



Strategic Plan Update

January

2014

Mission Statement: Our mission is to provide the highest quality of structured care to our youth through a variety of creative programs and services that teach accountability and provide protection to the community.

*Youth Detention
Services*



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



CONTENTS



OUR SCOPE OF REFERENCE:	6
✓ REFLECTIONS FROM CHIEF HAMILTON	
✓ MAYOR’S FIVE STRATEGIC OBJECTIVES	
✓ DEPARTMENT STRATEGIC OBJECTIVES	
✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY	
PROGRESS AND PERFORMANCE:	10
✓ STRATEGIC PLANNING TERMS	
✓ DEPARTMENT PROGRESS & KPIS	
ENTERPRISE GOVERNANCE DOCUMENTS:	23
✓ METRO PLANNING CYCLE	
✓ METRO PLANNING CALENDAR	

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





Public Safety

In 2013, Louisville Metro public service and safety agencies all got the opportunity to participate in LouieStat. They see first-hand Mayor Fischer's commitment and leadership to embrace performance management and strategic planning as a means to focus on what's important and to improve customer satisfaction with our services. Each of these agencies has increasingly demanding expectations. Meeting those challenges well requires they understand their limitations and weaknesses. While dealing with the challenges of their available budget, personnel strength, and other resources requires focus, knowing what's important to their mission and how to best use their limited time magnifies the value of their collective efforts. Recognizing what they do well is important in achieving results. Recognizing what needs improvement builds strength in problem solving and increases both employee and citizen satisfaction in the outcomes of their efforts. Sharing what is and what's not working in planning report outs, LouieStat, and enterprise model solutions give agencies more opportunity to learn from the break through work of others and accept the risk of leading innovation within their own agencies.

Doug Hamilton,
Chief of Public Safety



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 a healthy environment:** Provide a healthy environment for youth in our care through compliance with state licensure regulations by the Kentucky Department of Juvenile Justice (DJJ) and the Cabinet for Health and Family Services (CHFS), as well as national standards for accreditation by the American Correctional Association (ACA), the National Commission on Correctional Health Care (NCCHC).
- 2. Foster a safe environment:** Foster a safe environment through structured supervision and care.
- 3. Youth well-being:** Promote the physical, psychological, and educational well-being of the youth placed in our care.
- 4. Program effectiveness:** Measure and evaluate program effectiveness at the cost and service level through data analysis and information management.
- 5. Joint planning and policy making:** Work with juvenile justice system partners on joint planning and policy making for detention reform to help these systems become smarter, fairer, more efficient and more effective.



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





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)	
1. Transfer 100% of handwritten reports into a systematic data collection system by the middle of FY15 Department Objectives Met: 1,2,3,4 Mayor's Objectives Met: 1	Establish reporting needs	Met with supervisors and received a list of reports.	25%	Green	25%	Yellow	Still developing
	Train all staff in new system	Start dates affected by system implementation of Adult Jail (Corrections).	0%	Green			
	Install new and fully operational information system by end of FY14	Start dates affected by system implementation of Adult Jail (Corrections).	0%	Green			
	Installation of Wi-Fi through the building	Start dates affected by system implementation of Adult Jail (Corrections).	100%	Green			
	Purchase notebooks for staff for field use	Start dates affected by system implementation of Adult Jail (Corrections).	25%	Red			
2. Reduce sick leave by 20% by end of FY14 Department Objectives Met: 4 Mayor's Objectives Met: 2	Develop quarterly sick leave usage reports	Sick leave KPI reports are being developed and a template is in the works for the department	50%	Green	50%	Yellow	See KPI page
	Enhance employee recognition programs to increase morale and motivation	Surveys were administered and collected by Nov 8th. Analysis and results are still being diagnosed for distribution.	0%	Red			
	Continue annual staff surveys	Survey has been reviewed and is ready to be sent out. This survey will be sent out by the Criminal Justice Commission	75%	Yellow			

