



REPORT TO THE LIBRARY BOARD

MEETING DATE: MAY 26 2009

Session:	Public Session
Subject:	Balanced Score Card Report, 1 st Quarter 2009
Prepared By:	Nancy Collister, Arlene Thompson, Margaret Wilkinson
Presented By:	Arlene Thompson, Margaret Wilkinson
Purpose of Report:	For Receipt and Information Only

Recommendation

It is recommended that this report be received.

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.

1st Quarter Report

The 2009 Balanced Score Card Metrics Report – 1st Quarter is attached. The report presents overall 2009 targets as well analysis of 1st quarter results.

Balanced Score Card Metrics - 2009

1st Quarter

CUSTOMER PERSPECTIVE

We want to show that through strategic plan initiatives we have customers 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 supporters of the library through donations.



Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	5.76%	5.76%
Over 2008 Benchmark	5.52%	5.52%

Status: The 2009 target has been set at 8.5. This is a high-level, composite indicator of satisfaction with service, collections, programs, facilities, staff, etc. rates on a scale of 1 through 10. The satisfaction rating rose to 8.99 for the first quarter, which was an increase of 5.52% over the same quarter in 2008.

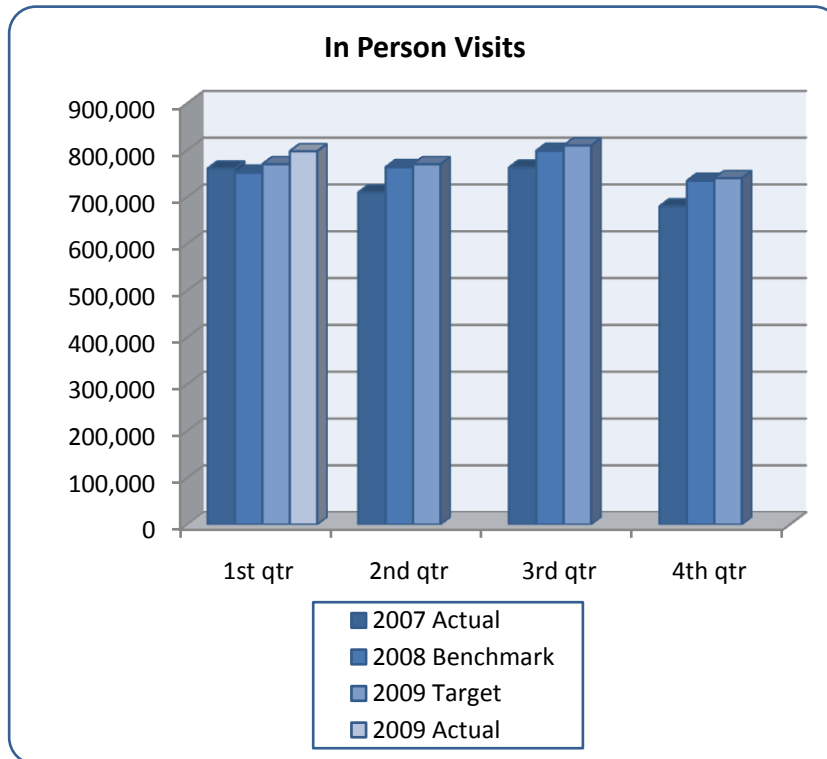
Action: 2009 BSC Strategic Priorities have been set and Branch and Department Service Action Plans developed. These will be implemented over the course of the year. Staff will continue to encourage the use of the online Customer Satisfaction survey. Assessment of the usefulness of the tool will be determined during the year.

