2016-2017 Strategic Plan

Final Status Update

July 2017

Department Mission Statement

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.

Department Objectives

	TITLE	DESCRIPTION
1.	Support Lifelong Learning	Provide opportunities for library patrons to participate in educational activities, independently or as a group.
2.	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.
3.	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.

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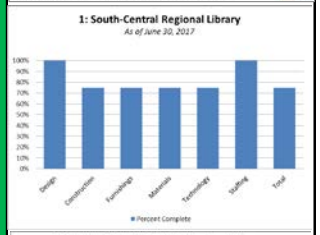
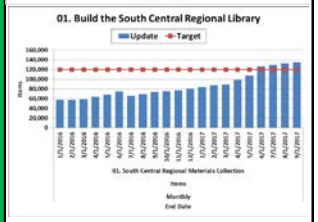
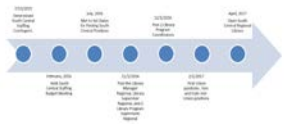
01. Build the South Central Regional Library: State standard for sq ft per capita for is .60 square feet. LFPL currently has .475 sq ft per capita. The South Central Regional Library will add 40,000 sq ft and will serve 160,000 people in a five mile radius.			  	Project	✗	Secure funding to build the South Central Regional Library: Secure funding to cover the costs of designing, building, furnishing, stocking, and staffing the new library.	All funding has been secured for the South Central Regional Library. The building construction is finished and the Library is open.		
						Design the building: Complete the design of the exterior, interior, and grounds.	Completed.		
						Complete the general construction: Includes the erection of the building, the completion of landscaping, and the installation of electrical and mechanical systems.	Building interior is being completed and building will open July 21, 2017.		
						Acquire and install furniture: Furniture which needs to be selected, ordered and installed includes: shelving for library materials, office furnishings for staff offices and work space, reading tables and chairs, computer tables, cabinets for self-service check out, and assorted reading and meeting room chairs.	Installation scheduled for completion in July 2017.		
						Staff the new library: Staff from the existing Okolona Library will move to the new location. Additional positions needed to staff the larger library will be created and funded. The positions will be posted and filled in time for staff to be trained and ready for opening.	All new staff have been hired and are now in place at the new South Central Regional Library.		
						Select, purchase, and install the technology: Computers, monitors, printers, barcode scanners, self-service checkout stations, meeting room projector, networking hardware, wireless routers, branch server, and telephone systems all need to be designed, purchased, configured, and installed.	Purchase of required hardware is complete. Deployment expected July 17th, 2017		
						Select, acquire, and shelve the materials collection: Acquire through donations, purchasing and the current Okolona collection 120,000 items for the new South Central Library.	Final shelving and shelf-reading is being done. Final shipments are expected in early July with completion of collection before opening on July 21, 2017.		

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02. Improve Library Facilities: During FY16 and FY17, improve infrastructure to provide better technology services, continue to make progress on branch renovations and expansions detailed in the Library Master Facilities Plan, and develop a life-cycle building replacement program.				Project		Produce a scheduled maintenance plan: Implement a life cycle building system replacement program. Program will be 100% developed by end of FY16;implement program in FY17.	We are currently refining and entering the building systems data and prioritizing needs across the portfolio		
						Seek funding for the Northeast Regional Library: Funding is being pursued which will finance the design and construction of the Northeast Regional Library.	LFPL received the State Construction Grant for NE, 207,390 for debt service payments. Metro Government provided $9.5m for construction FY18 and we will request the additional $3.85m in FY19 for construction completion.		
						Upgrade and expand WiFi network: By 6/30/2016 update all WiFi network hardware and expand coverage to reach all public areas of all library locations, with funding obtained from expanded e-rate program.	While we continue to optimize for performance, feedback indicates that area coverage is at desired levels.		
						Upgrade network infrastructure: Upgrade network infrastructure to support 1GB bandwidth at all locations during FY 2015-16 using funding from expanded e-Rate program.	Hardware and management software have been installed. Ongoing work of maintaining and tuning the network for performance and security will continue indefinitely as an operational initiative.		
						Make progress on Master Facilities Plan: Complete renovation/update projects at 3 locations during FY 2015-16 following the Library Development Timeline addendum to the Master Facilities Plan. Scheduled for FY17: St. Matthews.	City of St Matthews has selected a Construction Manager at Risk, Approved the project GMP (Guaranteed Maximum Price) and the CM at Risk is preparing to rebid the project.		