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)
3. Increase external customer satisfaction (law enforcement) by 32%, external (general) by 5% or maintain 90% satisfaction, and overall staff satisfaction by 15% by end of FY14 Department Objectives Met: 4 Mayor's Objectives Met: 1	Management meet with LMPD to obtain needed feedback	Completed by March of FY13. LMPD Command Staff helped distribute YDS policy and procedures regarding resident refusal to all officers.	100%	Green	align="center">75%	align="center">Green	See KPI page
	Administer annual customer satisfaction surveys	Surveys were administered and collected by Nov 8th. Analysis and results are still being diagnosed for distribution.	75%	Green			
4. Maintain 100% compliance with all American Correction Association (ACA) and National Commission on Correctional Health Care (NCCHC) accreditation standards and DJJ licensing regulations annually Department Objectives Met: 1 Mayor's Objectives Met: 1	Develop and train staff in secure detention for Quality Improvement Team (QIT)	Training rotation calendar and evaluation format is in the process of being reconstructed	25%	Green	align="center">25%	align="center">Yellow	Still developing
	Enhance effectiveness of Quality Improvement Team (QIT)	Mock audit was completed in October FY13. Results from mock audit will be used to further enhance the QIT program.	50%	Green			
	Upgrade door control security/ purchase and install electronic key cabinets.	Received capital funding in the FY14 budget. Currently in the process of seeking a Request for Proposal (RFP)	25%	Yellow			
	Install 3 air compressors	Facilities Management completed project during August of FY14	100%	Green			
	Install chiller for air conditioning	Will be completed as part of a Metro-wide project with Johnson Control. Scheduled to be completed by end of January FY14.	25%	Green			
	Replace hot water heater	Did not receive capital funding for a replacement in our FY14 budget. Facilities Management is scheduled to make repairs to the heater during December of FY14.	0%	Red			
	Replace gym floor	Did not receive capital funding in our FY14 budget	0%	Red			
	Replacement of 15 passenger van	Still working with business admin to secure funding	0%	Red			

