



REPORT TO THE LIBRARY BOARD

MEETING DATE: SEPTEMBER 20, 2012

Session:	Public Session
Subject:	Balanced Score Card Report, 2nd Quarter 2012
Prepared By:	Nancy Collister, Arlene Thompson, Margaret Wilkinson
Presented By:	Arlene Thompson
Purpose of Report:	For Receipt and Information Only <input checked="" type="checkbox"/>

RECOMMENDATION:

It is recommended that the Library Board receive this report.

BACKGROUND & REVIEW

The Balanced Score Card (BSC) Metrics provide a quarterly measure of specific indicators that measure the progression to the successful achievement of the Library's Strategic Plan.

The BSC has four components:

- Customer Perspective
- Internal Perspective
- Learning & Growth Perspective
- Financial Perspective.

Consistent with the Board's adopted governance model, the Customer Perspective and the Financial Perspective will be presented to the Board on a quarterly basis, along with analysis and report on future actions.

^{2nd} Quarter Report

The 2012 Balanced Score Card Metrics Report – ^{2nd} Quarter is attached. The report presents overall 2012 targets as well as analysis of ^{2nd} quarter results.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

We want to show through strategic plan initiatives we have patrons who are very satisfied with services, use a wide scope for which we have organized ourselves effectively to provide. We can retain our user base and grow it. Because of high satisfaction they are supportive of the library through donations.

In-Person Visits



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	-7.44%	-4.50%
Over 2011 Benchmark	-6.83%	-3.94%

Status: During the 2nd quarter of 2012 physical attendance dropped system-wide, from 828,510 in 2011 to 771,937. This represents a -6.83% decrease. In part, attendance was lower in the spring in some locations because schools did not bring classes to the Library as they once did. In response, librarians make regular visits to schools to promote the Library and, in particular at this time of year, the summer reading club. The implementation of patron authentication for wireless use in March 2012 might have played a role in this. The decline was most noticeable at the Central Library.

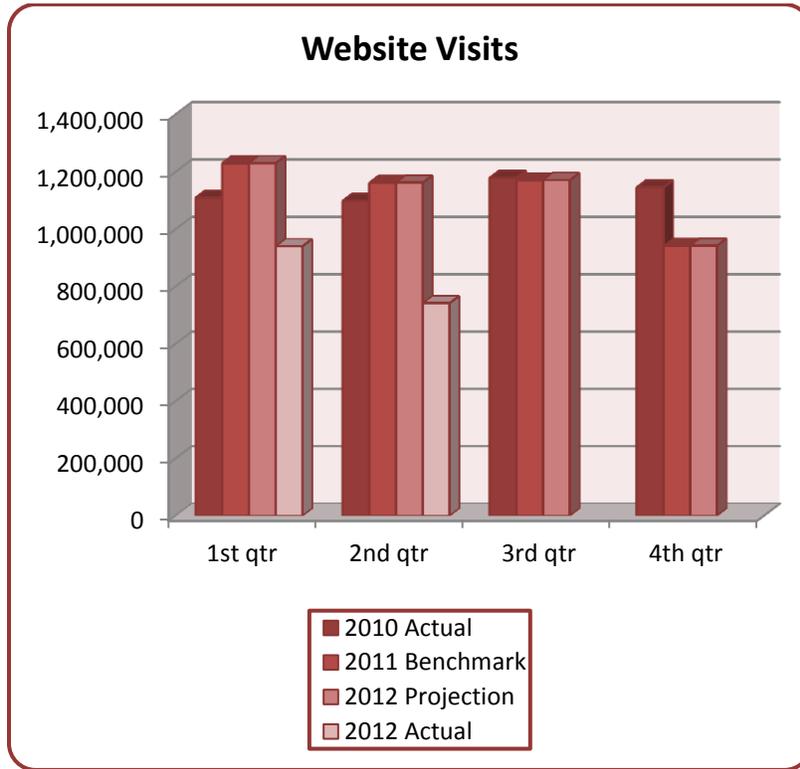
Action: Staff will continue to monitor attendance for trends in all locations as well as patron feedback regarding services.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Website Visits



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	-36.19%	-29.70%
Over 2011 Benchmark	-36.14%	-29.66%

Status: Changes made to the library website with the introduction of the new catalogue in the fall of 2011 affected the overall calculation of unique website visits. Since then, not all visits were captured for statistical review and so usage appeared to drop. In September 2012, the source of the error was identified and appropriate links re-established.