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1st Quarter

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	3.59%	3.59%
Over 2008 Benchmark	6.10%	6.10%

Status: A continuing increase in library attendance is anticipated throughout 2009 based on the experience of last year, the economic times, the new Settlement Services initiative, and the Library's increased engagement with the community. Libraries are receiving increased media attention and recent articles about the value of libraries in tough economic times have appeared in newspapers such as the Globe and Mail and the London Free Press. Television stars such as Oprah Winfrey have also brought welcomed attention to the services of public libraries. These external factors, combined with our own active promotion and advertising and improvements to Access: My Library Magazine, have resulted in 797,624 visits to library locations during the first quarter. This represents a 6.1% increase from 2008. Improvements in various services have brought more people into our buildings. With the introduction of Settlement Services through the LSP, newcomers are finding their way to the library, where they now quickly become engaged in services and activities and are repeat visitors. All locations are experiencing an increase in the request for job search materials and assistance.

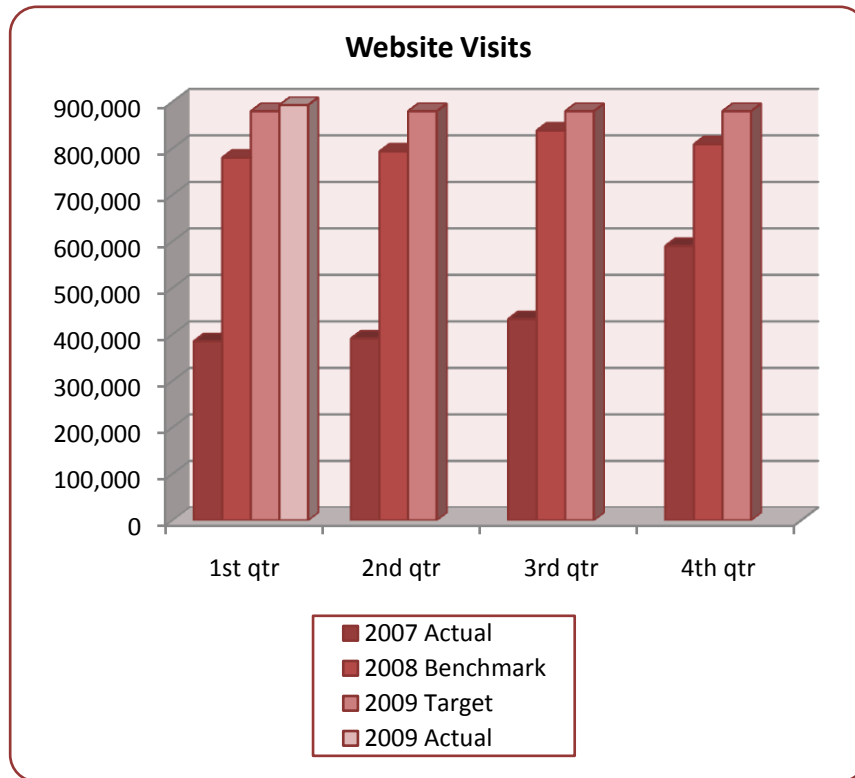
Action: New initiatives with socially vulnerable populations and a continuing focus on newcomers and youth will contribute to the overall increase in attendance this year.

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1st Quarter

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	1.50%	1.50%
Over 2008 Benchmark	14.50%	14.50%

Status: Website usage continues to increase significantly. There were 893,181 virtual visitors this quarter – record attendance. This is a 14.5% increase over 2008. The numbers speak for themselves - the public has found us and use us in many ways.

