Status Legend			
Health		**Progress**	**Reported in LouieStat**
	Not Started: Goal or initiative is not started but is expected to start on time	25% - some action steps, required for the initiative, are completed	✓ yes
	Off-track: Goal or initiative is not started and is overdue or goal or intiative is in progress, but behind schedule and has an issue that will affect completion date	50% - about half the action steps, required for the initiative, are completed	✗ no
	Slightly Off-track: Goal or initiative is in progress, but behind schedule and has an issue that may affect completion date	75% - most action steps, required for the initiative, are completed	● not applicable
	On-track: Goal or initiative is in progress, on schedule, and expected to be completed on time	100% - all action steps, required for the initiative, are completed	
	Accomplished: Goal or initiative is completed		

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Goal Description	Risks	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
26. Enact Comprehensive Financial Management: Administer Louisville Metro Government's assets and obligations with fiscal integrity, in a reliable, transparent, and consistent manner for fiscal year 2016.	General economic conditions decline, which result in budgeted revenues failing to materialize as projected; Budgeted expenditures exceed planned levels; Undetected breach of Accounting policy and procedure; Improper implementation of Governmental Accounting Standards; Fraudulent activity; Unexpected judgements and claims.				Process	●	Restore ending fund balance: Restore ending fund balance to $65 million or 13% of general fund revenues (whichever is higher) by Fiscal year 18	The FY15 unassigned ending fund balance is publicly estimated to be $63 million. The year has not yet been closed, and the audit has not been completed to confirm the estimate.		
							Increase the General Fund appropriation to the Risk Fund : Increase the General Fund appropriation used to address appropriate outstanding issues and claims through the Risk Fund to 75% by fiscal year 2017.	The Risk Fund was funded at 56% as of June 30, 2014. As of June 30, 2015, the Risk Fund is anticipated to be funded at approx. 63%.		
							Match recurring expenditures with recurring revenues: Match recurring expenditures with recurring revenues for FY 16.	FY 15 is expected to have revenues in excess of expenditures, the year has not yet closed. FY 16 has adopted a balanced budget.		
							Obtain an Unqualified Audit Opinion: Obtain an Unqualified audit opinion with zero material weaknesses or significant deficiencies for the Fiscal Year 2015	The FY 15 audit is in process, and is anticipated to conclude by December 31, 2015.		
							Maintain or improve Metro's bond rating: Maintain or improve Metro's bond rating for FY 16 based upon a review schedule determined by rating agencies.	Metro received the following bond ratings for the 2015 A and B bond issues: Fitch - AAA; Moodys - Aa1; S&P - AA+. All ratings were affirmed with stable outlooks.		
							Maintain Metro's structurally balanced budget: Maintain Metro's structurally balanced budget through continuous monitoring of multi-decade agreements (labor, economic, health, etc) and preservation of infrastructure.	Labor contracts have been settled within Metro's long term revenue growth percentage. Budget outcomes will be monitored over the course of FY 16.		
27. Increase the Use of Technology: By June 30, 2016, increase the use of available technology to promote excellent customer service.	Agency cooperation, staffing and training.				Process	●	Invoices submitted electronically: 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; requests are being made individually of vendors on a case by case basis as the opportunity		
							PeopleSoft Reimbursement Process: Work with MTS and Contractors to develop a template and process for reimbursements.	The project is on hold pending resolution of revised scope.		
							Implement Electronic Payables Solutions: By June 30, 2016, OMB will implement an electronic payables solution whereby check disbursements are reduced through the application of electronic disbursement methods.	The bid for RFP 3345 was awarded to US Bank. Agreements have been signed, and an initial implementation call is scheduled for November 20, 2015.		

