



## REPORT TO THE LIBRARY BOARD

MEETING DATE: SEPTEMBER 22, 2009

Session:	Public Session
Subject:	Balanced Score Card Report, 2 <sup>nd</sup> Quarter 2009
Prepared By:	Nancy Collister, Arlene Thompson, Margaret Wilkinson
Presented By:	Nancy Collister
Purpose of Report:	For Receipt and Information Only

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### 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.

### 2<sup>nd</sup> Quarter Report

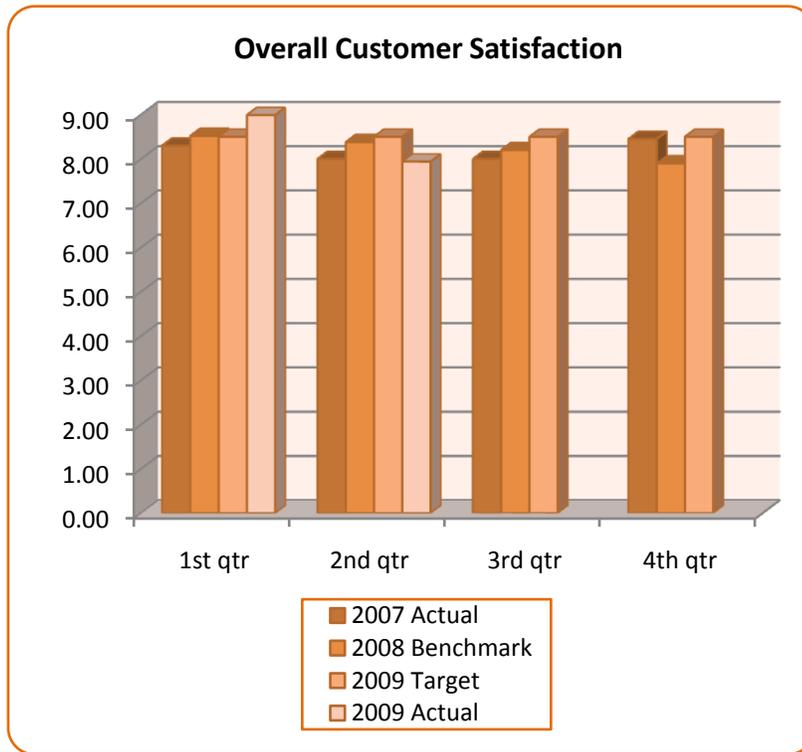
The 2009 Balanced Score Card Metrics Report – 2<sup>nd</sup> Quarter is attached. The report presents overall 2009 targets as well as analysis of 2<sup>nd</sup> quarter results.

# Balanced Score Card Metrics - 2009

2nd 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	-6.59%	-0.41%
Over 2008 Benchmark	-5.25%	0.18%

**Status:** This is a high-level composite indicator of satisfaction with service, collections, programs, facilities, staff, etc. rated on a scale of 1 through 10. The rate for the 2nd Quarter was 7.94 which represents a -5.25% decrease from 2008.