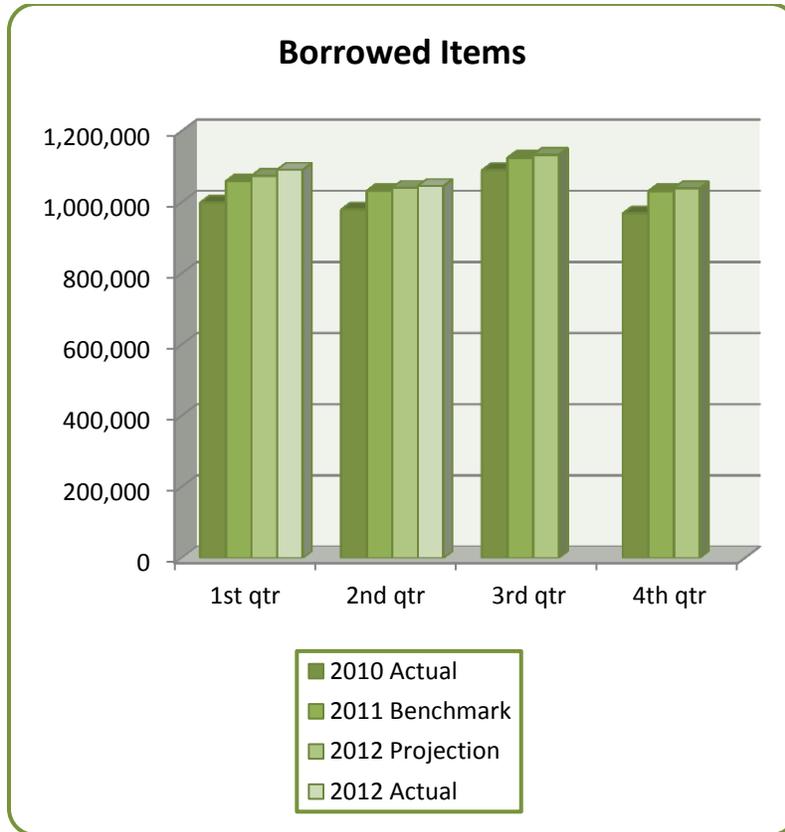
Action: At year's end, staff will provide an estimate of use for the first three quarters of 2012 based on data from 2011 and the final quarter of 2012. 2012 will become a new base year for data collection for this service indicator. Staff will continue to develop and enhance the usability of the website.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Borrowed Items



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	0.48%	1.03%
Over 2011 Benchmark	1.32%	2.17%

Status: During the 2nd quarter 1,046,043 items were borrowed representing an increase of 1.32% over the 2011 2nd quarter when 1,032,378 were borrowed.

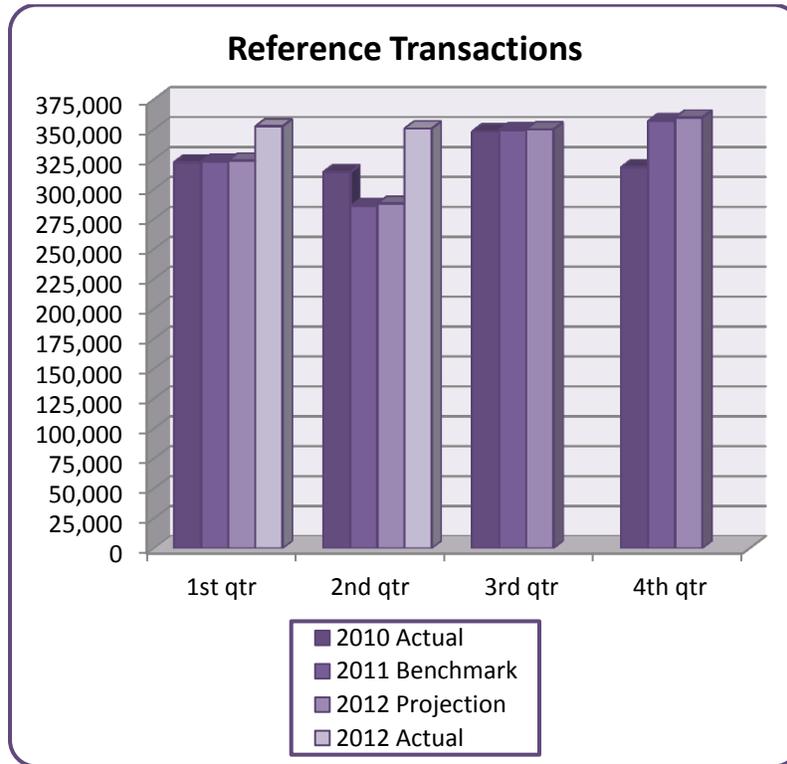
Action: Staff will continue to create effective displays to entice the borrower to select titles when browsing. Staff at the Central Library are seeking new display opportunities especially in the 1st floor DiscoverPlace area. A staff team is continuing to review and refine workflow and materials processing to support service growth.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Reference Transactions



