Louisville Metro Government
Mayor Greg Fischer

Strategic Plan Update

January

2014

Office of Performance Improvement

Mission Statement: Our Mission is to help Louisville Metro Government become the best managed city government in the country. To achieve this goal we work to further develop the mindsets and capabilities of Metro employees and the plans, performance measures and processes of Metro departments required to continually improve

2013   **2014**   2015   2016   2017   2018   2019

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. The Six-Year Strategic Plan (we are now in year two) is a roadmap for getting us there -- 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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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 RENO-WEBER

- ✓ MAYOR'S FIVE STRATEGIC OBJECTIVES

- ✓ DEPARTMENT STRATEGIC OBJECTIVES

- ✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY

Performance Improvement

The Office of Performance Improvement (OPI) is excited to share its successes and lessons learned over the last two years. Since our inception in January of 2012, we've been working diligently towards our **vision** of creating a Metro Government where **every employee is an agent of change capable of using data and best-in-class management practices to create the best city government possible.**

To that end, we have created a *performance improvement movement* across Metro Government and a system capable of initiating, supporting, and recognizing both the continuous and breakthrough improvements taking place every day. Our movement embraces all those in Metro who want to remove unnecessary frustrations from their daily work, focus on excellence, and create an exciting work environment for Metro employees.

In our second year, OPI helped Louisville Metro Government achieve a number of milestones including:

- Institution of the LouieStat program in 10 additional departments for a current total of 19 departments participating in recurring data-driven, problem-solving forums with the Mayor and his leadership team
- Certification of more than 200 Metro employees in continuous improvement methods including Lean Process Improvement, Six Sigma Green and Black belt, Project Management, and reactive problem solving
- Roll-out of a new Modified Duty Program, which has helped over 200 employees return to work in a "light duty" status and avoided over $550,000 in Worker's Compensation costs while increasing productivity among Metro's workforce
- Reduction in turn-out time for Metro ambulances after delivering a patient to the hospital; in effect adding 2 additional ambulance s to the street and transporting an additional 18,976 patients to the emergency room in just over 3 months

In addition, OPI continues to support departments and the Mayor's Office in strategic planning, establishing goals, collecting data, benchmarking against national peers, and reporting their progress to citizens. By identifying issues that transcend departments and facilitating cross-functional teams, OPI is helping to drive change in business processes throughout the city.

All told, over the last two years, OPI has helped Metro Government capture close to 5.6 million dollars in value through financial savings, cost avoidance and productivity gains.

Moving into our third year, OPI is poised to continue its impact by developing the capabilities of additional employees across Metro to identify and solve their challenges using data and systematic approaches to incremental and breakthrough progress.

The OPI team remains passionate about our mission and grateful for the opportunity to support Louisville Metro Government.

Theresa Reno-Weber,
Chief of Performance
Improvement

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.

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

1. ID core service segments in Metro and assess performance Provide answers to the following key questions:

    a. What are the key services Metro Government performs?

    b. How does Metro Government perform those services?

    c. How well is Metro Government performing (and how do we know)?

    d. What can Metro Government do to perform better?

2. Cascade continuous improvement process throughout Metro: Cascade the enterprise plans and processes required for continuous improvement throughout Louisville Metro Government.

3. Use Key Performance Indicators (KPIs) to make data-driven decisions: Track and analyze key performance indicators (KPIs) for each department and create a culture of data-driven decision making.

4. Provide Continuous Improvement coaching and training: Build the skills and capabilities of those we work with through effective coaching and training management.

5. Use collaborative problem solving to address systemic challenges: Address systemic challenges facing Louisville Metro Government and facilitate collaborative problem solving among appropriate stakeholders.

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. Hankins   *Samantha M. Yung*
Deputy Director of Strategic Planning   Strategic Planning Fellow

PROGRESS AND PERFORMANCE:

- ✓ STRATEGIC PLANNING TERMS

- ✓ DEPARTMENT PROGRESS REPORT & KPIs

- ✓ ACCOMPLISHMENTS REPORT

- ✓ MATURATION: CHANGES WE HAVE MADE

2014

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.

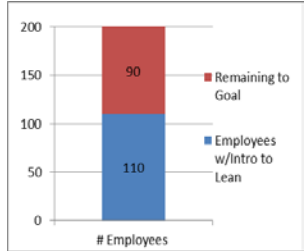**Actual End Date:** This is the date that the goal or initiative is actually completed.

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.
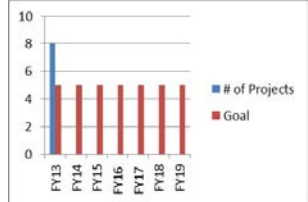
PROGRESS REPORT

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)	
4. Provide 200 employees with Lean training and skills by the end of FY14

Department Objectives Met: 2,4
Mayor's Objectives Met: 1 | Facilitate the training of select LMG employees in Lean Process Improvement through JCTC's Lean Course. | 60 employees trained at Intro to Lean level through JCTC (Jefferson Community and Technical College) course; quality of training was not to level we had anticipated and additional training and support needed going forward. The levels of lean training and certification are defined. | 100% | (Yellow) | 50% | (Yellow) | 95 of 200 employees (54%) have received intro to Lean; In addition to 60 trained through JCTC, 7 of 10 employees trained through Humana partnership still in Metro; 25 employees in PH&W rcvd Intro to Lean; Working with HR to incorporate Lean Certification into onboarding for every new employee |
	Coach LMG employees through execution of Lean Projects.	Coaching has occurred sporadically for graduates of the Lean Course and others going through LouieStat. JCTC coached less than 10 projects to varying degrees to fulfill its contract. Other lean participants have faced challenges to the implementation of their work.	25%	(Red)			
	Track and validate initial improvement projects and ensure that LMG employees maintain their certifications by submitting to OPI a minimum of one CI story per year.	We have lacked the bandwidth and staff resources to properly track and validate projects; a handful of employees have sent Continuous Improvement (CI) stories to OPI through an informal process.	25%	(Red)			
	Create a process to effectively track and validate the work of recipients of Lean training.	Ill-defined process in place currently; initial attempts at codifying and working process have suffered from lack of dedicated resource; currently interviewing for new position.	25%	(Red)			