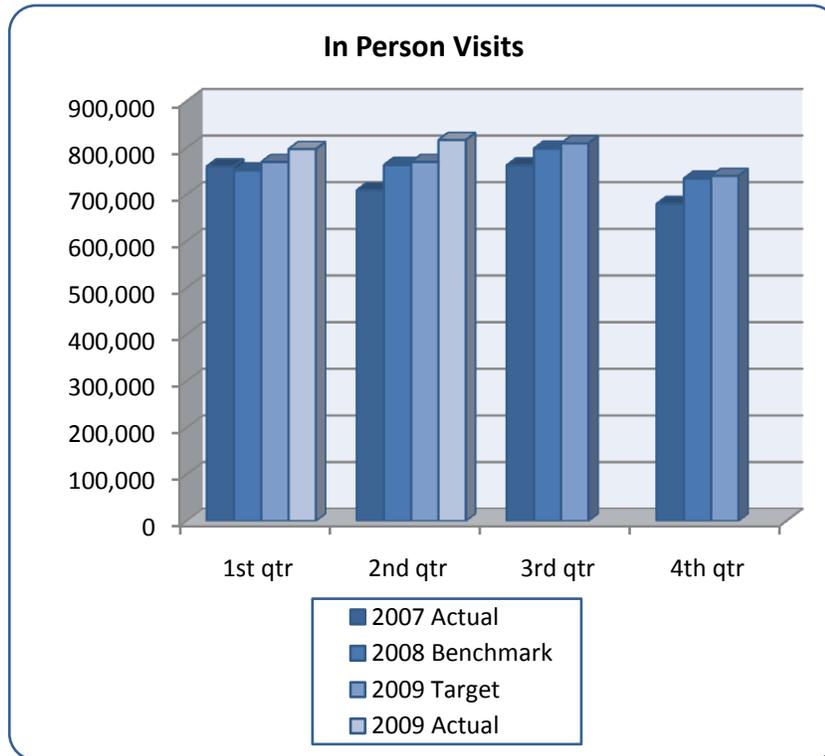
**Action:** For several years staff have monitored the results provided by the customer satisfaction survey software currently in use. The results from the survey have been inconsistent and therefore of questionable use for service assessment and planning purposes. Due to this, the subscription has been discontinued. We have several ways of receiving customer comments on our services by which we can provide timely feedback as required. In addition, in anticipation of the new strategic plan, we will be holding public focus group meetings, etc. requesting comments on our services and operations.

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	6.13%	4.86%
Over 2008 Benchmark	7.02%	6.57%

**Status:** The 2nd quarter saw a continuing strong increase to In Person Visits which were up 7% over the 2nd quarter of 2008. In all, 817,193 people came through library doors. Staff reported that Library Settlement Services and ERCs were well utilized during this period. Economic conditions continue to make the public library an important destination. The month of June saw a marked increase in attendance as locations promoted and began registration of children for the 2009 Summer Reading Club. Other initiatives that attracted patrons were the Reading Rocks Literacy programs, Enviro Week, National Youth Week which had a Read Away Your Fines component, and the International Children's Festival.

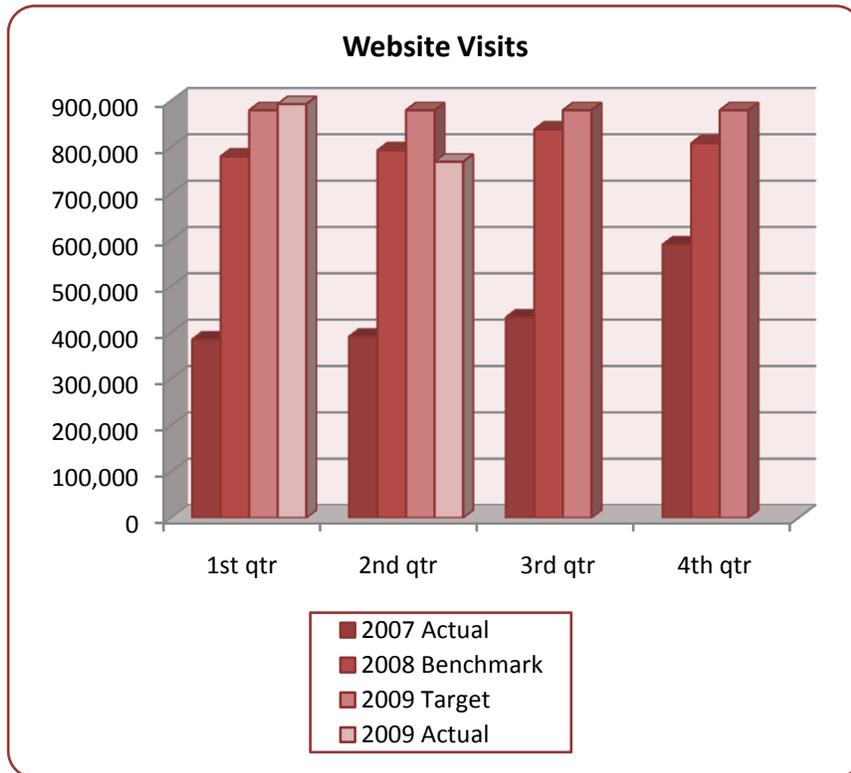
**Action:** Given the current economic conditions and the increases already experienced in the 1st and 2nd quarters, staff anticipate a busy summer season with many families planning "staycations". As usual, summer programming will be especially geared to children, youth and families.