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	21.77%	14.92%
Over 2011 Benchmark	22.63%	15.47%

Status: Staff handled 350,701 reference transactions during the 2nd quarter compared to 285,987 during the same time period in 2011. This represents an increase of 22.63% in 2012. There was also a significant increase of 9.13% in the number of reference questions handled during the 1st quarter. This would indicate solid growth in this service area to date this year.

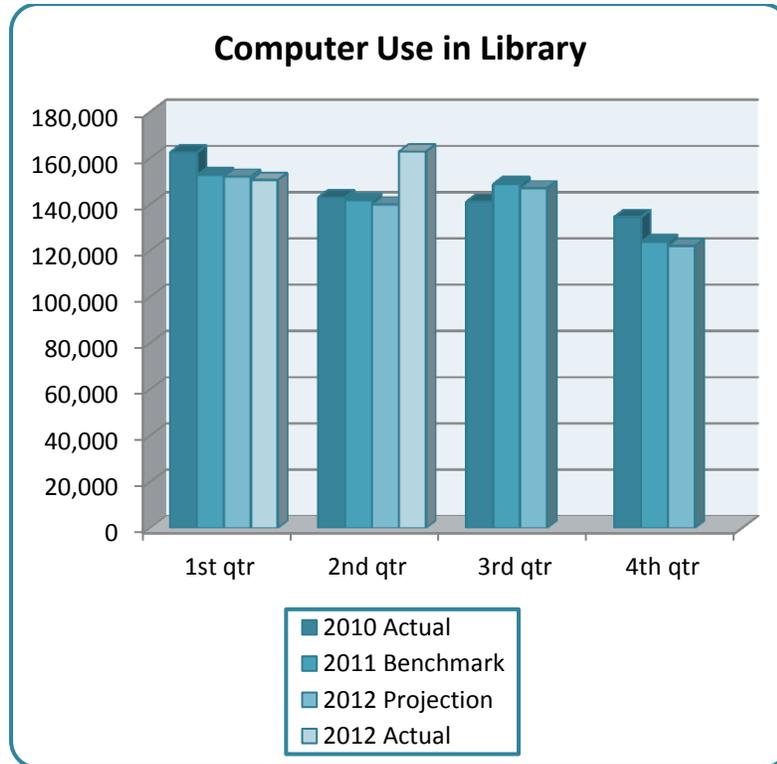
Action: The Library's Employment Resource Centre (ERC) service ended in July, 2012. A new plan for employment support services was developed and introduced to all public services staff during our annual "Practicalities" training conducted in May. Staff received refreshers in the myriad of employment-related resources and services that are available in all library locations. Staff received excellent information about employment services available in the community and also a refresher in referral techniques. Central staff will ensure LPL web information and appropriate links to library and community resources and services are current. Staff will continue to be proactive in assisting all patrons.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Computer Use In Library



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	16.32%	7.32%
Over 2011 Benchmark	14.92%	6.40%

Status: During the 2nd quarter of 2012 there was a 14.92% increase in public computer use from the same quarter in 2011. Patrons accessed computer workstations 162,845 times during this quarter and 141,707 times in 2011. A review of our computer use and wireless use procedures resulted in some positive changes for patrons, particular those who struggle with fines. During our recent service project, Serving Socially Vulnerable Populations, we heard clearly that fines can be a major block to those who wish to access library resources, especially computers. Patrons are no longer denied access to computer and wireless services once they reach the maximum fine threshold. All patrons are still required to update their membership once a year and are required to eliminate their fines at that time. This more open policy has resulted in improved patron satisfaction and increased computer use.