Chart (# Employees): Remaining to Goal = 90; Employees w/Intro to Lean = 110

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6. Facilitate the training and certification of 25 employees in Six Sigma Green Belt by the end of FY14. Department Objectives Met: 2,4 Mayor's Objectives Met: 1	Facilitate the training and certification of LMG employees in Six Sigma Green Belt through the University of Louisville's Delphi Center.	A contract was executed and then terminated with UofL spending a total of about $9K. The trainer was not experienced in deploying Six Sigma in real organizations. Through its partnership w/ Humana, OPI staff developed a repeatable approach for deploying Six Sigma at the Green and Black Belt levels with no outside assistance. 10 employees were trained.	100%	[green]	50%	[green]	Three employees were certified in Six Sigma Greenbelt; two of those employees still work for Louisville Metro Government bringing OPI staff trained in greenbelt to 3 of 4. 10 of 10 employees in the OPI's first Six Sigma Greenbelt program have completed the coursework and passed an exam; however, their certifications are incomplete and pend the completion of a project. One project should validate on 12/13/2013. Another in early January. LouieStat has discovered many potential greenbelt projects; the plan is to certify more employees in greenbelt in targeted departments in the upcoming year.
	Coach employees through selection and execution of Six Sigma Green Belt projects.	Four Green Belt projects are currently ongoing: (1) LouieStat sustainability; (2) Hospital Downtimes; (3) Parks Capital Projects (4) Lost Time Injuries in SWMS. Coaching is provided as time permits but will be the focus of building problem solving capabilities in 2014. Additional employees interested in gaining Green Belt certification, must develop internal program or identify vendor for Spring 2014 offering.	50%	[green]			
	Track and validate Green Belt projects to ensure that results have the intended impact on LMG.	Humana helped coached projects through the beginning of the improve phase. A transition plan was developed between OPI and Humana regarding OPI's ability to coach greenbelt projects and OPI is the lead coach; The KPIs in the greenbelt projects are in the process of being integrated into the LouieStat Program.	50%	[green]			
	Provide executive sponsor training, which speaks to the role of Green Belt project sponsors and the time and resources often required to support Green Belt level projects, to LMG leadership.	Executive sponsor training was provided by the Chief of Performance Improvement and Candy Medina, an external consultant and former GE Master Black Belt. OPI has the ability to conduct further executive sponsor training with the same materials.	75%	[green]			

PROGRESS REPORT

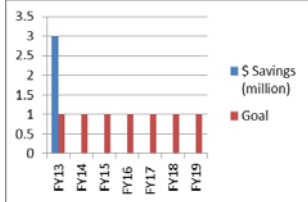| Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:					Goal KPI and Analysis
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7. Complete five or more projects annually that produce validated cost savings to the enterprise and/or quality improvements. Department Objectives Met: 1,2,3,4,5 Mayor's Objectives Met: 1,2	Provide appropriate training for OPI staff in OPI core services and functional areas (e.g., Strategic Planning, LouieStat, Process Improvement, Reactive Problem Solving, Consulting, Coaching, Facilitation, etc.)	Initial training has been provided for OPI team in coaching; additional training in effective consulting and facilitation work needed as well as training to support strategic planning.	50%	(yellow)	50%	(yellow)	8 projects completed in FY13 with validated cost savings of $2.8 million and cost avoidance of $250,000; several projects launched in FY13 are being implemented in FY14 with positive savings and quality improvements; due to staff capacity no new projects have been initiated in FY14 to date
	Grow OPI team members in Lean & Six Sigma to the Black Belt level.	3 of 4 OPI team members trained in Lean, 3 of 4 trained in Six Sigma Green belt; 3 of 4 currently enrolled in Six Sigma Black belt	75%	(green)			
	Deploy Lean and Six Sigma capabilities against priority issues.	Lean/Six Sigma has been deployed against Capital Projects in Parks, EMS turnout times from University Hospital and Lost-time Injury in SWMS; implementation and evaluation work on Overtime, Special Events, Return to Work continues; identified issues need to be prioritized	50%	(green)			
	Facilitate 5 or more cross-functional teams per fiscal year.	Facilitated 8 projects in FY13; 0 projects launched in FY14 to date	50%	(yellow)			
	Measure progress of teams versus the original scope and goals established	75% of Cross-Functional Teams are successfully meeting their goals	50%	(yellow)			
	Conduct management reviews along each step of process	Management reviews with Sponsors and OPI team have not occurred at each step of the process; new OPI resource will be available to standardize and enforce this process step	25%	(red)			
	Realign goals, scope and resources as necessary	Due to staffing constraints, we have not taken on new projects yet; working to gain support for additional resources	75%	(yellow)			
	Formalize the validation and standardization steps in the PDCA process to systematically evaluate progress of cross-functional teams and scale solutions across the organization as appropriate.	Validation of the impact of several enterprise wide cross-functional issues has occurred, along with the rollout of applicable solutions (Overtime, Return to Work, etc.), but not per a formal, well-defined process; hiring new resource in OPI to drive this process	50%	(yellow)			