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	-12.63%	-5.57%
Over 2008 Benchmark	-3.09%	5.63%

**Status:** Website usage remained stable during April and May but an update made to the tracking code in June produced false results (considerably lower) for June.

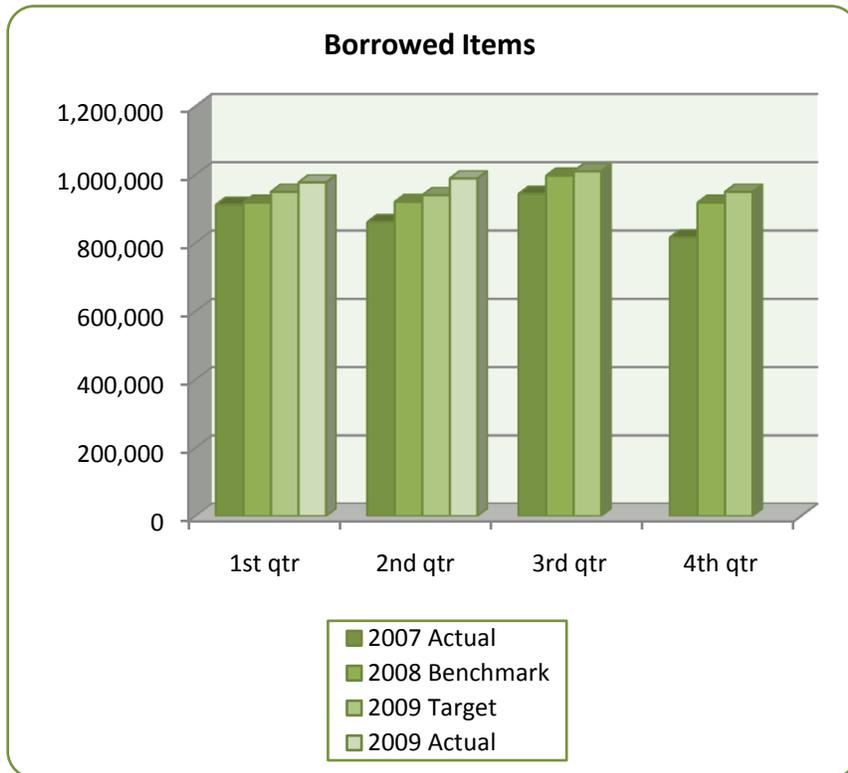
**Action:** The tracking code system will be corrected for the 3rd quarter and the statistics monitored for the impact of website enhancements in the upcoming months. (e.g. Encore, E-Commerce).

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	5.22%	4.04%
Over 2008 Benchmark	7.44%	6.93%

**Status:** During the 2nd quarter 989,060 items were borrowed. This represents a 7.44% increase over the 2nd quarter of 2008, exceeding the target increase by 5.22%. The rate of increase between in person visits and borrowed items remains closely entwined.