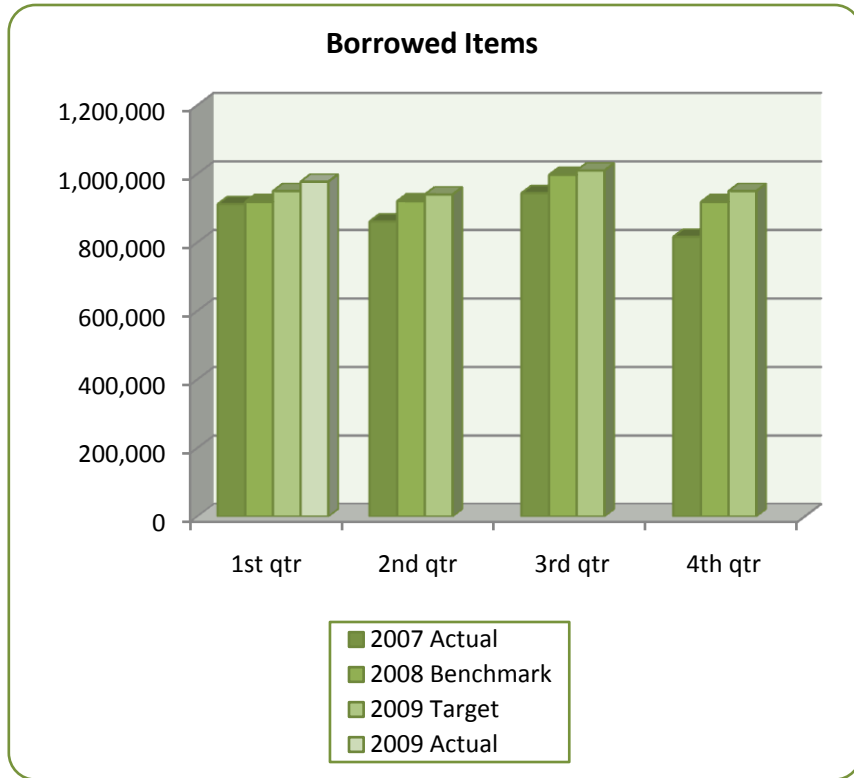
Action: In 2009, both Encore, a discovery layer to our catalogue, and e-commerce will be introduced. Customer-centric improvements to the website are ongoing. In addition, a stepped-up promotional campaign for askON, the virtual reference service, could result in an increase in the number of customers coming to the LPL website. This should result in increased activity on the website.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	2.87%	2.87%
Over 2008 Benchmark	6.41%	6.41%

Status: The 2009 annual target is set at a 1.5% increase. This reflects the higher use of materials resulting from ongoing weeding initiatives, promotion of materials through the website, e-newsletters, the “book cart” holds feature, and more and more displays across the system. 977,288 items were borrowed during the 1st quarter of 2009 – a 6.41% increase over this period in 2008. The numbers demonstrate the strong correlation between in person visits and borrowed items.

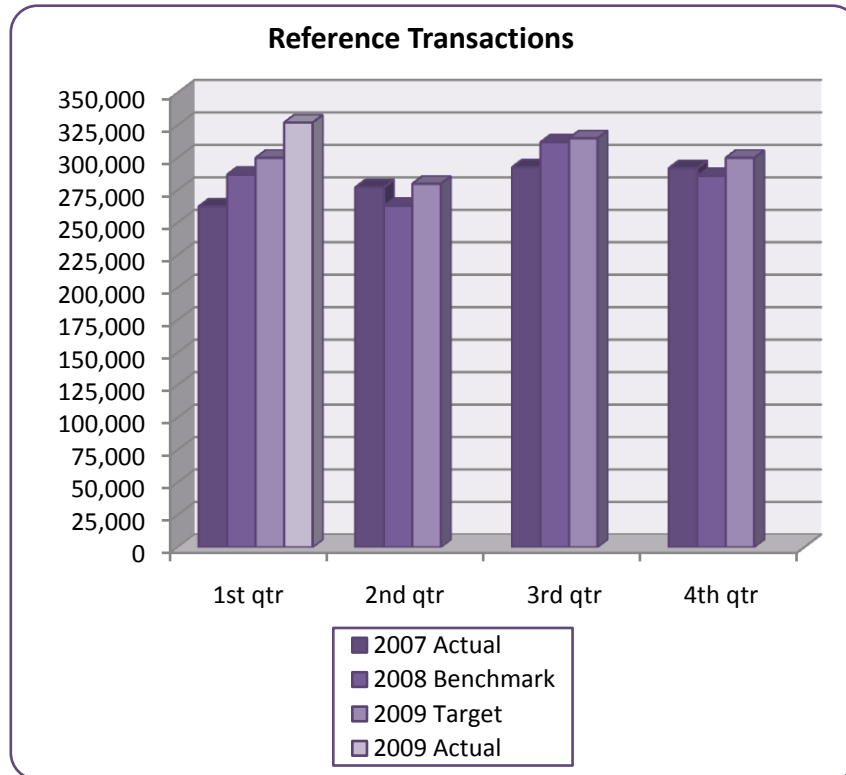
Action: During Practicalities 2009, training workshops on creating high impact displays will be held for staff. Continued additions to the e-newsletter family will attract larger audiences. The introduction of Encore to the public catalogue should also result in an increase in borrowed items.