PROGRESS REPORT

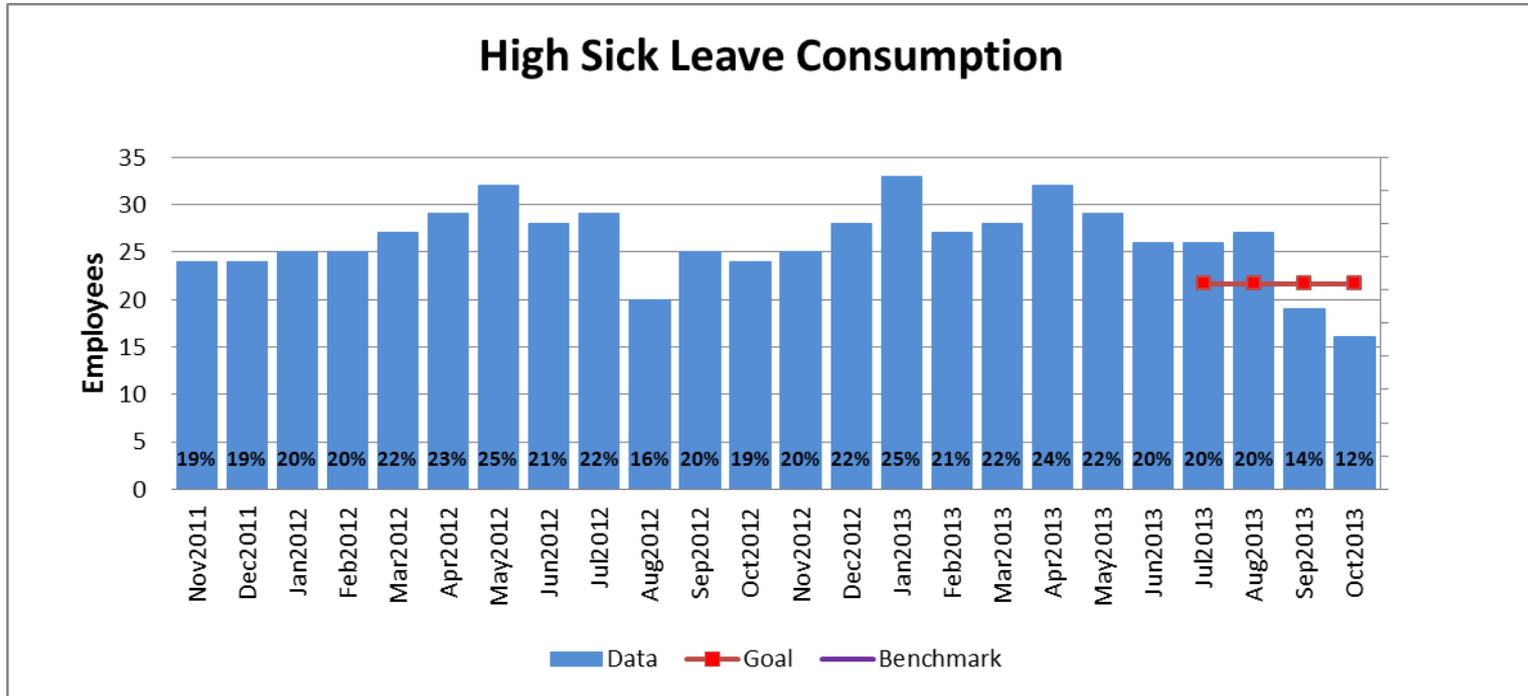
Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				Goal KPI and Analysis	
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)		Goal Health (Color)
5. Maintain average daily population of 64 or less in secure detention annually Department Objectives Met: 5 Mayor's Objectives Met: 1,2,4	Participate in Juvenile Detention Alternative Initiative (JDAI) by developing alternative to detention, maintain population MOU, and maintain relationship with YMCA SafePlace by FY13	All JDAI sub-committees will be reconvened during the month of December for problem solving initiatives.	75%	Green	75%	Green	See KPI page
	Educate and train all staff on the detention utilization study and findings	Dashboard has been created and resident files are currently being collected for analysis. Once results are finalized the findings will be shared with internal and external stakeholders.	25%	Green			
	Hire Juvenile Detention Alternative Initiative (JDAI) coordinator by FY13	Coordinator was hired on April 17, 2013	100%	Green			
6. Alternative Placement Services will maintain 100% compliance with CHFS licensing standards annually Department Objectives Met: 1 Mayor's Objectives Met: 1	Mock licensure audits of Alternative Placement Services (APS), Home Incarceration Placement (HIP) and Home Supervision Placement (HSP)	Monitoring team and meeting schedule developed	50%	Green	50%	Green	Still developing
	Remove asbestos from flooring of group home (APS-Alternative Placement Services)	Asbestos has been successfully remove. Project will be completed December FY14	100%	Green			