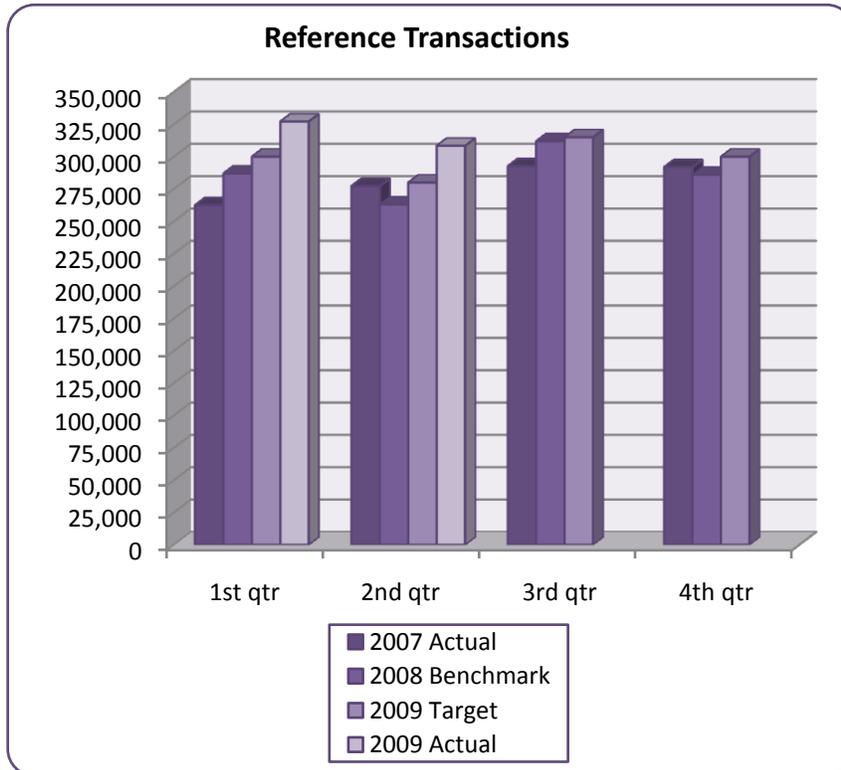
**Action:** High impact display kits will be assembled and distributed by the Marketing department as a follow-up from workshops offered during Practicalities, the staff training and development weeks held in May. As a response to the recommendations made in the Serving Socially Vulnerable Population (SSVP) report, Lending Services staff will be reviewing lending services policies to remove identified barriers currently preventing some groups from accessing full library services.

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	10.14%	9.58%
Over 2008 Benchmark	17.24%	15.53%

**Status:** Staff responded to 308,399 queries from the public in April, May, and June of 2009, compared to 263,042 from the same quarter last year – an increase of just over 17%. This was well above the target increase of 10.14%. The public continues to access staff in the manner that best suits them – in-person, by phone, by e-mail and regular mail and using the virtual reference service. These options ensure ease of access. A variety of staff-led training workshops offered, such as Searching 101, Fear Factor: An Introduction to Reader's Services, and vendor webinars, has supported staff skill development and confidence in the provision of reference, referral and reader's services.

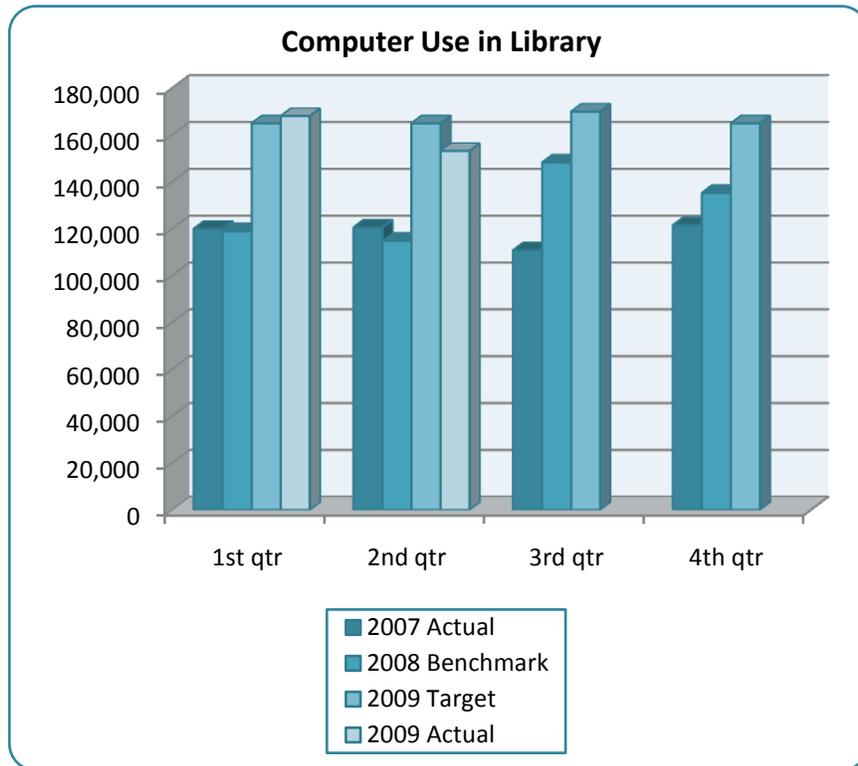
**Action:** Additional staff training will be developed and offered throughout 2009 as a continuation of the implementation of the Service Excellence model and the Reference, Referral and Reader's Services delivery stream.