PROGRESS REPORT

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8. Securing funding required to appropriately support the Office of Performance Improvement with required resources by end of FY14 Department Objectives Met: 1,2,3,4,5 Mayor's Objectives Met: 1,2	Perform a Gap Analysis to determine scope of need.	Completed Enterprise Model with Competency analysis	100%	🟩 Green	75%	🟨 Yellow	OPI received a budget in FY14 and an additional full-time analyst position, along with a part-time fellow; however, these resources are not sufficient to handle the full scope of the office as identified through our Enterprise Model and Gap analysis; additional staff resources must be hired
	Identify and secure appropriate revenue stream for OPI.	FY14 budget created a funding stream for OPI from general fund dollars; appropriate resourcing still required to support full scope of work	50%	🟨 Yellow			
	Grant opportunities through Humana Foundation and/or other organizations	Have not pursued formally	25%	🟥 Red			
	Appropriation of general fund dollars	Must fund additional resources (~4) to appropriately staff OPI	50%	🟩 Green			
	Appropriation of funds from Metro Council	Approved general fund allocation in FY14 budget; will need approval for FY15	50%	🟨 Yellow			
	Secure additional analyst position for LouieStat (currently one full-time analyst and a part-time fellow who will depart in Spring 2013).	Complete - through repurposed new analyst position to Performance Improvement Manager	100%	🟩 Green			

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9. Increase the LouieStat Maturity Scores of 80% of department to 33 or higher by the end of FY 16

Department Objectives Met: 1,2,3,4,5
Mayor's Objectives Met: 1,2 | Provide organizational feedback and diagnosis using the LouieStat Maturity Model, an objective assessment of a department's ability to use the LouieStat Program as a tool for improving their performance. | The LouieStat maturity model was developed, refined and applied by OPI staff. The LouieStat maturity model will now become a performance maturity model. | 25% | Yellow | 25% | Yellow | The data for the KPI at the goal level will be gathered in November/December 2013 |
	Help departments identify what is best-in-class for their functional area . Deploy the enterprise model with all departments involved in LouieStat	The Enterprise Models help align the critical processes of a department with key performance indicators in a weaknesses orientation. Enterprise Models (EM) are now a requirement for each department. 3 of 19 departments have not started the enterprise model. The EM has three parts: (process worksheet, skill-set analysis and action plan). 8 Departments have a complete EM process worksheet and most departments need assistance understanding and using the EM as a management tool. Help departments identify what is best-in-class for their functional area and develop a roadmap for how to get there over time. Best-in-class roadmaps are not well defined other than the maturity models. However, a realistic, approved, bought into and final road map does not exist with schedules.	50%	Green			
	Transfer responsibility for measuring and reporting on a department's performance to each department vis-à-vis a Six Sigma Green Belt project.	A Green Belt project is currently in its fifth PDCA (Plan-Do-Check-Act) cycle. The first cycle consisted of training which took place in Jan. - Feb of 2013. The second cycle consisted of training departments separately. The third cycle consisted of onboarding departments by starting off with the enterprise model. The fourth cycle consisted of training analysts one-on-one. The fifth cycle involves OPI creating desktop manuals on LouieStat data analysis. The Chief of Performance improvement has communicated expectations to each dept.	50%	Green			
	Develop a LouieStat playbook incorporating the 6E framework (Educate, Equip, Engage, Empower, Execute and Evaluate) to help departments along their improvement journey. Develop a repeatable, onboarding policy and strategy for each targeted department.	Development of the playbook was not necessary to onboard 19 departments to LouieStat; instead, the Playbook is a key document for the sustainability of LouieStat. The LouieStat Playbook will consist of the 6E framework, FMEA from the LouieStat Greenbelt project, SOPs for LouieStat Analysis and process consultation as appropriate. Total time commitment is 50 Hours.	50%	Green			
	Refine, develop and implement the LouieStat Program using Project Management Institute (PMI) and American Society for Quality (ASQ) best practices.	To date, the LouieStat Program uses less than 25% of possible tools as defined by PMI and ASQ. PMI tools include program and portfolio management; ASQ tools include descriptive and inferential statistics tools. This initiative will be completed to sustain LouieStat.	25%	Yellow			

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10. Achieve $1M or more in annual positive impact on LMG through reduced costs, improved efficiency or new revenues. *Department Objectives Met: 1,2,3,4,5* *Mayor's Objectives Met: 1,2*	Create a process for assigning value to critical, high-priority quality and Lean/Six Sigma projects.	Financial value has been calculated for 2 projects (Overtime $2.8M and Return to Work $550K); quality improvements have been harder to quantify, yet there are clear process efficiencies; formal process pends	50%	YELLOW	50%	YELLOW	FY13 validated savings = $3.0 million
	Implement high-priority, revenue generating projects.	Initial projects have been high priority, though a more formal system for identifying, prioritizing and selecting projects must be created	50%	YELLOW			
	Validate the tangible benefits of projects and cross-functional teams.	Validated impact completed for 7 of 12 cross-functional teams established to date	75%	YELLOW			
	Reinforce the training needs of sponsors, project leaders and project team members on Lean and Six Sigma.	Conducted executive sponsor training on Lean, Six Sigma and Project Management for all Chiefs & Directors, provided Cross-Functional Team Report out evaluation check list	50%	YELLOW			
	Formally transfer responsibility for continued implementation of recommendations to business owners.	Implementation work transferred to process owner for 7 of 12 cross-functional projects	50%	YELLOW			
	Develop process for tracking added value of training provided to employees in PMP/CAPM.	The process was brainstormed and partially developed but neither formalized nor reinforced.	25%	RED			