	Enhance Alternative Placement Services (APS) facility monitoring system	Received capital funding in the FY14 budget. Currently in the process of seeking a Request for Proposal (RFP)	75%	Green			
	Maintain safe transportation systems for Alternative Placement Services (APS) youth	Mr. Williams working with OMB on funding for new van	25%	Yellow			

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>7. Reduce the number of Alternative Placement Services (APS), Home Incarceration Placement (HIP) and Home Supervision Placement (HSP) violation returns to secure detention by 10% by end of FY14</p> <p>Department Objectives Met: 2,4 Mayor's Objectives Met: 1,4</p>	Develop a graduated sanctions rewards matrix for the purpose of consistency and application of discipline	Matrix has been completed, currently in the process of collecting and analyzing the data	50%		75%	See KPI page
	Implement and evaluate Juvenile Assessment and Risk Instrument System (JARIS) for the purpose of supervising residents on alternatives to detention programs at the proper level	The JARIS has been implemented and is scheduled to be evaluated after a sample size of 500 has been collected	75%			
	Develop evening reporting center to manage the out of school time for residents on alternatives to detention	Evening reporting center is currently up and running. Still in the process of collecting data for evaluation.	75%			
	Analyze violation returns on Alternative Placement Services (APS), Home Incarceration Placement (HIP) and Home Supervision Placement (HSP) to determine if our graduated sanctions are being applied consistently	Violations are currently being tracked and monitored and an evaluation will be conducted by end of FY14	50%			

