient liquidity to cover costs associated with operations	See above	See above

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OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
4	By June 30, 2013 and annually thereafter, OMB will obtain a low risk rating by Internal Audit on payroll processing	The goal was made SMART by adding a measure and a timeline. The goal was also updated to reflect the task that would be completed. Receipt of a clean audit report is a Milestone KPI.	Nov. 14, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
4	Reduce payroll errors resulting in manual payroll checks from 10 per month to zero by December 31, 2014	See above	See above
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
5	By December 31, 2013 and annually thereafter, OMB will obtain an unqualified audit opinion with zero material weaknesses	The goal was tightened to reflect the current year audit. This goal will be ongoing and included for every fiscal year.	Nov. 14, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
5	Obtain an unqualified audit opinion with zero material weaknesses for the Fiscal Year 2013.	See above	See above
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
6	By December 31, 2014 OMB will increase its rate of compliance for invoices paid within 30 business days from an average of 80% to 100%	The goal was re-worded to weakness orientation as well as adjusted the goal to coincide with current LouieStat KPI goals	Nov. 13, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
6	By July 2014, reduce late payments from 17% to 10% for invoices not paid within 30 business days.	See above	See above

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OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
7	By June 30, 2014 OMB will increase the accounts receivable collection rates on services billed or enforcements assessed as follows: Codes and Regulations assessments - 14% to 42%; EMS Billing collections 55% to 65%; Health Billing collections (private pay) from 8% to 13%.	The % increases for EMS Billing Collections and Health Billing Collections were updated to more accurately reflect potential increased collections based on new federal guidelines issued	Nov. 14, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
7	By June 30, 2014 OMB will increase the accounts receivable collection rates on services billed or enforcements assessed as follows: Codes and Regulations assessments - 14% to 42%; EMS Billing collections 55% to 58%; Health Billing collections (private pay) from 8% to 10%.	See above	See above
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
8	By June 30, 2014 Revenue Commission will increase the Occupational License Tax collections of withholdings by 2% and net profit taxes by 8%	The goal was updated to clarify that the increased collections would come specifically from audit and compliance operations. The % increase was also adjusted to be more realistic.	Nov. 14, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
8	By June 30, 2014 Revenue Commission will increase the Occupational License Tax collected through the audit and compliance divisions by 5%	See above	See above

STRATEGIC PLAN CHANGES

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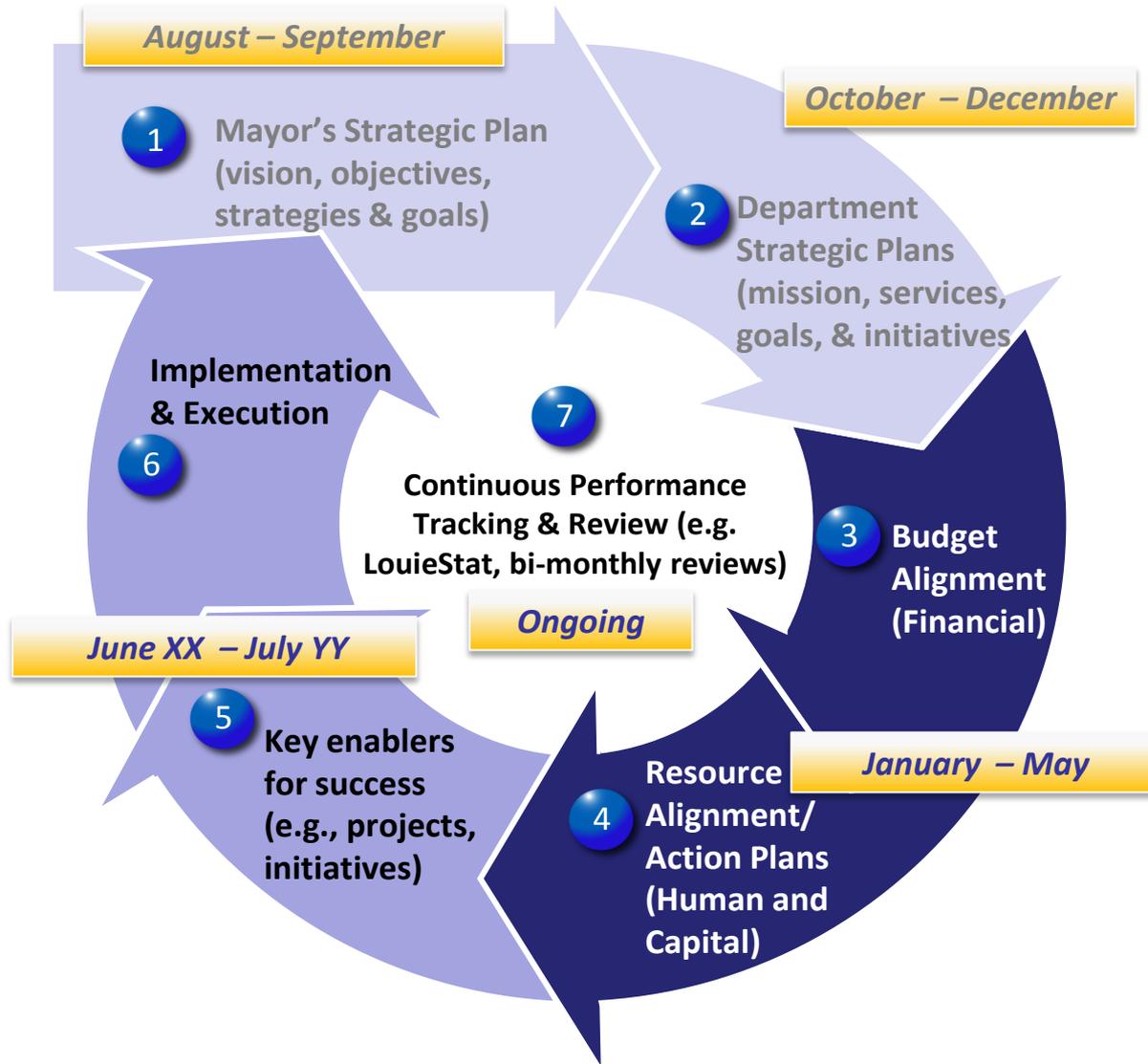
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
9	By July 1, 2014, OMB will assist Metro in enacting a structurally balanced budget, defined as not relying on non-current revenues / Funding sources to fund re-curring operations	This goal was deleted and combined with goal #1 to create new goal #12. The new goal better represents the end result and the initiatives incorporate the Mayor's goal #6.	Nov. 13, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
12	By Fiscal Year 2015, resolve Metro's structural budget imbalance by managing expenditures so as not to exceed projected revenue growth.	See above	See above
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
11	By June 30, 2015 OMB will reduce the cost of procuring goods and services by 5% through innovative practices, partnerships, and expanded bidding of Metro's planned expenditures.	Based on available information, this goal as written would not be easily measured and tracked. New Goal 15 was created to focus on procurement reform with regards to cost savings and increased spend with minority business enterprises.	Nov. 13, 2013
NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Changed/Added
15	Reform the procurement process to add more transparency, cost savings, ease of interaction with vendors, and increase spend with minority/female/handicap business enterprises by June 30, 2015.	See above	See above

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...”