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11. Institutionalize the Louisville Metro Government Strategic Planning Process by FY16 Department Objectives Met: 2,4,5 Mayor's Objectives Met: 1,2,3,4,5	Calendar all planning dates/ milestones annually.	Planning Cycle and Planning Calendar implemented January 2013 and formally executed upon in June 2013. Inaugural round of reporting tri-annual (July, November, March) departmental progress occurred June 2013 ahead of schedule. 23 Metro Departments are scheduled to report progress to their Chiefs in November 2013 and to citizens in January 2014. Chiefs are scheduled to report progress to the Mayor and the LLT on all 21 of the Metro Goals in December 2013 and Mayor will report progress to citizens in January 2014.	75%	[green]	50%	[yellow]	None at this time.
	Improve the current planning SharePoint site to be user friendly (e.g., better label and organize documents, remove duplicate files, etc.).	Convened a Sub-Committee of SPLs to collaborate with Metro Technology Services (MTS) to design and develop: 1) a SharePoint based technology tool to assist departments in cataloging and tracking the progress and execution of their respective strategic plans. The *Action Plan Template* was launched in June 2013. 75% of departments have begun utilizing the AP SharePoint tool. 2) a LMG Strategic Planning site that houses all departmental and Mayoral planning documents, reports, training aids, surveys and presentations.	100%	[green]			
	Develop a model for the enterprise for conducting annual Strategic Planning retreats for the LLT, Departments, and the SPLs.	A Mayoral Retreat Planning team will be convened each year with members from various agencies; currently working to develop a membership structure. LMG's third annual Mayoral Retreat is scheduled for 8/21/14. Planning team will not be convened until late May - early June 2014. Two LMG departments held Strategic Planning Retreats in Fall 2013; Department of Codes and Regulations and the Department of Corrections. Inaugural SPL retreat held July 9, 2013. Second annual SPL retreat tentatively scheduled for late July 2014; retreat planning team will not convene until early May 2014.	25%	[green]			
	Codify the Strategic Planning process via the development of a governance and policy manual.	Benchmarked other cities strategic planning protocol.	25%	[green]			
	Assess current ability of departments to incorporate Strategic Plan goals into budget and operational plans; develop plan to address weaknesses as necessary.	Currently working to design a professional development plan for SPLs, with the intent of transitioning them from SP task managers to SP assets.	25%	[yellow]			

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12. Institutionalize LouieStat as the primary performance measurement and management system for Louisville Metro Government by FY16. Department Objectives Met: 1,2,3,4,5 Mayor's Objectives Met: 1,2	Assess each department's processes and results against the Malcolm Baldrige Criteria for Performance Excellence; develop a LouieStat Playbook, strategy and implementation plan to address prioritized gaps in performance.	OPI staff are in the process of reconfiguring the LouieStat Maturity Model into a performance maturity model. Together with the strategy, the maturity model and enterprise models will create a coherent way to close gaps in performance.	25%	[green]	25%	[green]	
	Cascade the enterprise model within all LouieStat departments to discover core processes and key performance indicators at an operational level.	The enterprise model is in the process of being cascaded into 19 departments and at the divisional level. A EM maturity framework will be deployed and the ability to identify KPIs will be deployed.	25%	[green]			
	Deploy a LouieStat Program such that each department within LMG integrates a systematic way of managing performance for results with its strategic, operational and budgetary plans.	The program will have to be integrated in a budgeting for outcomes conversation, perhaps LouieStat 4.0 beginning in Jan. 2015. Programs, projects and budgets will need to be evaluated with a widely understood results framework.	25%	[green]			
	Formalize an apprenticeship program and management leadership training program for results.	A Master Black Belt Training Program was approved by the Mayor and Chief of Performance Improvement. Detailed planning and recruitment of the organization's best problem solvers is a next step.	25%	[green]			
	Establish issue based "Stat" programs as needed, e.g., Vacant and Abandoned Properties Statistics (VAPStat).	VAPStat was successfully developed and deployed. The benefits of a Public Safety Stat are being researched.	25%	[green]			
	Deploy cross-functional teams using Lean, Six Sigma and Project Management methodologies to improve LMG's performance for issues which come to light through the LouieStat Program.	This process, though less formal than desired is underway. A lean team may be deployed against oil changes and/or vehicle replacement. The enterprise models, strategy and work through LouieStat reveal numerous opportunities for improvement.	25%	[green]			
	Implement an enterprise data solution for performance reporting and build a data warehouse for performance data collection and retrieval; automate the transfer of data from a data warehouse to the LouieStat website.	This will be an initiative owned by IT and supported by OPI. OPI has had initial conversations with IT regarding enterprise reporting needs and a meta data project for 250 information systems.	25%	[green]			

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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)	
13. Obtain consistent recognition as a national leader in performance management in the public sector Department Objectives Met: 1,4 Mayor's Objectives Met: 1	Cross train OPI Staff persons in the core services of the Office and grow the skillsets and capabilities of OPI team members; bring in new members, and implement succession planning.	Cross training initiated; additional capability building, new hires and succession planning still needed	50%	(yellow)	25%	(green)	OPI and Louisville's performance journey has been profiled in new book entitled Beyond Transparency, Governing's Better, Cheaper, Faster online publication, and recognized by the State Department and White House Office of Management & Budget (OMB)
	Annually network with professionals in the private, public and social sectors who are dedicated to organizational performance.	Networking successful across all sectors; OPI supporting development of new city division of Association of Internal Management Consultants (AIMC)	25%	(yellow)			
	Attend conferences annually for professional development, expert feedback and learning opportunities.	OPI team presented at Transforming Local Government Conference, Code for America, ASQ, AIMC, Governing Summit and other conferences of national and international performance professionals	25%	(yellow)			
	Win an International City/County Management Association (ICMA) annual award for OPI's creative contribution to professional local government management.	Have not pursued formally; continue to support other localities in their performance journeys through information sharing and hosting visiting cities	25%	(yellow)			
	Win a level four Kentucky Award for Performance Excellence, a necessary step before OPI applies for a national Malcolm Baldrige Quality Award.	Have received level two award; informally working towards next level; 1 OPI team member trained as Baldrige Examiner	25%	(yellow)			

