



2021 -2022 Strategic Plan

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.

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 & Digital Citizenship: Equip patrons to participate in educational activities, independently or as a group, and to participate fully in civic life.

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 toward the goal of operational excellence.

Strategic Perspectives

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?

Status Indicators



On Track



Slightly Off-Track



Off-Track



Completed



Not Started



On Hold

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
Community Relations How well are we meeting patron and stakeholder needs?	Encourage Reading	05 Expand and Improve the Materials Collection	During FY 2021-2022, improve the library's capacity to encourage reading and support lifelong learning by fully integrating CollectionHQ data, continuing to implement the weeding policy, and purchasing 125,000 new items.	05a Increase the size of the materials collection	05m Items added to the collection
				05b Expand e-book collection	05m1 Total holdings
				05c Adapt to changing publishing formats	05m3 Monthly number of eBooks added to the collection
				05d Expand the inventory of downloadable audio books	05m3 Total count of eBooks added to the collection
				05e Track circulation of newly added items	05m4 Total Count of downloadable audio books in collection
				05f Lower holds ratio for print and eBook collections	05m4 Total number of downloadable audio books added to the collection
	Increase Library Awareness	06 Increase College and Career Skills	During FY 2021-2022, provide College and Career skill services to at least 500 library patrons. Limited capacity for programming due to Covid-19.	06a Provide college preparation services	06m1 Monthly ACT Prep Class Attendance
				06b Promote online learning platforms	06m1 Total ACT Prep Class Attendance
					06m2 Learning Express Library Page Hits
	Encourage Reading	07 Improve Literacy	During FY 2021-2022, provide literacy skills training to children through 1,000 Books Before Kindergarten, Summer Reading, storytimes, and special events.	07a 1,000 Books Before Kindergarten challenge	07m2 Monthly Preschool Literacy Program Attendance
				07b Offer the LFPL Summer Reading Program	07m2 Total Preschool Literacy Program Attendance Gauge
				07c School readiness program attendance	07m3 Juvenile/Teen Reading Programs
				07d Promote teen and children's book discussion groups	07m3 Total Juvenile/Teen Reading Programs
				7e Promote Teletales	07m4 "1,000 Books Before Kindergarten" Completers

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
	Support Lifelong Learning & Digital Citizenship	08 Provide Learning and Community Building Opportunities	During FY 2021-2022, 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.	08a Offer 3 Short Courses during FY 2021-2022	08m1 Lifelong learning program attendance
				08b Offer 6 Fast Classes in FY 2021-2022	08m2 Program attendance
				08c Promote adult book discussion groups	08m3 Adult reading programs
				08d Provide public computer access	08m4 Public PC Sessions
Continuous Improvement		09 Improve the Patron Experience	During FY 2021-2022, address quality issues with customer service identified by the LibQual+ survey, increase the effectiveness of the TAG team, improve compliance with standards from KDLA and Edge, and continue to expand performance improvement and assessment activities.	09a Address service issues identified by LibQual+ survey	09m1 Edge Technology Standards Compliance
				09b Implement digital signage system	09m2 Number of incident reports generated
				09c Analyze and track incident reports to identify areas of improvement	
				09d Increase score on Edge Assessment	
Increase Library Awareness		10 Provide Visible Programs with High Appeal	During FY 2021-2022, provide programming that captures the attention of the larger community and raises the awareness of the library in the local consciousness.	10a Provide at least 8 "Authors at the Library" programs in each fiscal year	
				10b Produce the How-to-Festival	
				10c Produce the Potter Palooza or other large event at Main Branch	
				10d Produce a large event at each regional branch	
Encourage Reading		11 Make Room for Acquisition of More Books	Increase capacity for the number of items in collection and improve the appearance of shelves to help meet state standards and increase circulation.	11a Maximize added shelving space in new and existing locations	
				11b Evaluate items in stacks storage at Main Library	
Increase Awareness of the Library		12 Increase Active Users (Last 12 Months)	During FY 2021-2022, increase the number of active users over previous fiscal year.	12a Generate positive media coverage	12m1 Three year actives
				12b Improve patron awareness of programs and services	12m10 Free Media Sources Engagement

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
				12c Grow the reach of LFPL on free communication platforms	12m11 Juvenile Patrons Reached through Outreach Programs
				12d Outreach programs in the community	12m2 Monthly active patrons
				12e Reach more non-library users	12m4 New patrons registered
				12f Patron Engagement with Savannah	12m5 Patrons Active Last 12 Months (OrangeBoy)
					12m6 Market Penetration
					12m7 Inactives Re-engagement
					12m8 Positive News Stories
					12m9 Unique Page Views
					15m2 Door count
					15m4 Website sessions
Fiscal Stewardship How do we maximize value and effectiveness in pursuit of our mission?	Continuous Improvement	15 Develop Fiscal Stewardship Goals	There are currently no strategic objectives addressing the fiscal stewardship theme. Prior to start of FY 2021-2022, work with executive management team to identify objectives, initiatives, and measures in this area.	15b Increase purchasing from MFHBE certified vendors	

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
Internal Processes How can we improve internal processes to deliver products and services better, faster, and more economically?	Continuous Improvement	04 Improve Technology Operations	During FY 2021-2022, 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.	04a Improve and measure file storage ecosystem	04m2 Software compliant computers
				04b Increase percentage of software compliant PCs	04m1 Hardware compliant computers
				04c Implement branch server replacement cycle	
	Continuous Improvement	13 Improve Data Collection Processes	During FY 2021-2022, address opportunities to collect more accurate, timely and useful data based on actual reporting requirements, including mission-critical statistics around people counts and programming.		
	Continuous Improvement	16 Library LouieStat Performance Book	Track key metrics from LouieStat performance books and generate performance improvement results in between LouieStat forums.	16a Update LouieStat Report monthly	08m2 Program attendance
				16b Complete 2 LouieStat Forums	12m1 Three year actives
					12m11 Juvenile Patrons Reached through Outreach Programs
					12m2 Monthly active patrons
					12m4 New patrons registered
					12m5 Patrons Active Last 12 Months (OrangeBoy)
				15m1 Circulation	
				15m2 Door count	
	15m3 Program count				
	15m4 Website sessions				

Perspectives	Strategic Objective	Goal	Goal Description	Initiatives	Measures
					15m5 LinkedIn Learning Active Total Users
					15m6 LinkedIn Learning Total Videos Viewed
					15m7 LinkedIn Learning Total Certificates Earned
					15m8 eBook Circulation
Organizational Capacity How can we better support internal processes through improved knowledge, skills, abilities, technology, tools, leadership, and capacity?	Increase Library Awareness	01 Open Middletown Library Branch	Open a fully staffed, newly renovated, and stocked Middletown Library by late summer 2021.	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 Improve Library Facilities	During FY 2021-2022, improve infrastructure to provide better technology services, continue to make progress on branch maintenance, renovations and expansions detailed in the Library Master Facilities Plan.	02a Improve landscaping	
				02b Renovate the Portland Library	
				02c Main Library Renovations	
	Continuous Improvement	14 Develop Library Staff Skills	During FY2021- FY2022, 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	14m2 In-house training hours
					14m3 Offsite training hours