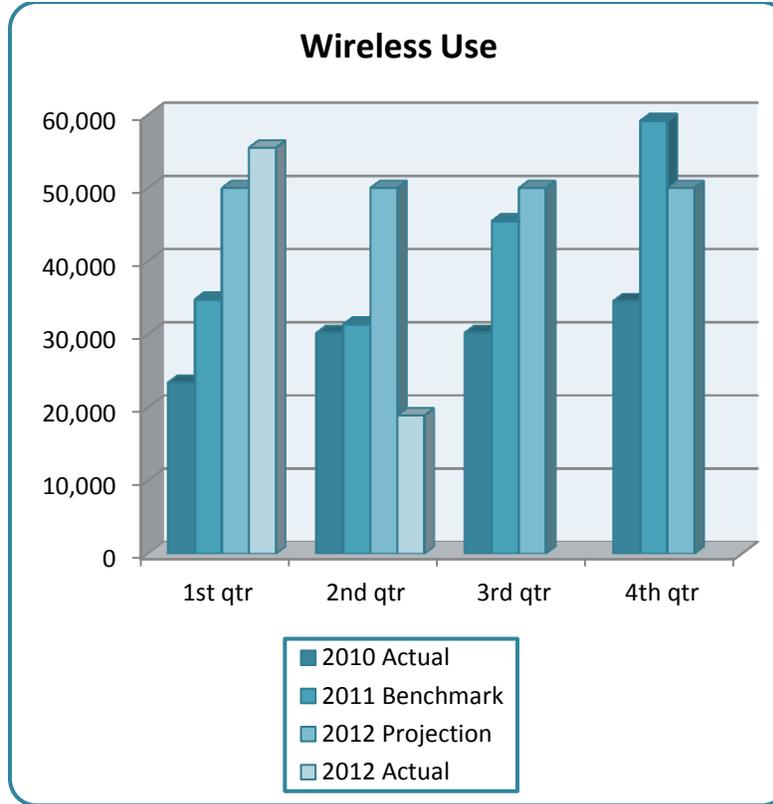
Action: With the closure of LPL's Employment Resource Services in July, it is anticipated that public computer use will increase again as former ERC clients will be using public workstations. Most of the former ERC computer workstations will be converted for regular use, thus increasing availability.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Wireless Use in Library



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	-62.16%	-25.57%
Over 2011 Benchmark	-39.71%	12.49%

Status: In March 2012, LPL implemented patron authentication for wireless use. All wireless users now require a library card and PIN. This change initially had a negative impact on use during the 2nd quarter. Wireless was accessed 18,918 times from April-June 2012 compared to 31,376 times in the 2nd quarter of 2011. This is a change of -39.71%. Several factors have influenced the change. Some wireless users did not wish to obtain a card to continue to use the service; the change was introduced near the end of the post-secondary school semester – many students might have elected to use wireless elsewhere; the new system allows only a single log-in with one device at any given time. Monthly analysis since the major drop in use in April does indicate an upward trend in use again.

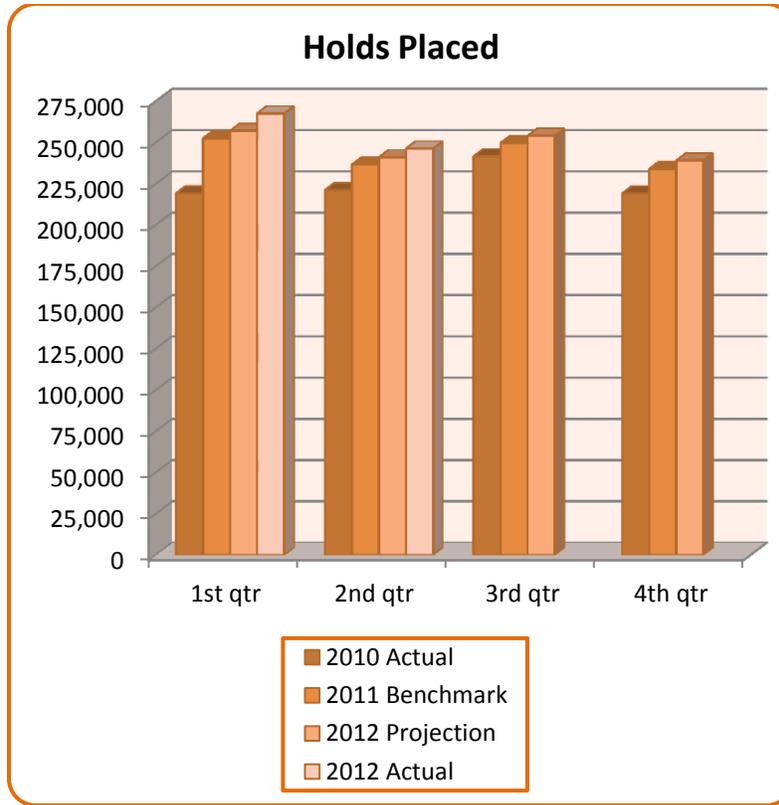
Action: Staff will continue to monitor wireless use and public response to the service. Staff will be on campus at both Western University and Fanshawe College this fall to promote library membership. Wireless, along with resources, reference services and study spaces, will be highlighted. In addition, staff will be proactive in their outreach to the private international students who live and school in the downtown core.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Holdings Placed