Goal #4: Provide 200 employees with Lean training and skills by the end of FY14
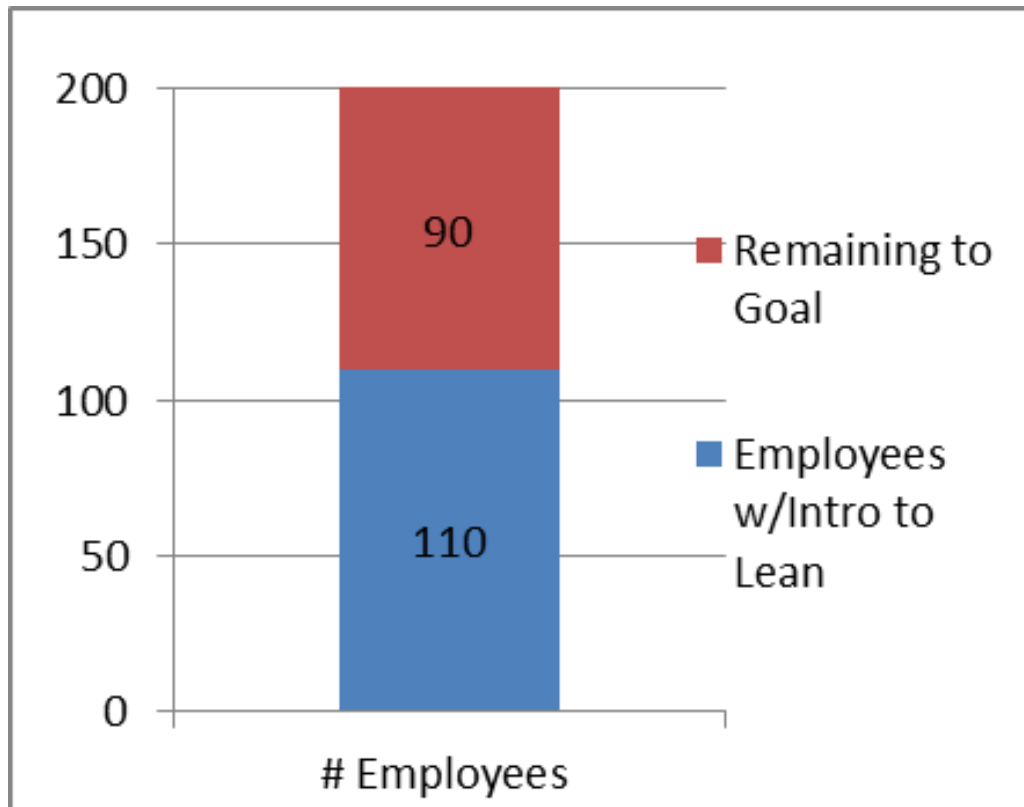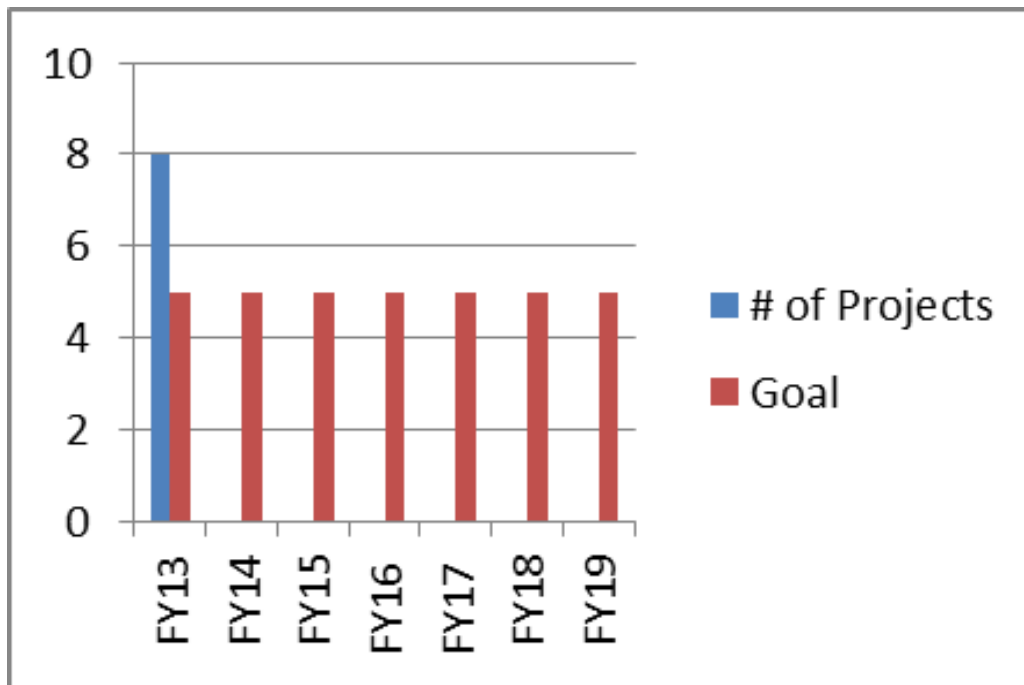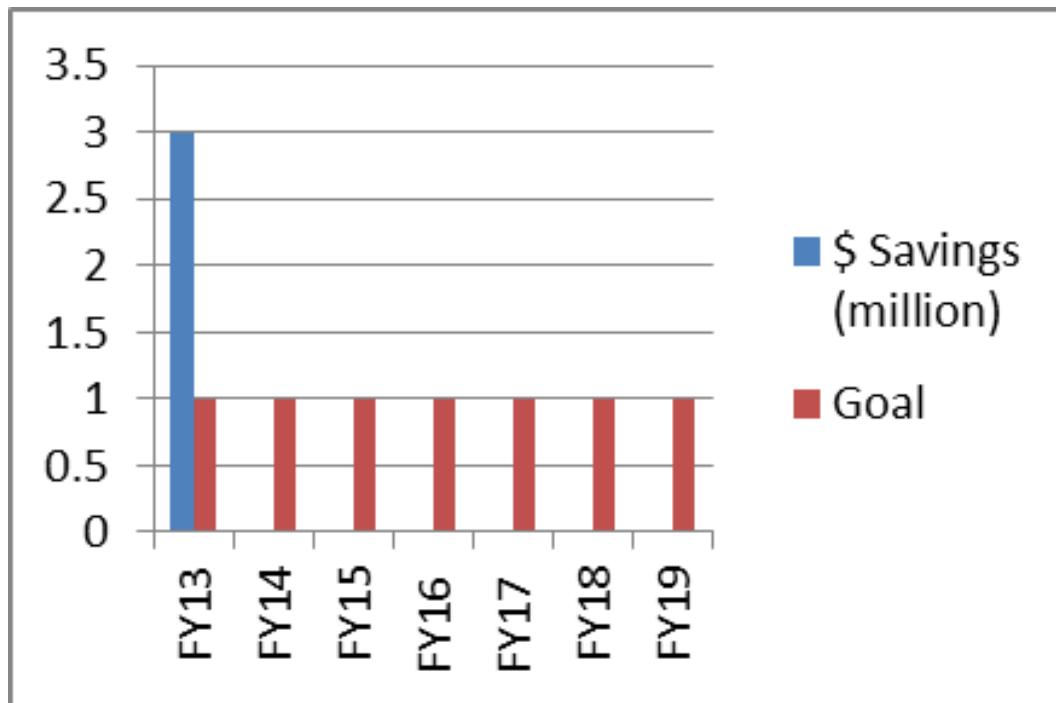
Goal #7: Complete five or more projects annually that produce validated cost savings to the enterprise and/or quality improvements.