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			(green)				Implement and maintain an online customer service survey for the Revenue Commission. : Revenue Commission to maintain, monitor and report on customer survey results bi-yearly in order to address taxpayer's concerns and issues.	Continue to monitor and report results. Implementing language on all letters to participate in the online survey.		(green)
							Implement new phone system, VOIP, including IVR and predictive dialer. : Revenue Commission to assist the Technology Department to implement a new phone system to replace the ACD phone system. Phase 1 to be completed by November 30, 2015. Phase 2 to be completed by January 31, 2016.	Currently in the process of implementing the solution. Core Syestem has been installed. We are currently configuring the system.		(yellow)
							Accept Electronic Payments by third party payroll providers: Revenue Commission to assist the Technology Department to implement the electronic payment of all third party payroll providers by April 30, 2016. Revenue Commission to assist in the passing of a local ordinance to mandate third party vendors to remit payment electronically by October 15, 2015.	Currently in the process of the drafting of Ordinance. Waiting on Cty Atty review and approval.		(yellow)
28. Increase Revenue Collection: Increase revenue collection rates for the Occupational License Tax, billed services and enforcements assessed by June 30, 2016.	Various legal challenges and federal mandates present risks to the successful collection of revenues in accordance with established goals.		(green)		Process	✓	Increase FY 16 collections for Code Enforcement citations : By June 30, 2016, OMB Accounts Receivable will collect $2.9 million for enforcements assessed through the Codes and Regulations Department.	Total FY 16 collections as of October 31, 2015 is $981k.		(green)
							Increase FY 16 EMS Billing Collections: Increaset FY 16 EMS Billing Collections to 65% by June 30, 2016.	FY 16 collection as of October 31, 2015 is $5.9 million.		(green)
							Convert EMS/Health Billing Codes: Convert ICD 9 codes to ICD 10 codes per federal mandate in both EMS and Health department billing systems by October 1, 2015.	ICD 10 codes were updated in both the EMS and Health Billing systems as of October 1, 2015, per the Federal mandates.		(dark blue)
							Replace the existing Health Department computer system: OMB Health billing to assist Metro Health Dept to implement the State's health department computer system solution by June 30, 2016. This has a billing component and incorporates the electronic health record.	eClinical Works Business Analysts (state's vendor) completed site visits and conducted an assessment of current clinical processes. The goal was to give recommendations on how to start implementing a new practice management model for electronic health record to maintain paperless medical records and patient information. A report was submitted to the Health Department in October 2015 from eClinical Works. This report includes a billing component which was developed with the Billing Office input.		(green)

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			🟩				Reduce Delinquency Accounts: By June 30, 2016, Delinquent accounts that are 60 days or more old will account for less than 1% of total outstanding Miscellaneous AR balances.	Collection efforts for FY 16 began on July 1, 2015. As of November 9, 2015, .55% of Misc AR was delinquent for more than 60 days.		🟩
							Evaluate Billed Services and Enforcements assessed Opportunities: By December 31, 2015, complete an evaluation of a potential expansion for collection of billed services and enforcements assessed throughout Metro Government.	An evaluation process has begun as of July 1, 2015.		🟩
							Enhance compliance OLT collection efforts by exploring additional W2 projects. : Explore and initiate compliance project for underreported wages utilizing the W2's in comparison to the quarterly withholdings filed by June 30, 2016.	Continue the process of the W2's comparison with quarterly filings. Project team meeting bi-weekly.		🟩
							Replace existing STAX product due to vendor going out of business. : Revenue Commission to evaluate and award RFP, and implement STAX replacement solution by June 30, 2016.	Responses rec'd from 2 vendors. Vendor demo scheduled for 1-14 & 1-15 2016.		🟩
29. Implement an Enterprise Risk Management Model: By June 30, 2018, implement an Enterprise Risk Management model for Louisville Metro Government.	Lack of support from Metro Agency Management to consider risk issues when implementing programs, policies, and entering into contracts.		🟨		Process	❌	Implement a formal process for Risk Assessment : By June 30, 2016, Risk Management will formalize the current risk assessment process by implementing the use of a Risk Assessment Request form through SharePoint. This will allow Metro Agencies the opportunity to receive guidance on potential risks associated with proposed activities that include public involvement.	A Risk Assessment Request form has been drafted. Implementing the process through SharePoint is still in development.		🟨
							Implement a Settlements or Claims Paid Close-Out Process: By June 30, 2016, the Risk Management division will define a process by which Metro Agency Management will be notified when lawsuites and claims are settled that impact their agency. Agency Management will have the opportunity to understand the details of the settlement to mitigate any potential future risk.	Progress of this initiative has slowed slightly due to staffing issues within the division. However, RM has started informally notifiying Agencie's when a significant claim is settled.		🟨
							Establish a Risk Management Annual Report: By December 31, 2016, develop a Risk Management Annual Report that will provide information on Risk issues for the year.	The Risk Management division has started preliminary evaluations for the development of this report. This report will be a natural progression from the implementation of other Enterprise Risk Management initiatives.		🟨