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	2.19%	3.19%
Over 2011 Benchmark	4.13%	5.09%

Status: Patrons continue to place holds on materials that they wish to read, listen to, or view. There was a 4.13% increase in the number of holds placed from 2nd quarter 2011 to 2nd quarter 2012. In 2012, 246,280 items were selected, picked from the shelves by staff, and delivered to the desired location compared to 236,523 items in the 2nd quarter of 2011.

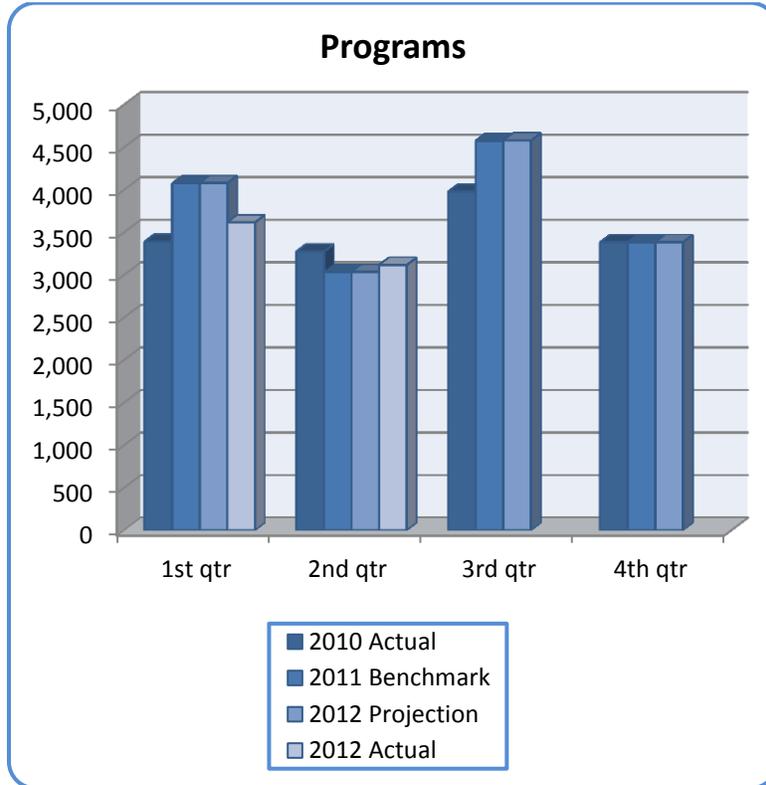
Action: Efficiencies in the processing and handling of holds materials continue to be explored as one of the Library's strategic initiatives regarding this important service.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Programs



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	2.70%	-5.35%
Over 2011 Benchmark	2.84%	-5.24%

Status: The number of programs offered during the 2nd quarter was up 2.84% from the same time period in 2011. 3,117 programs were offered in the spring of 2012 compared to 3,031 in 2011. The 2nd quarter featured a wide selection of programs. New and old programming partnerships were further developed or created. Staff once again worked with Heroes Cards and Comics to present several Comic Book days while other staff worked with London Celebrates Canada to host some lectures on the War of 1812.