Goal #10: Achieve $1M or more in annual positive impact on LMG through reduced costs, improved efficiency or new revenues. by the end of FY14

The goals listed below have been accomplished by the department during our first year of planning. It is important to note that in many cases, although the short term goal has been accomplished, there remains a need and an expectation that we will continue to monitor our performance. In doing so, we challenge ourselves to validate our progress.

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)
1. Establish a Louisville Metro Government Strategic Planning Process by the end of FY13 Department Objectives Met: 2,4,5 Mayor's Objectives Met: 1,2,3,4,5	Execute initial year of new Louisville Metro Government (LMG) planning cycle (from July 1, 2012 – June 30, 2013).	LMG Planning Cycle and Planning Calendar guidance documents developed FY12. Planning Cycle and Calendar established by Feb. 12'.	100%	🟩	100%	🟩
	Collaborate with OMB to research the development of a process for aligning strategic planning to the budget process by FY14.	Set up a Budgeting for Outcomes cross-functional team with Office of Management and Budget (OMB) and Office of Performance Improvement (OPI) staff to evaluate *Budgeting for Outcomes* protocols and provide recommendation for enterprise deployment. Conducted an executive level survey to ascertain the needs and concerns regarding guidance on implementing a *Budgeting for Outcomes* protocol and reported findings to Louisville Leadership Team (LLT).	100%	🟩		
	Coach departments through linking Strategic Plan to Budget and Operational Plans.	Guided departments through process of linking strategic plan to budget and operational plans: OMB designed and introduced Version 1.0 Budgeting for Outcomes, which contained an FY14 Operating Questionnaire to ascertain the impact of Strategic Plan deliverables on departmental budget plan requests.	100%	🟩		
	Initiate integration for tracking of appropriate strategic plan goals into LouieStat for each department in LouieStat.	Currently working with LouieStat owner to design an integrated approach to reporting relevant strategic plan progress within the scope of the LouieStat forum. A template to identify appropriate SP goals has been developed and is currently under "pilot". Some departments have begun to review their strategic plan goals during their respective LouieStat forum. Next step is to finalize the template for SP goals in LouieStat, adopt template among all departments, and deliberately track KPI progress in LouieStat Forums.	100%	🟩		
	Establish a reporting process that informs employees and citizens of progress against plan.	A "Hierarchy and Timeline for Reporting Progress" guidance document has been developed, deployed and implemented. A Progress Reporting template has been designed and employed for each level of the enterprise and timeframe for reporting progress. The Mayor's Strategic Planning website is scheduled to be updated with a progress report by Jan. '14. Additionally, each department will publish online Version 2.0 of their 6yr Strategic Plans respectively. The Mayor's Pathways to Progress Report, a budget-focused document, was published in May 2013.	100%	🟩		
	Conduct Strategic Planning Liaison (SPL) retreat to gain lessons learned from this year's planning cycle.	Conducted SPL retreat July 9, 2013: - 24 departments attended - Mayor provided guidance on expectations of their role and impact on strategic planning for LMG - Attendees completed a Voice of the Customer survey and feedback guidance has been implemented.	100%	🟩		

ACCOMPLISHED GOALS

The goals listed below have been accomplished by the department during our first year of planning. It is important to note that in many cases, although the short term goal has been accomplished, there remains a need and an expectation that we will continue to monitor our performance. In doing so, we challenge ourselves to validate our progress.