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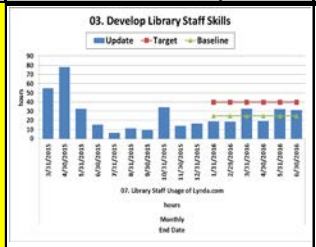
03. Develop Library Staff Skills: During FY17, improve the ability of staff to meet patrons' service needs by increasing opportunities for and participation in professional development.				Project		Identify and promote independent learning opportunities: During FY16, identify and promote independent learning opportunities through webinars for staff, who will attend at least 60 hours of professional development training. (Arehart)	Between July 1 and June 1, 164 staff have watched 76 webinars and online classes for a total of 245.5 training hours.		
						Implement job-specific safety training program: During FY 16, in collaboration with Metro Human Resources Dept. staff, and using data compiled during recent audits of different positions at the library, a safety training program will be designed and implemented.	Work is still being done on the training material needed for each position. Progress will pick up in the next quarter.		
						Update Policy and Procedure Manual: During FY16 the Library Policy and Procedure manual will be updated and current and new staff will be trained on proper policies and procedures that pertain to their job duties.	The policy and procedure process is still being reviewed for all departments. Changes will be approved and published to all staff in FY18.		
						Improve utilization of book discussion kits by staff: Develop a plan to make available the Library Book Kits to Library Book Discussion Groups. Train Library Book Discussion Leaders on leading book discussion groups and the best way to schedule and checkout current library book discussion kits.	As part of the reference series, a training has been scheduled for November 2016. Staff will lead training on how to prepare, how to select a book, and how to engage your audience. There will also be training on how best to use the available library book discussion kits, how titles are selected for kits, and the best way to get your kit on time.		
						Promote library staff usage of Lynda.com: Promote staff usage of Lynda.com and increase usage by requiring 20 staff to view at least one tutorial.	Supervisors regularly use Lynda.com for training of staff in groups and individually. We have promoted to all staff that Lynda.com videos can be used toward state certification. Training goals on public service employee evaluations generally include that they must complete at least one Lynda.com video during the year.		
						Identify and Provide staff training opportunities.: Staff attend 200 hours of training provided in-house and 200 hours of training offsite.	From July 1, 2016 through June 30, 2017 we offered 17 training opprotunties to Library staff that were either developed internally or offered by Metro. Attendance totaled 606 people for a total of 1387 hours. This includes the mandatory three hour Advancing Racial Equity Training that almost every library employee has attended. External trainings and conference totals include 105 staff for a total of 368 hours.		

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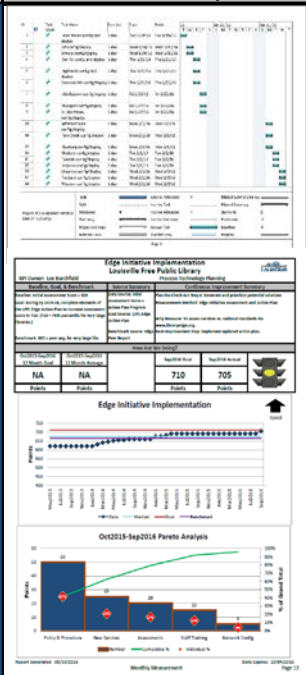
04. Enhance Technology Services: Improve existing technology services and explore innovative new services such as laptop and wifi hotspot checkout during FY17, including regular updating of software on public computers, and adherence to hardware replacement schedules.				Project		Expand software offerings on public computers: During FY16, identify, purchase, and install new programs on library public computers to give patrons greater access to software and hardware for independent learning and professional development.	NV Access did not currently offer more functionality than our current software offering but will be kept in mind in the future. Public software was evaluated to offer a well rounded patron experience and PDF Creator was added to expand the software offering.		
						Improve hardware replacement cycle compliance: Development and implement a process for scheduled replacement of outdated hardware using guidance from KDLA Public Library standards and the Edge Initiative.	The replacement process has been developed and implementation is underway. Middletown public computers have been replaced in accordance with the schedule, and another batch of computers has been purchased to facilitate additional replacements.		
						Increase percentage of software compliant PCs: Using a software update plan and baseline standards, increase the percentage of computers in production that are compliant with the current software build standard. During FY16 increase by 25%.	25% of computers are being updated and are compliant with the current software build standard.		
						Implement PCI compliant payment solution: During FY16 all software and hardware components of the existing credit card payment system will be replaced with software, hardware, and payment processing solutions that are compliant with PCI-DSS standards version 3.1.	The EnvisionWare e-Commerce solution has been deployed at all 18 library locations, bringing the library into compliance with PCI-DSS standards version 3.1.		
						Improve Information Security Policy compliance: Bring all facets of operation into compliance with KRS 61:931-934 and comply with guidance from Kentucky Department for Local Government and Kentucky Department for Libraries and Archives.	Staff have been trained on requirements of the new statutes. Policy and procedure have been updated. Annual review will continue to ensure ongoing compliance.		
						Increase score on Edge Assessment: During FY16 the Library will again participate in the Edge Initiative and will retake the Edge Assessment. An action plan will be developed and implemented to increase scoring on the assessment by at least 50 points before the assessment is retaken in 2016.	Assessment was retaken in September of 2016. Assessed score of 700, which is 80 points above the original assessment. Subsequent progress has pushed our anticipated score, if assessment were retaken today, to 710.		