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1st Quarter

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	9.05%	9.05%
Over 2008 Benchmark	13.97%	13.97%

Status: There was a 13.97% increase over last year with 327,145 queries directed to library staff. This includes in-person, telephone and virtual questions, as well as requests received by mail (mostly in the London Room). Again, this increase is related to larger numbers of in person and virtual visitors, and an increase in the need for very specific information by users (e.g. job searchers) and general queries from new library users (e.g. newcomers).

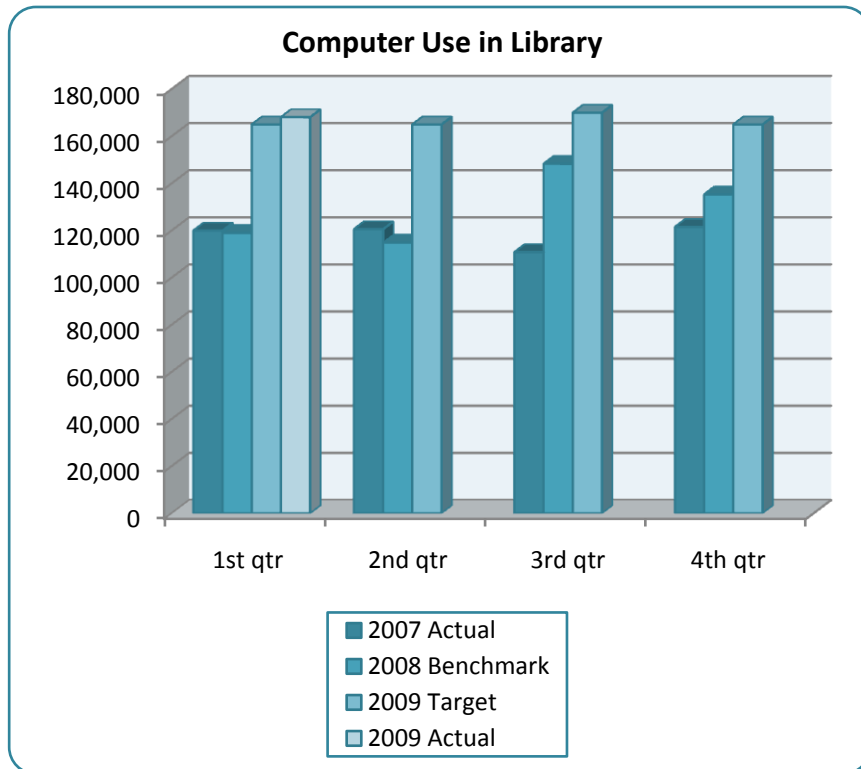
Action: A series of Reference, Referral and Reader's Services training workshops are being developed for staff which will be offered throughout 2009. This year, the training emphasis will be on reader's advisory services as part of the 3Rs "Celebrate the Reader" theme.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	1.88%	1.88%
Over 2008 Benchmark	41.26%	41.26%

Status: As of the 1st quarter of 2009, uses of all workstations formerly known as “OPACS” will be included in this metric. These workstations now provide limited access to the Internet, subscription electronic databases, as well as the library catalogue, website, and program registration. Usage for 2009 will greatly exceed that of 2008 because of this inclusion. 2009 targets have been adjusted upwards to reflect this. 168,101 uses were made of LPL computers in this quarter. During January, February and March a team of staff visited all sites, reviewed computer placement, and made adjustments for improved access and service.

