



2022 - 2023 Strategic Plan

Our Mission

The Library's mission is to provide the people of Louisville and Jefferson County with the broadest possible access to knowledge, ideas and information, and to support them in their pursuit of learning.

Our Vision

It is the vision of the Commission that the Louisville Free Public Library will deliver library service on a par with the best public libraries in the U.S. We will provide:

- Excellent library facilities conveniently accessible to all residents,
- Strong and appealing collections of books and other materials,
- Attentive and effective staff assistance for all readers and researchers,
- Services, public programs and events that promote reading, convey valuable information and extend the value of the Library to its community,
- Sophisticated information technology that advances the Library's mission, and
- Hours of operation that respond to the busy lifestyles of today's families.

Strategic Objectives

Support Lifelong Learning and Digital Citizenship: Provide opportunities for library patrons to participate in educational activities, independently or as a group.

Encourage Reading: Provide materials, spaces and guidance that encourage and allow people to read for learning, in support of their careers, or as a pleasure pursuit.

Increase Library Awareness: Throughout the library service area, raise the level of awareness of the library, its information resources, its facilities, and the service it provides.

Continuous Improvement: Use proven strategies such as PDCA, Lean, and Six Sigma to select and manage projects to continuously improve operational excellence.

Strategic Themes

Community Relations: How well are we meeting patron and stakeholder needs?

Fiscal Stewardship: How do we maximize value and effectiveness in pursuit of our mission?

Internal Processes: How can we improve internal processes to deliver products and services better, faster, and more economically?

Organizational Capacity: How can we better support internal processes through improved knowledge, skills, abilities, technology, tools, leadership, and capacity?

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
Community Relations How well are we meeting patron and stakeholder needs?	Encourage Reading	07 Expand and Improve the Materials Collection	During FY 2022-2023, improve the library's capacity to encourage reading and support lifelong learning by continuing to implement the weeding policy and purchasing 75,000 quality new items.	07a Increase the size of the materials collection	07m1 Items added to the collection
				07b Expand e-book collection	07m2 Total holdings
				07c Adapt to changing publishing formats	07m3 Monthly number of e-books added to the collection
				07d Expand the inventory of downloadable audio books	07m4 Total count of e-books added to the collection
				07e Track circulation of newly added items	07m5 Total count of downloadable audio books in collection
				07f Lower holds ratio for print and e-book collections	07m6 Total number of downloadable audio books added to the collection
	Increase Library Awareness	08 Increase College and Career Skills	During FY 2022-2023, provide College and Career skill services to at least 500 library patrons.	08a Provide college preparation services	08m1 Monthly ACT Prep Class Attendance
				08b Promote online learning platforms	08m1 Total ACT Prep Class Attendance
					08m2 Learning Express Library Page Hits
	Encourage Reading	09 Improve Literacy	During FY 2022-2023, provide literacy skills training to children through 1,000 Books Before Kindergarten, Summer Reading, storytimes, and special events.	09a 1,000 Books Before Kindergarten challenge	09m1 Monthly Preschool Literacy Program Attendance
				09b Offer the LFPL Summer Reading Program	09m1 Total Preschool Literacy Program Attendance Gauge
				09c School readiness program attendance	09m2 Juvenile/Teen Reading Programs
				09d Promote teen and children's book discussion groups	09m2 Total Juvenile/Teen Reading Programs
				09e Increase Utilization of Teletales	09m3 "1,000 Books Before Kindergarten" Completers

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
	Support Lifelong Learning & Digital Citizenship	10 Provide Learning and Community Building Opportunities	During FY 2022-2023, produce programs and events offering shared educational experiences that provide individual learning and community building by reaching individuals through Short Courses, Fast Classes, and other programs for adults.	10a Offer 3 Short Courses during FY 2022-2023	10m1 Lifelong learning program attendance
				10b Offer 6 Fast Classes in FY 2022-2023	10m2 Program attendance
				10c Promote adult book discussion groups	10m3 Adult reading programs
				10d Provide public computer access	10m4 Public PC Sessions
				10e Provide Wi-Fi Hotspots	10m5 Number of Hotspots Circulated
					10m6 How much data is being provided via hotspots
	Continuous Improvement	11 Improve the Patron Experience	During FY 2022-2023, improve compliance with standards from KDLA and Edge Assessments, and continue to expand performance improvement.	11a Implement digital signage system	11m1 Edge Technology Standards Compliance
				11b Increase score on Edge Assessment	11m2 State Standards Compliance
				11c Complete the KY Public Library Standards Assessment	
				11d Implement a mobile printing solution	
	Increase Library Awareness	12 Provide Visible Programs with High Appeal	During FY 2022-2023, provide programming that captures the attention of the larger community and raises the awareness of the library in the local consciousness.	12a Provide at least 8 "Authors at the Library" programs in each fiscal year	12m1 Number of attendees at "Authors at the Library"
				12b Produce the How-to-Festival	12m2 Number of attendees at regional branch events
				12c Produce a large event at Main Library	
12d Produce a large event at each regional library					
Increase Awareness of the Library	13 Increase Active Users (Last 12 Months)	During FY 2022-2023, increase the number of active users over the previous fiscal year.	13a Generate positive media coverage	13m01 Three year actives	
			13b Improve patron awareness of programs and services	13m02 Free Media Sources Engagement	
			13c Grow the reach of LFPL on free communication platforms	13m03 Juvenile Patrons Reached through Outreach Programs	