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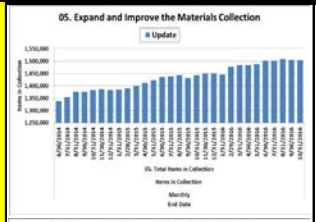
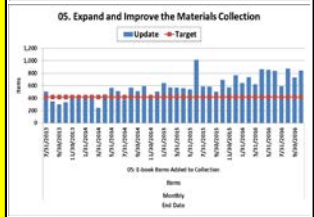
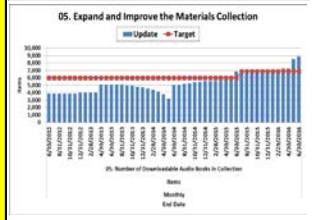
05. Expand and Improve the Materials Collection: During FY17, improve the library's capacity to encourage reading and support lifelong learning by fully integrating CollectionHQ data, continuing to implement the weeding policy, and purchasing 100,000 new items.			  	Project		Centralize the materials selection process: Centralized materials selection process, including possible integration of collectionHQ into the selection process.	Administrative selection training for collectionHQ took place on June 15. As we move forward with implementation in the 2016-2017 fiscal year we will define more steps toward centralized selection.		
						Increase the size of the materials collection: Increase the size of the materials collection by adding 105,000 quality items in a variety of material formats by 6/30/2017.	During the 2016-2017 fiscal year, 143,481 items were added to the collection. This does not include new items purchased for the South Central Regional Library.		
						Expand e-book collection: Expand and promote digital collection by adding 5,200 e-books during FY17.	During the 2016-2017 fiscal year we added 9,525 new eBooks to the collection.		
						Expand the inventory of downloadable audio books: Add an additional 500 downloadable audiobooks to the collection during 2016-17, and modify the collection development plan to create a long-term sustainable program of downloadable audiobook purchasing.	During the 2016-2017 fiscal year there were 407 new downloadable audiobooks added to the collection.		
						Expand selection of Book Discussion Kits: Purchase 40 book discussion kits in fiscal year 2016-17 Work with Branch Friends Groups to fund additional book discussion kits as needed.	As of March 7, 2017 56 book discussion kits have been added to the collection during the current FY. 42 Adult Kits and 14 Juvenile Kits.		