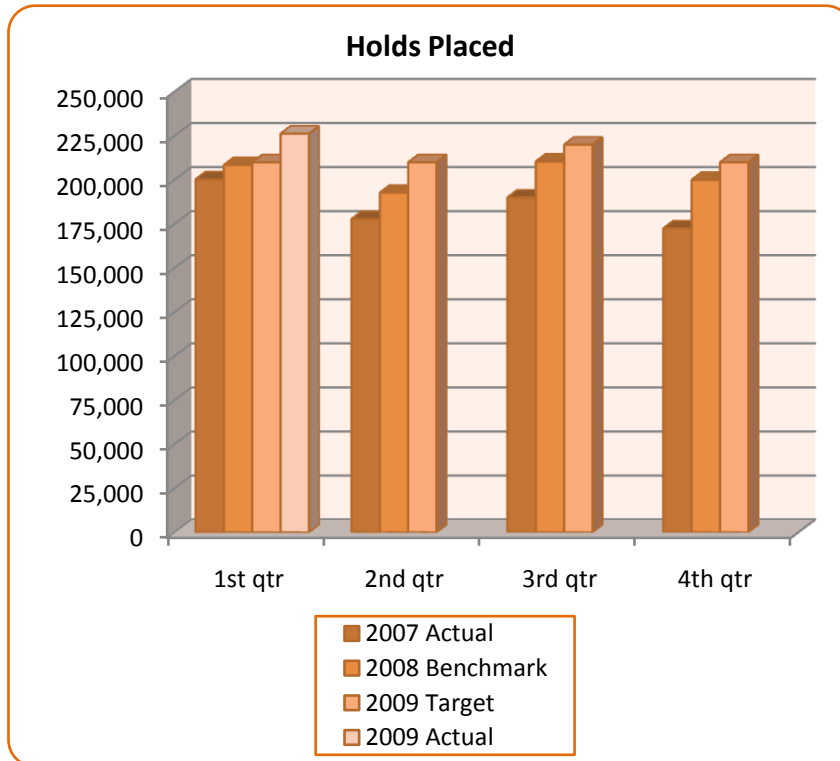
Action: The second stage of the Pharos computer login and reservation system will be implemented during 2009. This will allow users to reserve computers for specific times, and might result in an increase in overall use. It will certainly improve customer satisfaction. Computer users have been requesting the return of a booking system for some time.

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	Current Quarter:	Year-to-Date:
Over 2009 Target	7.74%	7.74%
Over 2008 Benchmark	8.52%	8.52%

Status: In the latter part of the 1st quarter, the “book cart” feature of the catalogue was introduced. This allows the user to make quick selections and add them to their holds list. Several steps have been eliminated, thus making the holds process very easy and very fast. A total of 226,247 holds were placed as compared to 208,475 in 2008 – a 8.52% increase.