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	-7.14%	-2.63%
Over 2008 Benchmark	33.40%	37.40%

**Status:** Computer usage this quarter increased 33.4% over 2008. This was largely due to the inclusion of OPACS in the 2009 metrics, as noted in the 1st Quarter BSC Report. In addition, the amount of time allowed per Internet computer use has been reduced, resulting in a higher turnover rate. The Computer Use in Library figures will continue to be skewed for the next 2 quarters. The increase did fall below the estimated target by -7.14%.

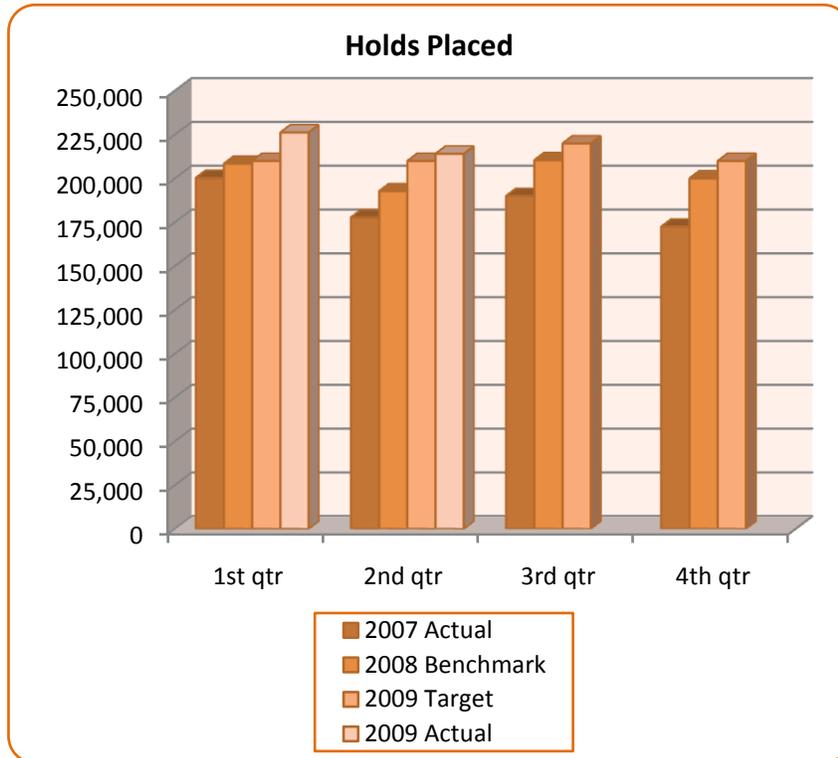
**Action:** By the end of 2009, accurate benchmark figures will be established to enable more useful comparisons in 2010.

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	1.96%	4.85%
Over 2008 Benchmark	11.08%	9.75%

**Status:** The number of holds placed by patrons has increased substantially over the 2nd quarter of 2008 by 11.08%. Patrons are more familiar with the library bag feature. This increase correlates with the increases in both In Person Visits and Borrowed Items.