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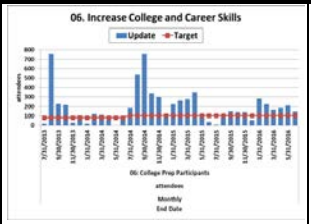
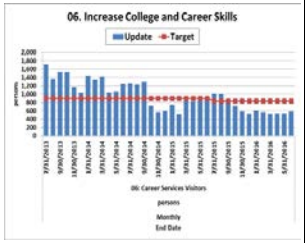
06. Increase College and Career Skills: During FY16, provide College and Career services to 12,000 library patrons.			 	Process	✓	Offer proctored and scored practice tests: On selected Saturdays, proctored college entrance tests are offered at the library and the tests are scored and reported to the students.	16 practice tests were offered and 278 students attended the practice test sessions.		
						Provide college preparation services: Reach 1,250 prospective college students with programming for college preparation and successful enrollment in FY16.	2,681 patrons have received college preparation services.		
						Offer ACT preparation classes: Classes to prepare for the ACT are taught at the library and offered free to area high school juniors and seniors.	44 ACT preparation and practice test classes were offered during FY2016-17. The total attendance for both was 654.		
						Promote online learning platforms : During FY17, promote the use of online learning platforms including Lynda.com, Learning Express, and treehouse.	LFPL continued to promote Treehouse, Lynda.com, and Learning Express in 2016-2017.		
						Provide support for job seekers: Work to expand support to job seekers at all locations through offering free faxing, removing barriers to computer usage, updating website and providing programming specific to job seekers.	Most recently the Library has been having some discussions about how to expand our workforce learning opportunities including trying to coordinate with the Digital Inclusion initiative and other local agencies. But assistance to job seekers have just become part of what we do at every location and that will likely never change or be able to be completed. We continue to move forward however.		

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07. Improve Literacy: During FY17, provide literacy skills training to 59,308 library patrons through school readiness programs, adult book groups, and special literacy programs.				Project	✓	Promote adult book discussion groups: At various library locations adult reading groups will be organized which select an item to read and then hold group a discussion which will be moderated by library staff or volunteers. Support for the reading groups will include promotional materials and "book discussion kits," packaged collections of multiple copies of a title and various other materials to be used for discussion.	Adult book discussion groups were offered at all locations throughout the 2016-2017 FY.		
						Promote books and reading: Beginning in January 2016, through creative programming and innovative use of readers advisory tools and personnel, we will promote the reading of long-form fiction and non-fiction books.	Themed Portal Pages have been updated monthly on the public access catalog. An additional portal page was added to highlight books about Muhammad Ali. Themed featured eAudio titles have been added to One-Click Digital website monthly.		
						Launch the 1,000 Books Before Kindergarten challenge: Sustain participation in the "1,000 Books Before Kindergarten" challenge and enroll 500 more children on Beanstack who participate during FY17. (Schiavi)	By the end of the 2016-2017 FY a total of 3,084 new participants have been enrolled in the 1,000 Books Before Kindergarten program.		
						Provide "Prime Time" family reading programs: These unique programs are held once at each location and are designed to help families develop a reading culture at home. They include meals and literacy learning activities. During 2016-17 they will reach 30 families.	Highlands-Shelby Park and Okolona completed the Prime Time Family Reading program. They had a total of 30 families (Okolona: 17 and Highlands: 13). Fairdale will begin the program in November 2017.		
						Reach 100 JCPS Family Literacy Program families: The JCPS family education program is based at the Main library of LFPL. During 2016-17 the library will provide space and continue to partner with JCPS.	127 families enrolled during 2016-17.		
						Offer the LFPL Summer Reading Program in summer 2016.: Provide the Summer Reading Program in summer 2017 with a goal of 30,500 completions.	Summer Reading is scheduled to continue through July and into August 2017.		
						Increase school readiness program attendance: Offer regularly scheduled preschool storytimes at each location and by June 30, 2017, increase family attendance at preschool literacy programs from 58,721 in 2015-2016 to 59,308.	2,418 preschool literacy programs were offered and there were 53,258 in attendance.		

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08. Provide Learning and Community Building Opportunities: During FY17, produce programs and events offering shared educational experiences that provide individual learning and community building by reaching 5,555 individuals through: Short Courses, Fast Classes, and other programs for adults.				Process	✓	Offer 4 Short Courses in F16: Short Courses are 4-6 week college level courses, taught onsite at the library, and available for free. Subjects might include community planning, genetics, and philosophy. Four new courses are planned for FY16.	5 short courses were offered during FY 2016-17.		
						Produce a "Living Library" Event: The Living Library program connects library patrons with experience and expertise on a wide range of subject and skills through a series of scheduled meetings.	Since the South Central Regional Library did not open until late July, no event was scheduled for the last FY.		
						Offer 8 Fast Classes in FY17: Fast classes are one day classes taught onsite at the library and available for free. Subjects might include sports, local authors, media and health.	10 fast classes were offered during FY 2016-17.		
						Expand coding classes: Provide STEAM education to community with emphasis on STEAM Programs to encourage young girls to enter the field.	Programs continued to be ongoing during 2016-17.		
						Facilitate scheduling of 10 programs for self-published authors: Provide quarterly classes that introduce patrons to the suite of services that we offer authors and increase the number of books submitted to SELF-e.	More than 10 Indie Lou events were scheduled during the FY 2016-17.		