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30. Improve Asset Management: By June 30, 2017, implement monitoring and tools to improve Asset Managment for Louisville Metro Government.	No Risks Given		(green)		Process	✓	Improve management of and communication about capital projects to ensure timely completion, on budget and to customer satisfaction: By December 31, 2015, complete implementation of Innotas project management software across Metro, including development of governance for more standardized management; continue other goals of project to prioritize projects, address project manager capacity, and collaborate inside and outside of metro	Work is in process to meet established deadlines.		(yellow)
							Install Fleet GPS to optimize use of fleet vehicles: By October 31, 2015, GPS will be installed on designated Fleet vehicles	The GPS devices have been installed and the user departments have been trained on the monitoring software.		(dark blue)
							Development of the Facilities Dashboard to monitor useful life of building systems: Populate Dashboard by end of February to aid in budget development.	Continue to refine dashboard. Recently filled two vacant project managers to help facilitate gathering information.		(yellow)
							Monitoring existing fixed assets: By June 30, 2016, establish a global review process for managing fixed assets	Work is in process to meet established deadlines.		(green)
							Ensure optimized use of funds, sufficient liquidity, and a yield benchmark: By December 31, 2015, develop a yield benchmark	Three benchmarks have been developed to measure the performance of Metro's Core Investment portfolio. The 2 year Treasury, the S&P one to five year Agency Index and a composite of 3 Merrill Lynch indexes that are weighted according to the portfolio structure. Metro is also partnering with Hilliard Lyons to determine if there are any additional benchmarks to be identified.		(green)
31. Improve Customer Service: By June 30, 2016, implement efficiencies in operations to make it easier to do busines with OMB for both internal and external customers.	No Risks Given		(green)		Process	✓	Reduce invoices not paid within 30 days: By June 30, 2016, reduce late invoice payments to meet current goal of 17% or better.	October 2015 late invoices was at 18.65%. New steps to reduce late payments have been initiated in previous 2 months, including targeting specific vendors and looking more closely at internal processes.		(green)
							Evaluate current cash receipts policies and procedures for all Metro Cash Operations locations: By March 31, 2016, complete an evaluation of current practices, policies and procedures for cash receipts operations for applicable Metro Government sites.	The Cash Management division has completed a SWAT Analysis related to the Strengths, Weaknesses, Opportunities, and Threats based on evaluations of current practices, policies, and procedures for cash receipts operations for applicable Metro Government sites.		(green)
							Ensure consistent, fair and equitable enforcement of policy : Evaluation of existing areas of discretion that lack policy and guidance and criteria for decision making	Work is in process to meet established deadlines.		(green)

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Goal Description	**Risks**	**Goal Percent Progress**	**Goal Health**	**Goal KPI and Analysis**	**Process or Project**	**Reported in LouieStat**	**Initiative**	**Progress Description**	**Initiative Percent Progress**	**Initiative Health**
							Improve access for vendors to opportunities to do business with Metro: By September 30, 2015, add features to public facing website that better explain purchasing processes; develop vendor database with a fillable form on public website to get onto the vendor list	Development of items for website is 75% complete but 9/30/15 deadline has passed without getting the website updated yet. Projection completion for this initiative is now 12/31/15.		(yellow)
							Increase diversity of vendors, especially pertaining to local and small businesses: Work with Economic Development, HRC, and other agencies to develop a plan to increase diversity by September 30, 2015.	A phase I plan has been developed. Other initiatives address the items that will be implemented as part of Phase I (website info, marketing materials, vendor portal).		(dark blue)
							Update purchasing policies and procedures: Implement guidance and policies for evaluations of bids, award recommendations, scoring criteria by September 30, 2015; update purchasing policy in phases - completing phase I involving basic, immediate need changes by September 30, 2015 and phase II involving further changes by December 31, 2015	Evaluation guidelines are in pilot phase; updating purchasing policy is is 75% complete		(green)