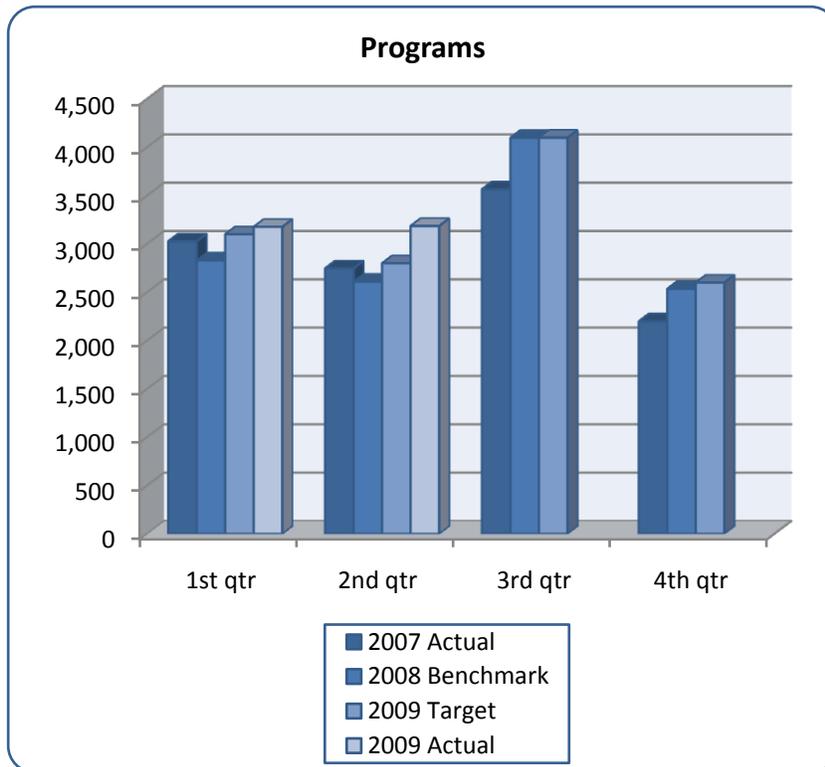
**Action:** We continue to look for efficiencies in both the holds processes and responses for high demand titles and formats in order to manage growing demand for this popular service.

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	13.79%	7.85%
Over 2008 Benchmark	22.07%	16.97%

**Status:** The number of programs increased 22.07% over the 2nd quarter of 2008. This quarter saw 3,186 programs offered, while 2,610 were offered in the same period in 2008. Increasingly, staff work with community partners to develop and deliver programs, many of which will appeal to new audiences. For example, STAND (Students Taking Action for Darfur) has introduced a whole new segment of the population to the Library.

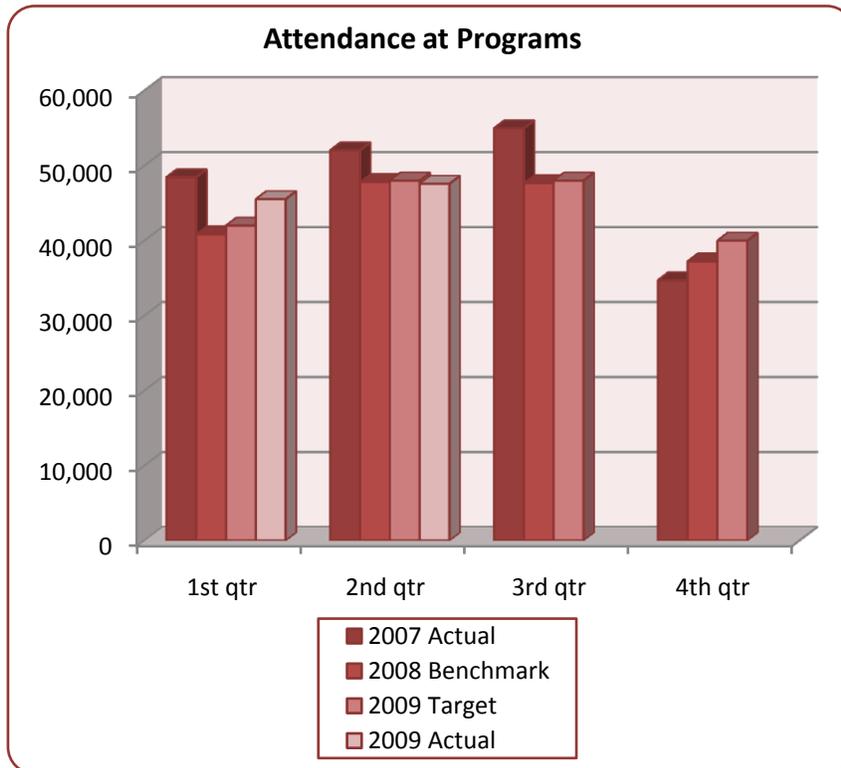
**Action:** The level of programming offered system wide will be undergoing review.