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)
2. Finalize and make public the Louisville Metro Government 6yr Strategic Plan by end of FY13 Department Objectives Met: 2,4,5 Mayor's Objectives Met: 1,2,3,4,5	Evaluate and report on progress for the LMG Strategic Plan; disseminate progress outcomes throughout Louisville Metro Government and capture feedback from each Department on plan's content and feasibility; integrate feedback into final plan.	The appropriate LMG departments were assigned as Goal Owners for Metro-level goals. These goal owners reported progress to, and received evaluations from the Mayor and community stakeholders in August 2013: Conducted an executive level retreat across the enterprise to collect data, assess progress on current initiatives, and identify proposed initiatives; surveyed community partners regarding their collective engagement with LMG; and collaborated with department directors to ascertain their critical objectives and goals as they relate to LMG operations.	100%	🟩	100%	🟩
	Create and launch, in coordination with Metro Technology and the Chief of Strategic Communications, the Mayor's Strategic Plan website.	Mayor and 23 departments published Version 1.0 of their individual 6-yr strategic plans to their respective websites in Jan. 13'.	100%	🟩		
3. Onboard 18 departments to LouieStat by the end of FY14 Department Objectives Met: 1,2,3,4,5 Mayor's Objectives Met: 1,2	Onboard departments to the LouieStat Program	A repeatable onboarding strategy was deployed. The approach included cycles of learning for improvement. Once a department was onboarded, all departments continued to participate in the LouieStat Program. The Deputy Director presented the LouieStat Program at the American Society for Quality International Conference on Quality and Improvement in 2013.	100%	🟩	100%	🟩
	Pilot the enterprise model with select LouieStat departments	The Enterprise Model, a total quality management tool, was piloted in three departments involved in the LouieStat Program with success. OPI staff decided to deploy the Enterprise Model in all departments involved in LouieStat.	100%	🟩		
	Provide LouieStat training to all LouieStat participants and stakeholders to build Louisville Metro Government's (LMG) ability to manage performance. Topics of training may include data source familiarization, data retrieval and analysis, management best practices and champion training.	The 7-Step of LouieStat and Champion training were documented, communicated and provided to training participants for nine departments involved in LouieStat. The training did not achieve its intended purpose.	100%	🟩		

ACCOMPLISHED GOALS

The goals listed below have been accomplished by the department during our first year of planning. It is important to note that in many cases, although the short term goal has been accomplished, there remains a need and an expectation that we will continue to monitor our performance. In doing so, we challenge ourselves to validate our progress.

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:				
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)
5. Facilitate the training and certification of 40 Louisville Metro Government employees in project management (PMPs, CAPMs) by the end of FY13 Department Objectives Met: 2,4 Mayor's Objectives Met: 1	Facilitate training of employees currently managing large scale projects in project management best practices through the University of Louisville's Delphi Center.	A training program was developed and deployed with the Delphi Center and Innovative Management Solutions, one of the region's leading project management trainers. The training consisted of a fundamental, practical application and exam preparation sections and was deployed from 1/27/13 to 6/12/13. At least 12 existing employees earned their PMP certification.	100%	🟩	100%	🟩
	Provide opportunity to those who've received training to sit for the PMP/CAPM certification test.	OPI paid for membership to Project Management Institute (PMI), local chapters and the first-pass to the exam for anyone willing to sign a modified training agreement. All participants have until 6/13/14 to sit for the appropriate level of exam. More than 20 took the exam; 12 currently employees earned PMPs.	100%	🟩		
	Evaluate additional need for PMP/CAPM certification and project management governance across Louisville Metro Government and identify resources to provide further training, certification and guidance as appropriate.	The training course was popular among participants and a need was identified for another course. A practical application, exam preparation and perhaps week long exam preparation will be deployed in Jan-June. we are currently reviewing vendor options for a spring 2014 course offering. We must evaluate list of those interested to ensure they are right for the program.	100%	🟩		

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 Added/Changed
3	Onboard 18 departments to LouieStat and help each achieve progress against their key performance indicators by the end of FY14	Split the goal into two goals, now goals 3 and 9.	November 2013
NEW Dept. Goal #	**Description of Dept. Goal**	**Reason the goal was edited or deleted.**	**Date Added/Changed**
3	Onboard 18 departments to LouieStat by end of FY14	See above	November 2013
NEW Dept. Goal #	**Description of Dept. Goal**	**Reason the goal was edited or deleted.**	**Date Added/Changed**
9	Increase the LouieStat Maturity Scores of 80% of department to 33 or higher by the end of FY 16	The goal was added to be based upon numerous cycles of learning for LouieStat.	November 2013
OLD Dept. Goal #	**Description of Dept. Goal**	**Reason the goal was edited or deleted.**	**Date Added/Changed**
8	Securing funding required to appropriately support the Office of Performance Improvement with required resources by FY14	Clarifying time to complete (added "by end of") and deleted the initiative around revenue streams from external consulting	November 2013
NEW Dept. Goal #	**Description of Dept. Goal**	**Reason the goal was edited or deleted.**	**Date Added/Changed**
8	Securing funding required to appropriately support the Office of Performance Improvement with required resources by end of FY14	See above	November 2013

STRATEGIC PLAN CHANGES

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

OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
Long Term 5	Achieve $1M or more in annual positive impact on LMG through reduced costs, improved efficiency or new revenues.	Long term goal became active; goal is now moved to Active short-term list as Goal #10.	November 2013

NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
Short Term 10	Achieve $1M or more in annual positive impact on LMG through reduced costs, improved efficiency or new revenues.	See above	November 2013

OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
Long Term 1	Institutionalize the Louisville Metro Government Strategic Planning Process by FY16	Long term goal became active; goal is now moved to Active short-term list as Goal #11.	November 2013

NEW Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
Short Term 11	Institutionalize the Louisville Metro Government Strategic Planning Process by FY16	See above	November 2013