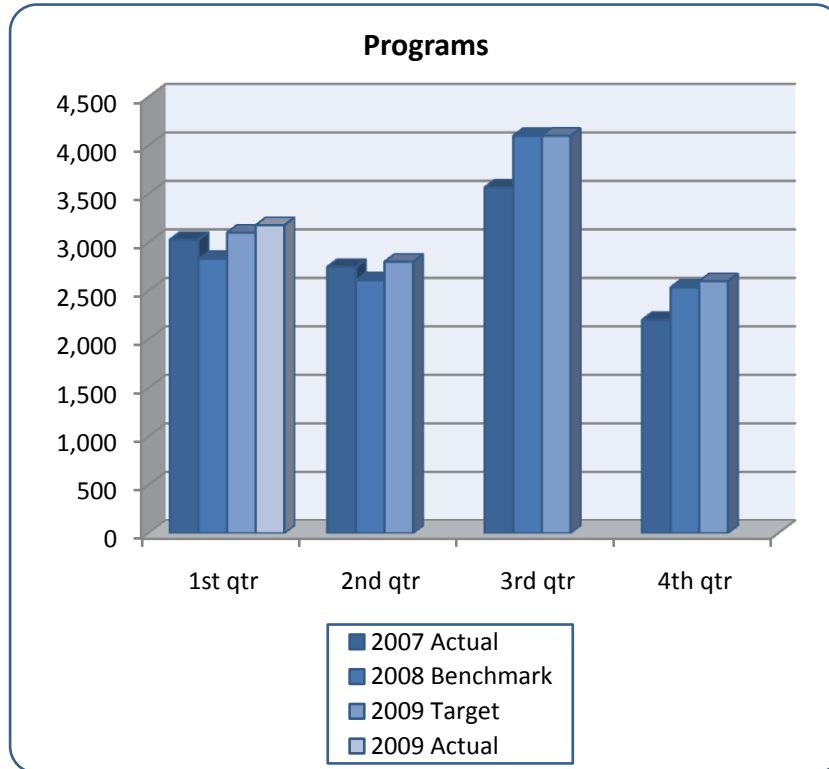
Action: With the continuation of this upwards trend anticipated in 2009, staff will be analyzing the impact of the book cart feature with the aim of finding processing efficiencies and improved customer satisfaction.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	2.48%	2.48%
Over 2008 Benchmark	12.26%	12.26%

Status: The number of programs offered during the 1st quarter of 2009 increased by over 12%. Some locations held new co-sponsored programs (e.g. Byron and the City of London are running programs together on Saturdays) while other branches are increasing the number of programs (e.g. additional storytimes at Carson).

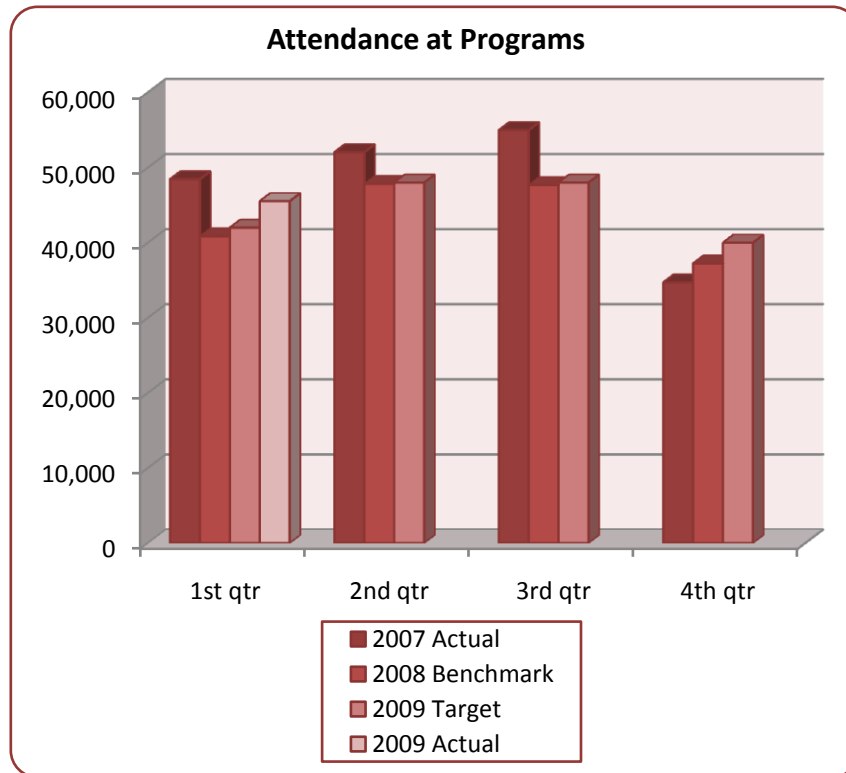
Action: In 2009, staff will focus on maintaining the high level of programming achieved in 2008 by continuing to offer programs that meet the interests and needs of a wide spectrum of the public. Programs will be responsive to these interests and will link patrons to relevant resources.