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**Percentage Changes:**

	Current Quarter:	Year-to-Date:
Over 2009 Target	-0.88%	3.45%
Over 2008 Benchmark	-0.53%	4.98%

**Status:** Program attendance was slightly under the 2008 benchmark (-0.53%) and the 2009 2nd quarter target (-0.88%). Although more programs were offered, attendance figures remain static. This is due in part to the number of one-on-one sessions (ESL conversations) that are conducted by Library volunteers.

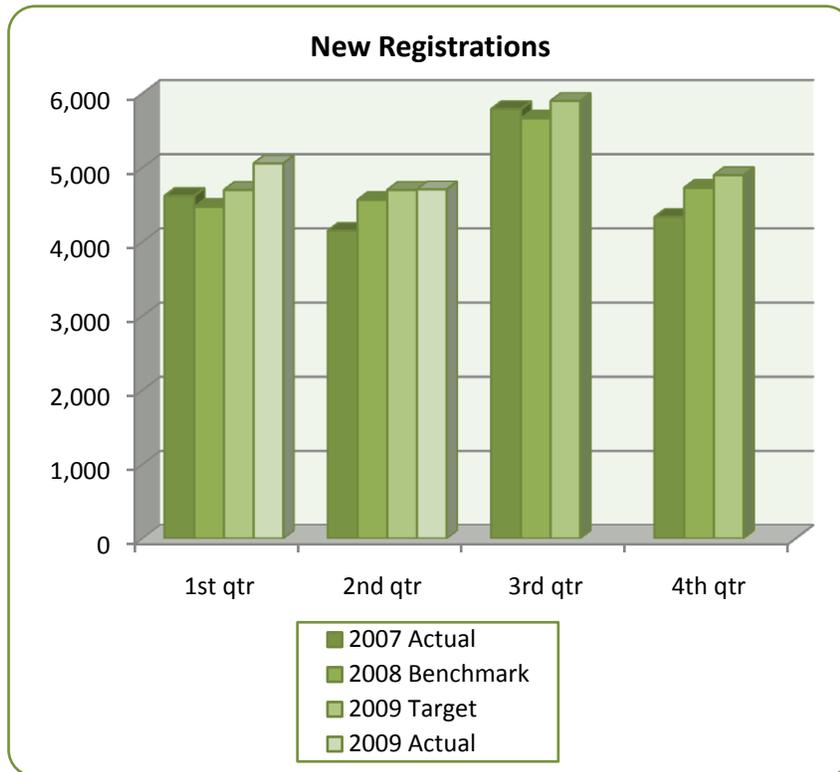
**Action:** This service will be reviewed with the goal of achieving greater alignment between numbers of programs/attendance.

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### Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	0.17%	3.89%
Over 2008 Benchmark	3.11%	8.05%

**Status:** The number of new registrations continues to grow steadily. The net 2009 2nd quarter registrations slightly exceeded the target of 4,700, a 3.11% increase. The new Libro Library Road Show van hit the road in June, offering off-site registration at all its destinations.

**Action:** An increase in new registrations is anticipated with the launch of the Summer Reading Club in late June and through the services of the Libro Library Road Show.