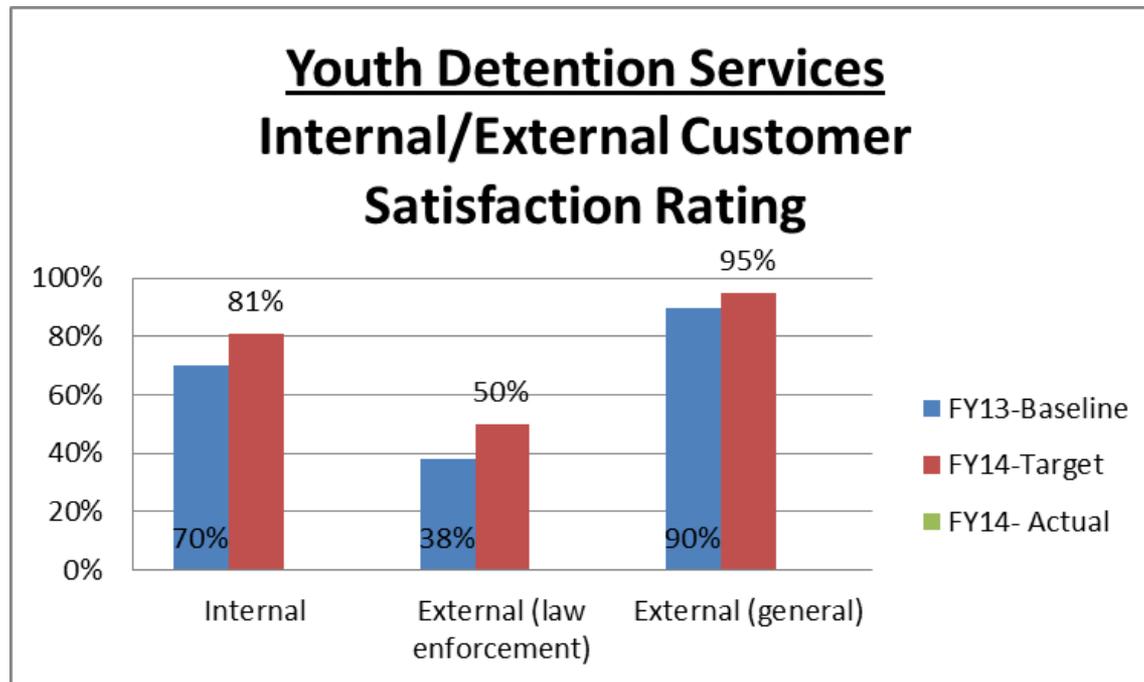
GOAL KEY PERFORMANCE INDICATORS - KPIs

Goal #2: Reduce sick leave by 20% by end of FY14



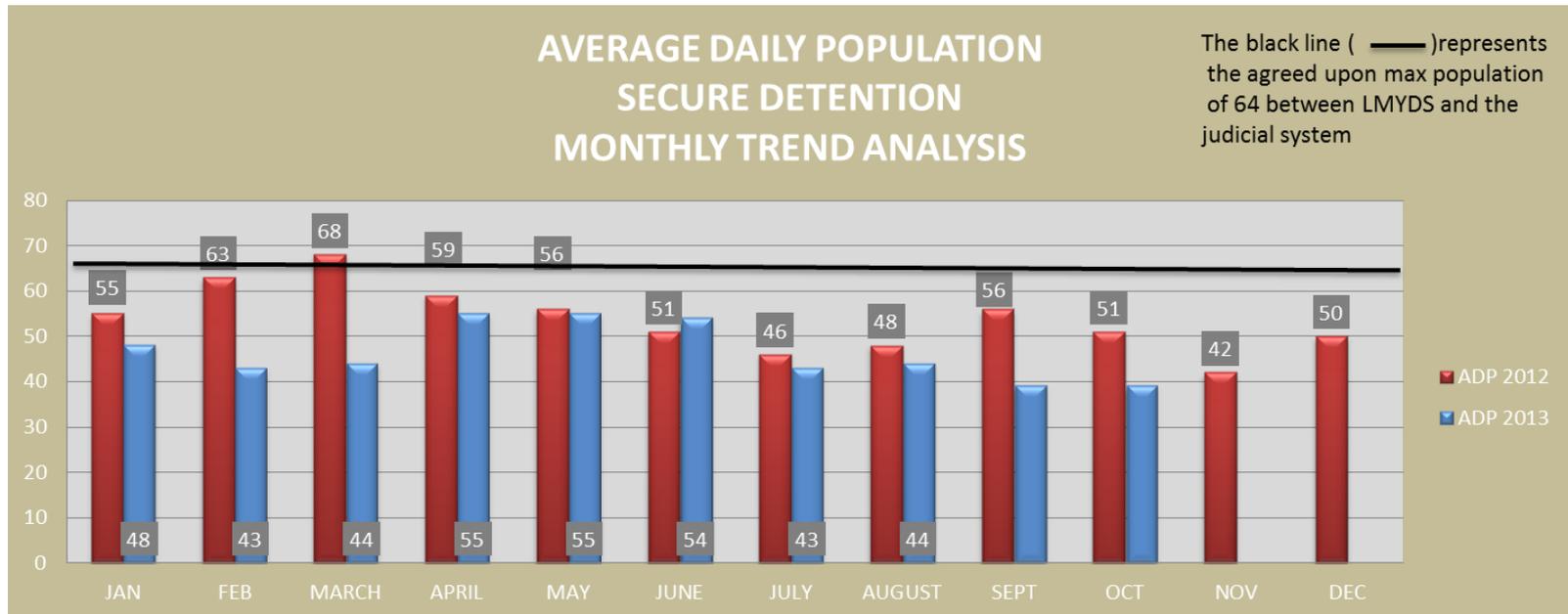
GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #3: Increase external customer satisfaction (law enforcement) by 32%, external (general) by 5% or maintain 90% satisfaction, and overall staff satisfaction by 15% by end of FY14