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09. Improve the Patron Experience: During FY17, 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.				Project		Improve floating collections: Using reports and new software tools, make changes to the floating process that will improve the quality of materials collections at branches and Main through more equitable and manageable distribution of materials.	Weeding plan is now in place in conjunction with the collectionHQ monthly reports. A plan is now in place to return all the books from the Main Library that floated to branches back to the Main Library. This is being done in conjunction with the collectionHQ monthly reports, organized by the dewey decimal system.		
						Address service issues identified by LibQual+ survey: The LibQual+ survey administered in May 2015 identified several areas where improvements are needed to meet the expectations of library patrons. During FY16 the library will create an action plan and begin implementing changes intended to address those weaknesses before the survey is done again in 2017.	A PDCA team is being assembled to address the issues identified in the May 2015 survey. We will include it in our October 2016 LouieStat and will track improvements prior to repeating the survey in May 2017 to measure results. We are resetting the target end date for June 30 2017.		
						Six Sigma Library Shipping & Delivery Project: Evaluate the process of sorting and delivering library materials to fill patron hold or to return items to an assigned location. Use Six Sigma process improvement methods to make permanent changes that will reduce the amount of time required to deliver items and will reduce the amount of variation in the process.	The data validation meeting was held and the project has been handed off to the on-site supervisor for continuing monitoring. As of Nov 1, 2016, we continue to see results at the levels achieved during the project. There is a control process in place to trigger action if the rates rise above 1%.		
						Provide focused outreach to community groups and neighborhoods in the South Central Region.: Outreach efforts will be concentrate on individuals and community groups and is scheduled to begin in 2016.	Focused outreach to community groups, businesses, and neighborhoods in the South Central region occurred during the Spring of 2017 and continues during the 2017-18 FY.		
						Expand self-service checkout: Install up-to-date self-service check-out equipment at 3 additional locations in FY17: South Central, Highlands-Shelby Park, and St. Matthews.	Three additional stations are ready for deployment at Highlands, pending renovation schedule. Upgraded equipment will be installed for the opening of the South Central Regional and during expansion/renovation of St. Matthews, date TBD.		

2016-2017 Strategic Plan

Final Status Update

July 2017

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 schedu	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 comp	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			

Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
10. Create Visible Programs with High Appeal: During FY17, provide programming that captures the attention of the larger community and raises the awareness of the library in the local consciousness. For example, the How-to-Festival in May 2017 will feature 90 presenters and attract 3,500 visitors.				Project	✗	Provide 12 "Authors at the Library" programs in each fiscal year: The "Authors at the Library" program is a series of events featuring nationally-recognized Authors appearing at the Library for free, ticketed events that typically include a presentation by the author, question-and-answer discussion opportunities, and a book signing.	During the 2016-2017 fiscal year there were 15 programs in the At the Library series.		
						Produce the 2017 How-to-Festival: During FY17, attract 90 presenters and 3,500 attendees to the 2017 How-to-Festival, scheduled for May 2017.	The How-to-Festival was held in May 2017.		
11. Adapt to the Changing Publishing Industry: To increase the library's capacity to encourage reading and support lifelong learning by statistical analysis of current usage and increasing and reallocating resources as indicated.				Project	✗	Implement CollectionHQ: CollectionHQ software will help evaluate the usage of the existing library collection so that data-based selection decisions can be made, and will assist in solving imbalances in the collection created by the "floating" of library materials.	Collection HQ has been implemented. It is being used to analyze the state of the collection and its use. We have a test scheduled for the transfer tool which will allow us to rebalance the collection.		
						Create an Overdrive replacement ordering process: Develop a systematic plan for decisions on reordering metered access titles in Overdrive using Overdrive statistics, print statistics and series information.	Continue to make decisions on repurchase of books as they expire. We continue to add as many Penguin Publishing books as we can based on metered access expiration and sales that have been offered. As of 6/8/2016 we have not had enough data sets from collectionHQ to give us informative information on our eBook collection.		
						Make consistent use of readers advisory features of online platforms: Regularly update portal pages on the OPAC, Overdrive, One-Click Digital and Zinio.	Inactive ZINIO magazine subscriptions were moved to the bottom of the alphabetical list, after the active subscriptions.		