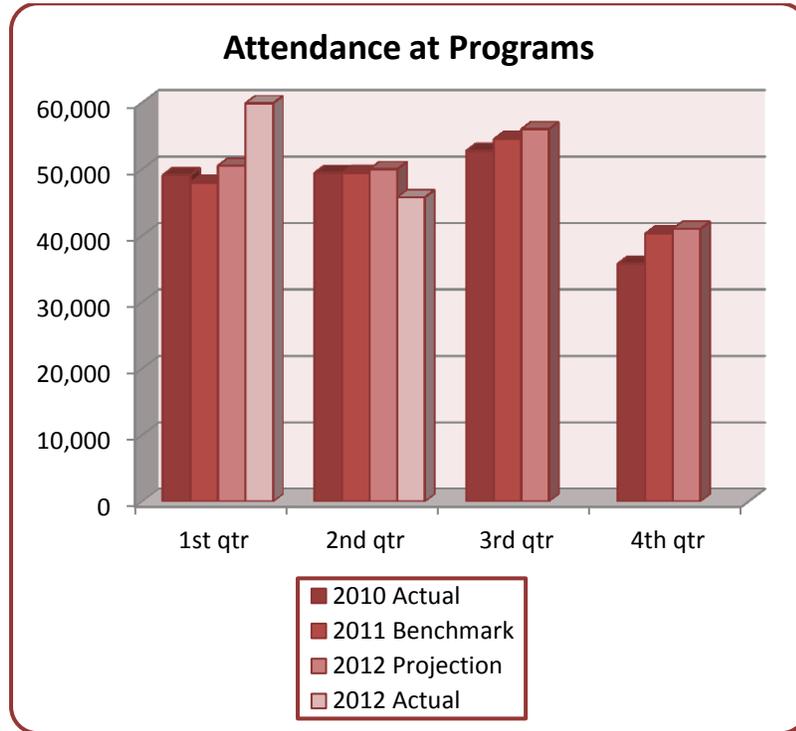
Action: Partnership development will continue to be a strong focus for staff in order to develop a wide selection of programs that appeal to the public.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

Attendance at Programs



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	-8.49%	5.14%
Over 2011 Benchmark	-7.44%	8.47%

Status: While the number of programs offered during the 2nd quarter increased slightly, the attendance at programs declined -7.44% from the same time period in 2011. This decline corresponds to the overall drop in library attendance for the quarter (-6.83%). In 2012 there were 45,756 attendees at programs during the 2nd quarter compared to 49,436 during the same quarter in 2011.

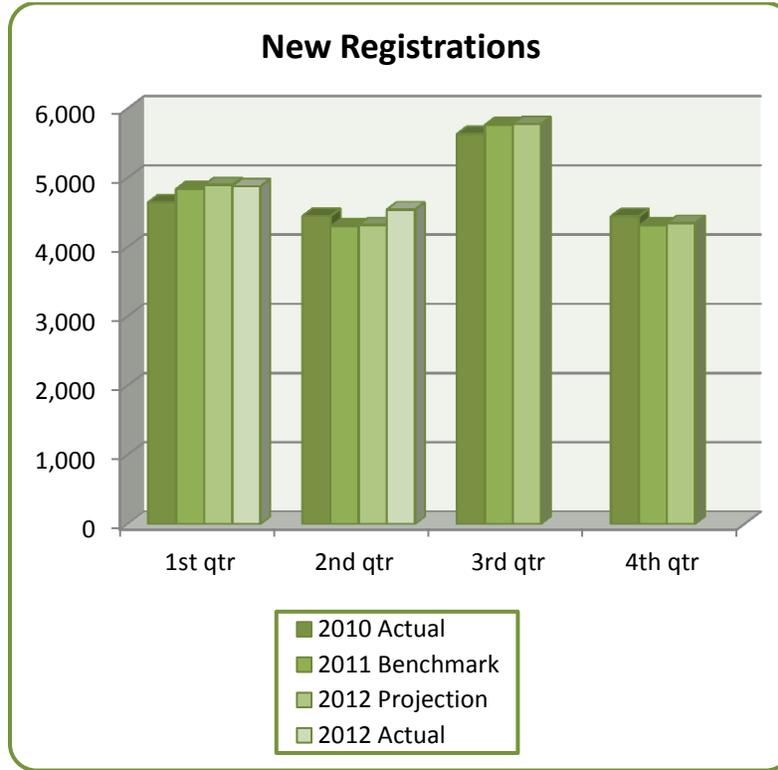
Action: Traditionally the summer is a busy for all locations. It is anticipated that program attendance during the 3rd quarter will maintain the 2011 levels. Staff will more frequently use social media tools to promote programs to attract a more diverse audience.

Balanced Score Card Metrics – 2012

2nd Quarter

PATRON PERSPECTIVE

New Registrations



Percentage Changes

	Current Quarter	Year-to-Date
Over 2012 Projection	5.19%	2.22%
Over 2011 Benchmark	5.60%	3.05%

Status: The 5.60% increase in new registrations from 2nd quarter of 2011 to 2nd quarter 2012 represents 4,544 patrons compared to 4,303. With patron authentication of wireless now required, some patrons have obtained library cards.

Action: With the closure of the Employment Resource Centres in July, we may see a further increase in new registrations. ERC clients were not required to have card to access computers and other resources. In addition, Summer Reading Club and Teen Reading Program participation often attract new patrons to the library, which will result in an increase in new registrations.