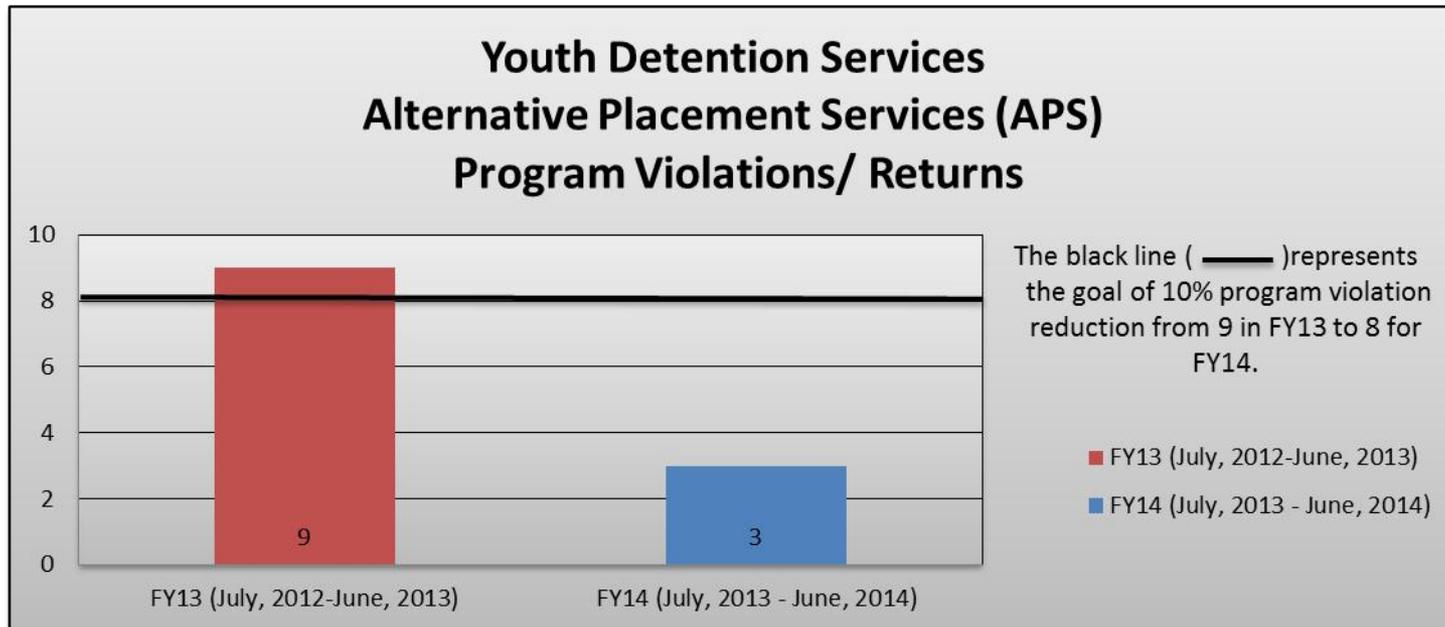
GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #5: Maintain average daily population of 64 or less in secure detention annually



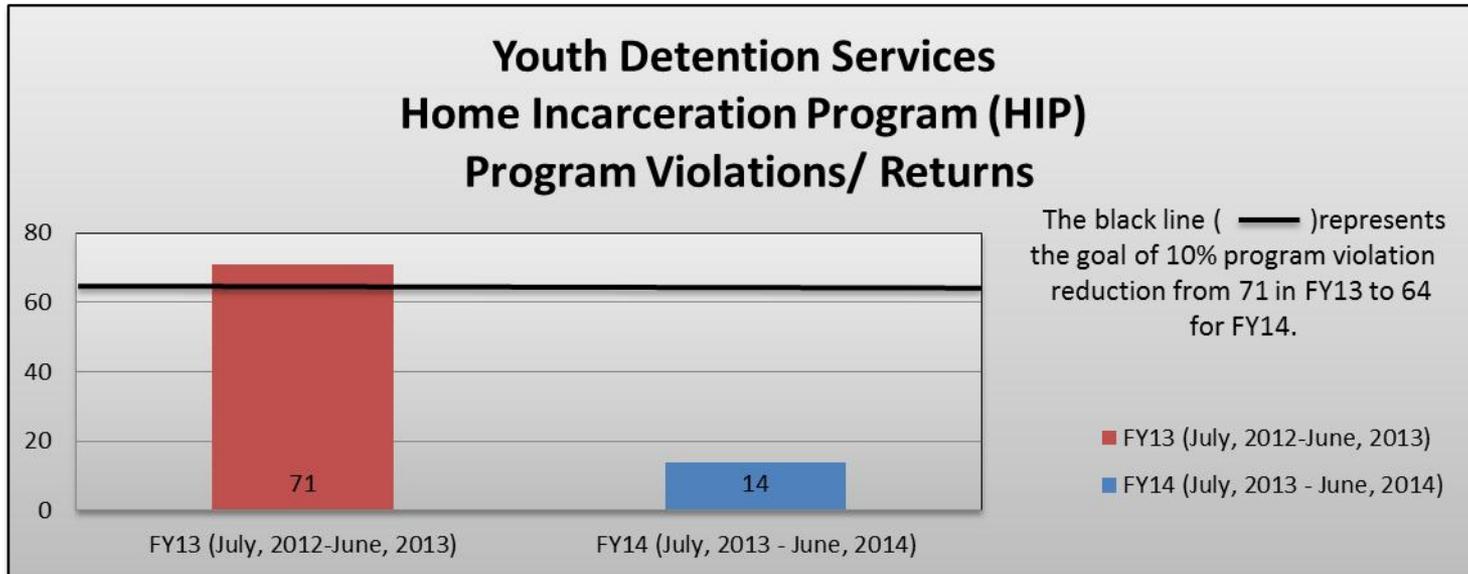
GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #7: Reduce the number of Alternative Placement Services (APS), Home Incarceration Placement (HIP) and Home Supervision Placement (HSP) violation returns to secure detention by 10% by end of FY14