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Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
12. Make Room for Storage 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.				Project	✗	Evaluate usage of shelf space at branches: Look at current usage of shelf space at branches to identify creative solutions to find space to shelve more items.	Created shelf allocation spreadsheet to determine where items are currently shelved. Worked with Design and Construction team and installed shelving at new South Central Regional Library. Completed new remote storage area at Shawnee Library. Continuing to work with branch managers to maximize capacity of existing shelving and to add new shelving as needed. Working with Facilities to remove wooden spinning racks and replace with metal shelving.		
						Maximize added shelving space in new and existing locations: Look for ways to maximize the shelf space being added when libraries are renovated, expanded, or built.	As of 7/27/2017 the empty shelves at Okolona are being installed at Shawnee to create a remote storage area for teen and childrens materials. A small section of shelving is being added to Middletown and Jeffersontown. Okolona's old media shelving is now in use at the Main Library.		
						Clear unusable items from stacks storage at Main Library: Resolve long term status of uncatalogued items shelved in stacks area at Main Library to free up space for shelving items in Main overflow collection.	We have been increasing the amount of remote storage in the Main stacks on the 3rd level. We are in the final stages of discarding some items and once that is completed one half of that floor will have been freed up for the overflow collection.		

2016-2017 Strategic Plan

Final Status Update

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Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
13. Increase Utilization of Library Services: During FY16 increase by 50,000 the total number of cardholders, increase the percentage of the local service area population with a library card, and increase community awareness of library services.				Project	✓	Generate positive media coverage: During FY16, use earned media to promote the full scope of library services: Try to generate as much positive media as possible through press releases and press events.	Since July 1 there have been 644 news stories (broadcast, print, & online) generated.		
						Improve patron awareness of programs: Improve patron awareness of programs and services through an internal poster campaign and marketing training of frontline staff. Measure of progress and success will be increases in program attendance and use of services.	Marketing and programming training for frontline staff is ongoing. A large format printer, poster frames and display stand have been purchased for the Main Library. Poster display stands have been purchased for 7 additional locations. Funding for the photography was deferred to F17.		
						Promote the Library at non-traditional locations and events: Promote the library, its programs and services, at non-traditional locations and events.	Outreach is ongoing at: neighborhood and community fairs, including Worldfest, Flea Off Market, & Mini Maker Faire; area businesses, business associations, and Metro agencies; social and civic groups like Junior League, New2Lou, & Rotary. Program partnerships have provided free advertising and promotions with local organizations including StageOne Family Theatre, Kentucky Opera, Jewish Federation of Louisville, to name a few. A partnership with Metro Dept. of Health & Wellness helps connect WIC Clinic users to free computer access at the Library, enabling them to take advantage of online nutrition education resources on wichealth.org.		
						Partner with Library Foundation on awareness campaign: During FY16, work with the Library Foundation to implement a broad library awareness advertising campaign to reach more non-library users. Measures of progress and success will include program attendance and use of services.	Because of a change in leadership at the Library Foundation and budgetary priorities, it was determined to push the awareness campaign to F17.		
						Grow the reach of LFPL on free communication platforms: During FY16 leverage social media to expand the impact of free media sources by driving a 10% increase in audience size on Facebook, Twitter, Instagram, and email subscribers to the Library eNews.	Since July 1, 2015 LFPL has netted 1,642 followers on Facebook (+18%); 1,370 on Twitter (+22%); 1,417 on Instagram (+200%), and 5,667 new subscribers to the LFPL eNews (+11%).		
						Upgrade/redesign website: Secure funding and develop an implementation plan for a redesign of the Library website.	Partial funding has been earmarked by the Library Foundation. Planning continues while efforts are made to secure final funds needed.		
						Develop a marketing plan: By April 1, 2016, develop and begin implementation of a comprehensive marketing strategy.	Marketing plan completed.		
						Reach more non-library users: Reach more non-library users by issuing 50,000 new library cards during FY17.	There were 37,896 new registrations during the FY 2016-17.		