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
				13d Increase number of outreach programs in the community	13m04 Monthly active patrons
				13e Reach more non-library users	13m05 New patrons registered
				13f Patron Engagement with Savannah	13m06 Patrons Active Last 12 Months (OrangeBoy)
				13g Engage more patrons at West Region Branches	13m07 Market Penetration
					13m08 Inactives Re-engagement
					13m09 Positive News Stories
					13m10 Unique Page Views
					13m11 Percent of Cardholders Active at West Region Branches
					13m12 West Region Total number of Cardholders at Branch
					13m13 West Region Market Penetration
					13m14 West Region Circulation
					13m15 West Region Program Attendance
					13m16 West Region Door Count
					16m6 Door count
					16m7 Website sessions

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Fiscal Stewardship How do we maximize value and effectiveness in pursuit of our mission?	Continuous Improvement	15 Increase Fiscal Stewardship Initiatives	Regularly review spending to ensure that it is aligned with budget and strategic goals. One initiative for this year is to increase the endowment for the Craig Buthod Author Series, to continue to provide high quality events to patrons.	15a Increase Endowment for C. Buthod Author Series	15m1 Track overdue, lost, and billed items
				15b Implement a solution to recover "Lost" overdue materials that patrons have been billed for	
Internal Processes How can we improve internal processes to deliver products and services better, faster, and more economically?	Continuous Improvement	05 Improve Racial Equity	Implement improvements to Equity, Diversity, and Inclusion outlined in the Louisville Metro Government Equity Impact Statement. LFPL is committed to creating a space that is welcoming to people of all backgrounds and that represents the diverse population of Louisville.	05a Implement Equity Impact Statement	05m1 Train all newly hired supervisors on the Racial Equity Toolkit as part of their onboarding
				05b Conduct Diversity Audit of Materials Collection	05m2 Train all newly hired Library staff on the Racial Equity Toolkit as part of their onboarding
				05c Complete Equity Audit of LFPL	05m3 During development of the FY23 Strategic Plan, complete a Racial Equity Toolkit for all new Goals, Initiatives, Programs, or Services
					05m4 Increase circulation of the library materials at West Region branches by 5% during FY23
					05m5 Increase community representation in facilities, staff, services, programs, and materials.
					05m6 Reduce the diversity gap among staff by 25%
	Continuous Improvement	06 Improve Technology Operations	During FY 2022-2023, resources will be focused on improving technology operations through a combination of improving hardware and software updating cycles, securing wireless access and eliminating antiquated systems.	06a Increase percentage of software compliant PCs	06m1 Software compliant computers
				06b Upgrade Exchange Server	06m2 Hardware compliant computers
				06c Upgrade the servers in the data center	
				06d Use Category 2 E-Rate funding to improve to 10 Gigabyte internet service	
Continuous Improvement	16 Library LouieStat Performance Book	Track key metrics from LouieStat performance books and generate performance improvement results in between LouieStat forums.	16a Complete 2 LouieStat Forums	10m2 Program attendance	
				13m01 Three year actives	

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					13m03 Juvenile Patrons Reached through Outreach Programs
					13m04 Monthly active patrons
					13m05 New patrons registered
					13m06 Patrons Active Last 12 Months (OrangeBoy)
					16m2 Program count
					16m4 eBook Circulation
					16m5 Circulation
					16m6 Door count
					16m7 Website sessions
Organizational Capacity How can we better support internal processes through improved knowledge, skills, abilities, technology, tools, leadership, and capacity?	Increase Library Awareness	01 Renovate and Open the Parkland Branch	Open the Parkland branch for use by the end of calendar year 2023.	01a Design the building	
				01b Renovate the building	
				01c Acquire and install furniture	
				01d Select, acquire, and shelve materials collection	
				01e Select, purchase, and install the technology	
				01f Staff the Library	
	Increase Library Awareness	02 Build and Open the Fern Creek Branch	Open the Fern Creek branch for use by the end of FY24.	02a Design the building	
				02b Renovate the building	

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				02c Acquire and install furniture	
				02d Select, acquire, and shelve materials collection	
				02e Select, purchase, and install the technology	
				02f Staff the Library	
	Increase Library Awareness	03 Renovate and expand the Portland Library	Complete renovations to add 4,500 square ft and improve the Portland Library branch, open to patrons by the end of calendar year 2023.	03a Design the building	
				03b Renovate the building	
				03c Acquire and install furniture	
				03d Select, acquire, and shelve materials collection	
				03e Select, purchase, and install the technology	
				03f Staff the Library	
	Increase Library Awareness	04 Improve Library Facilities	During FY 2022-2023, improve infrastructure to provide better technology services, continue to make progress on branch maintenance, renovations and expansions detailed in the Library Master Facilities Plan.	04a Improve landscaping and lawn maintenance	
				04b Main Library Renovations	
	Continuous Improvement	14 Develop Library Staff Skills	During FY2022- FY2023, improve the ability of staff to meet patrons' service needs by increasing opportunities for and participation in professional development.	14a Identify and promote independent learning opportunities	14m1 Increase staff training hours