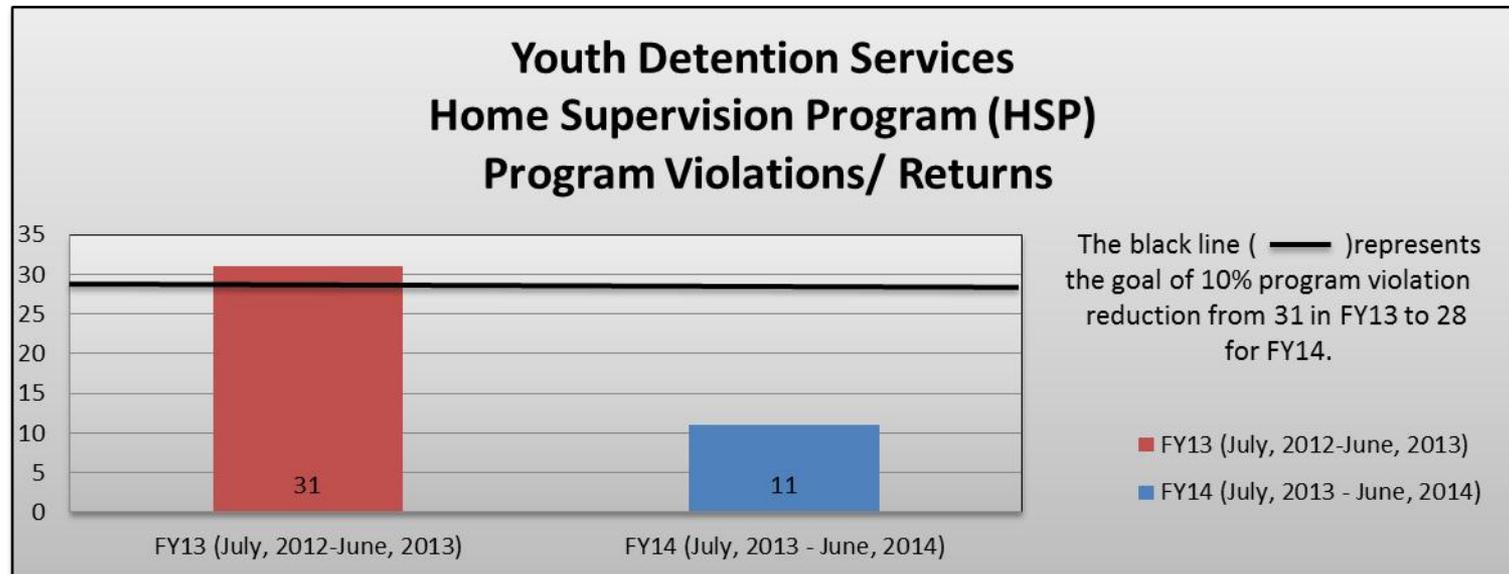
GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #7: Reduce the number of Alternative Placement Services (APS), Home Incarceration Placement (HIP) and Home Supervision Placement (HSP) violation returns to secure detention by 10% by end of FY14



GOAL KEY PERFORMANCE INDICATORS - KPIS

Goal #7: Reduce the number of Alternative Placement Services (APS), Home Incarceration Placement (HIP) and Home Supervision Placement (HSP) violation returns to secure detention by 10% by end of FY14



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...”