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	Current Quarter:	Year-to-Date:
Over 2009 Target	8.39%	8.39%
Over 2008 Benchmark	11.43%	11.43%

Status: Programming attendance was up by 11.43% in the 1st quarter of 2009. A total of 45,525 patrons attended programs such as Out of Character and Library Shorts with playwright-in-residence, Dave Carley, our well established LOUD concerts, Reading Rocks, London Reads events and thought-provoking programs such as Messages from the Departed. Feedback indicated there was a better variety of programming offered during this March Break, a peak programming time. Targeted advertising in local publications such as Artscape, Eatdrink, Mom and Caregiver, and Forever Young might be influencing the increase in program attendance.

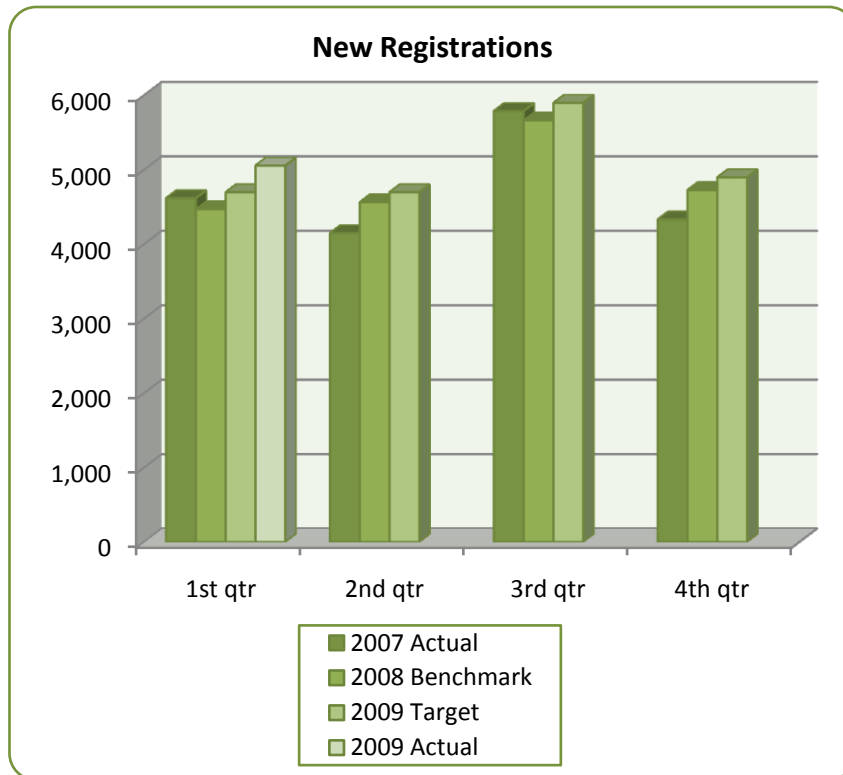
Action: An update to the online program registration database is imminent which will make it more user friendly. The Libro Road Show will once again hit the road in June taking programming services offsite and promoting the Library to underserved areas of the city. Programming will be developed to attract the newcomer clientele to help meet their information needs.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	7.62%	7.62%
Over 2008 Benchmark	13.10%	13.10%

Status: There were 5,058 new registrants during the 1st quarter of 2009 – up 13.10% from 2008. The economy, media attention, promotion and community engagement have all been factors in these increases. In addition, Settlement Workers are connecting newcomers to Library staff, encouraging new registrants and assisting in the registration process.

Action: Lending Services will continue their off-site registration efforts throughout the course of 2009. The Libro Road Show will again offer off-site registration. A promotional campaign of the Settlement Services will further promote library services.