STRATEGIC PLAN CHANGES

This is LMG's Change Management Form for Strategic Planning; the intent of the form is two-fold: 1. To provide a mechanism for departments to be transparent with citizens regarding its maturation process through the Continuous Improvement journey; and 2. To catalog its efforts of responding to the voice of their customer in "real time".
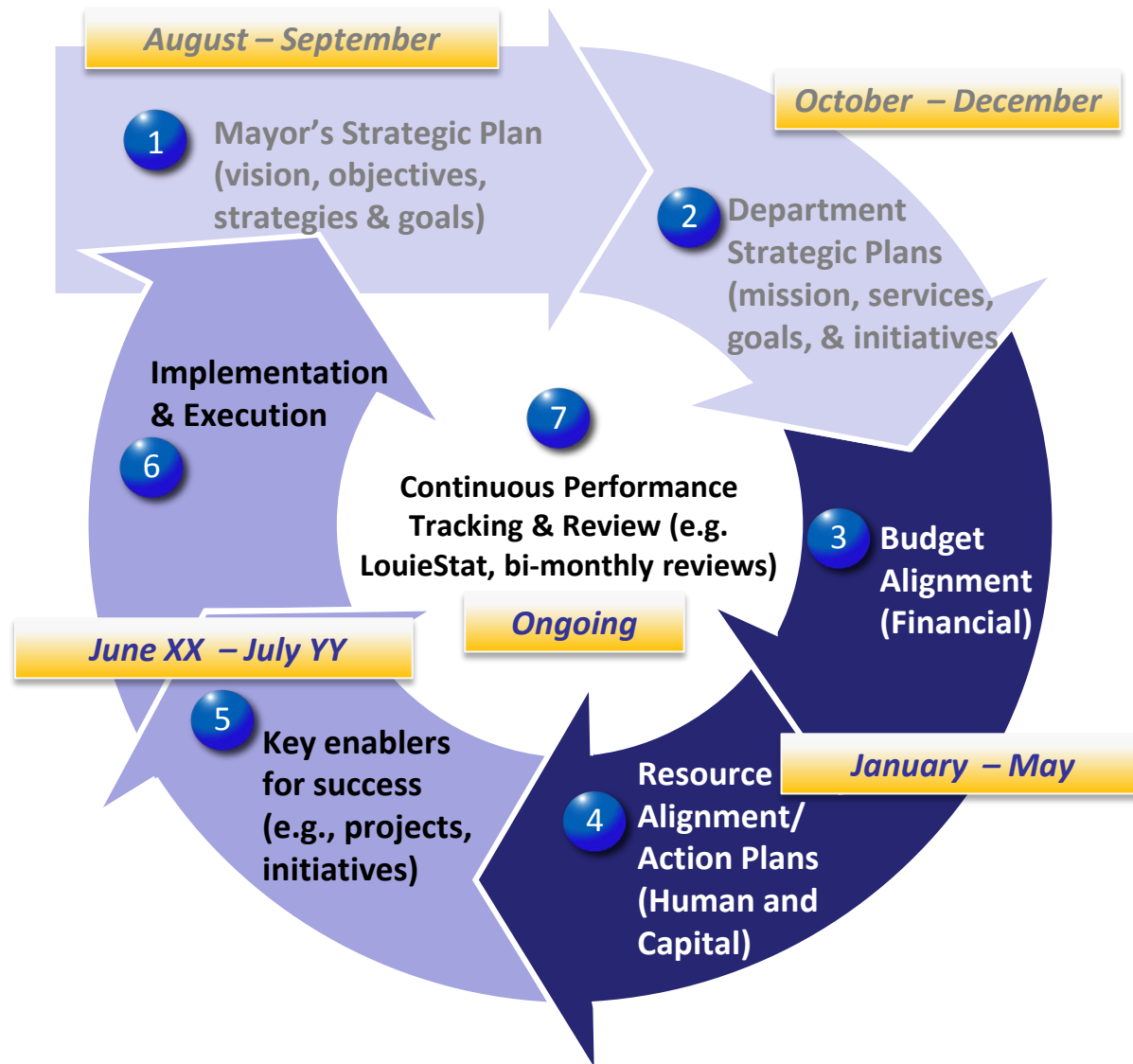
OLD Dept. Goal #	Description of Dept. Goal	Reason the goal was edited or deleted.	Date Added/Changed
Long Term 2	Institutionalize LouieStat as the primary performance measurement and management system for Louisville Metro Government by FY16.	Long term goal became active; goal is now moved to Active short-term list as Goal #12.	November 2013
NEW Dept. Goal #	**Description of Dept. Goal**	**Reason the goal was edited or deleted.**	**Date Added/Changed**
Short Term 12	Institutionalize LouieStat as the primary performance measurement and management system for Louisville Metro Government by FY16.	See above	November 2013
OLD Dept. Goal #	**Description of Dept. Goal**	**Reason the goal was edited or deleted.**	**Date Added/Changed**
Long Term 6	Obtain consistent recognition as a national leader in performance management in the public sector	Long term goal became active; goal is now moved to Active short-term list as Goal #13.	November 2013
NEW Dept. Goal #	**Description of Dept. Goal**	**Reason the goal was edited or deleted.**	**Date Added/Changed**
Short Term 13	Obtain consistent recognition as a national leader in performance management in the public sector	See above	November 2013

ENTERPRISE GOVERNANCE DOCUMENTS:

✓ METRO PLANNING CYCLE

✓ METRO PLANNING CALENDAR

LOUISVILLE METRO PLANNING CYCLE

August – September

1. Mayor's Strategic Plan (vision, objectives, strategies & goals)

October – December

2. Department Strategic Plans (mission, services, goals, & initiatives

Implementation & Execution

6.

7. Continuous Performance Tracking & Review (e.g. LouieStat, bi-monthly reviews)

3. Budget Alignment (Financial)

Ongoing

June XX – July YY

5. Key enablers for success (e.g., projects, initiatives)

4. Resource Alignment/ Action Plans (Human and Capital)

January – May

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 External Assessment (e.g., Macro Trends, Benchmarks, Best practice)			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		
					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Legend:
- Mayor's Office
- Departments
- Mayor's Office & Dept. Directors

Notes:

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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..."