Session: Public Session
Subject: Balanced Score Card Report, 4th Quarter 2008
Prepared By: Margaret Mitchell, Susanna Hubbard Krimmer, Nancy Collister, Arlene Thompson, Margaret Wilkinson, Customer Services & Branch Operations Coordinators
Presented By: Susanna Hubbard Krimmer, Margaret Mitchell
Purpose of Report: For Receipt and Information Only ✓

Recommendation

It is recommended that this report be received.

Background

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.

4th Quarter Report

The 2008 Balanced Score Card Metrics Report – 4th Quarter is attached. The report also presents the annual results for 2008.
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.

**Status:** The 2008 end of year satisfaction rate of 8.25 out of 10 is slightly above the 2007 actual rate of 8.19. The level of satisfaction dropped in the 4th quarter as compared with both the previous quarter and the same quarter of 2007. This data is generated from public responses to questions using on-line survey tool. The overall survey response rate is low on a system basis and “spotty” for specific branch locations. This means that a proportionately small change in the number of respondents and/or ratings can change the overall level of satisfaction from one quarter to the next. In order to make the data more meaningful, staff have attempted to increase the response rate to the survey by highlighting it on the website, undertaking a marketing campaign in the Fall 2008 and encouraging response through e-letter attachment.

**Action:** LPL has utilized this software product for about four years. Despite undertaking actions to increase the utilization of this survey, we have not seen significant increases in its usage. In 2009 we will assess the value of the tool in providing LPL with data and narrative feedback and consider it along with other methods/tools to determine satisfaction with library services and resources.
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**Status**: In the 4th quarter of 2008, there were 734,506 visits, an increase of 54,424 visits (8%) over the same quarter of the previous year. The annual 2008 total was 3,048,603, which exceeded the 2007 total of 2,912,835 by 135,768 visits, a year-to-year increase of 4.66%. The economic downturn has begun to have an impact on service levels as more Londoners make use of the Library. A stronger student presence was noted in the autumn, with many post-secondary students using the Library as a quiet study space and making use of the Wi-Fi service. In 2008 we began to track wireless usage. Over 34,000 logins were recorded through Wi-Fi throughout the system. As well, the increased number of visits is evidence of the success of the Library as a community meeting place. Note: As seen historically, the weather was also a contributing factor – the early and severe cold weather brought people in.

**Action**: While LPL is a leader among public libraries in terms of physical accessibility, we will continue our efforts to ensure that space is universally accessible, welcoming and comfortable through our work in achieving AODA built environment standards across the system. The use of laptops by the public in general is increasing and so use in the Library will also continue to increase. This is a great opportunity but we will also need to address this as a service issue both in terms of available study space and in electrical and Wi-Fi infrastructure.
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**Status:** Website usage continues to increase significantly as the public makes use of the LPL “virtual branch”. There were 808,725 visits in the 4th quarter of 2008 which exceeded that of the same quarter in 2007 by 188,725 visits or 37.07%. The 2008 annual total was 3,220,486 visits and compared with 1,799,107 visits in 2007, a year-to-year increase of 79%. Enhanced functionality (such as on-line program registration) and improvements to the website have resulted in these dramatic increases. Clearly the virtual branch is increasingly relevant to the public and is a service point of choice. The re-vamped Job Search section continues to be the most popular page on the website and this is consistent with the economic times and the fact that the public looks to the library for employment information. Other popular services are the e-newsletters, downloadable audio and e-books, and access to e-reference services.

**Action:** In 2009, we plan to introduce e-commerce service to the website as many people now do business in this way. E-commerce will also support collection of fines and fees and should result in a decrease in the level of outstanding patron accounts receivable. Catalogue improvements, highlighted in other areas of the report, as well as improvements to the program registration module will likely generate ongoing increased usage of the LPL website. LPL will be reviewing resource requirements for the website and its virtual services.
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**Status:** The public borrowed over 918,253 items in the 4th quarter of 2008 which exceeded that of same quarter in 2007 by 78,253 items or 12.45%. The 2008 annual total was 3,754,444 compared with 3,533,500 in 2007, a year-to-year increase of 6.25%. The increase to the Collections Operating Budget over the last 3 years as well as a continuous monitoring of the purchasing priorities has resulted in the purchase of high demand items such as DVDs and fiction/nonfiction bestsellers. The Quick Picks, introduced in June 2007, have been positively received by the public and so have had a positive impact on borrowing. The re-deployment of staff as full-time materials selectors has resulted in efficiencies in selection and ordering, and faster fill rates - much appreciated by the public and staff system-wide. The “SWAT” weeding team project has resulted in the withdrawal of outdated materials and items in poor condition. This has made it easier to find items on the shelves. It also makes the collections more attractive to browsing patrons who tell us the collections seem “fresher”.

**Action:** In 2009, a focus will be on creative materials displays in all locations, tying collections to programs and other events in the community or the world at large. An e-newsletter designed to help staff with display themes and techniques is under development. Training workshops will be held later in 2009. There is a strong correlation between in person visits and borrowing – so any action taken to encourage growth in one of these areas has spin-off effects.
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**Percentage Changes:**

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<th>Current Quarter</th>
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<tr>
<td>Over 2008 Target</td>
<td>-4.04%</td>
<td>0.09%</td>
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<tr>
<td>Over 2007 Benchmark</td>
<td>-2.05%</td>
<td>2.10%</td>
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**Status:** Reference, referral and readers’ advisory interactions between staff and members of the public decreased slightly in the 4th quarter of 2008 compared with the same quarter of 2007. The annual figures showed modest growth. In 2008, 1,148,043 transactions took place as compared with 1,124,448 in 2007, an increase of 2.10%.

**Action:** Implementation of the LPL Reference, Referral and Readers’ Advisory (3Rs) BSC Strategy continues in 2009. Some locations have included plans to improve the visibility of their “Help Desks” for improved service as part of their 2009 Location Action Plans. The 2009 system 3Rs theme is “Celebrate the Reader”. A series of staff training modules will be launched early in the year to support staff in becoming more knowledgeable about resources, reader’s advisory techniques and customer service skills.
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**Status:** In library computer usage by patrons (excluding wireless use) in the 4th quarter was 135,312 as compared with 121,495 in the same quarter of 2007, an increase of 11.37%. There were 10,009 wireless uses in the 4th quarter. The 2008 annual total computer was 517,473 compared with 472,825 in 2007, a year-to-year increase of 9.44%. The adjustment of time of computer sessions reported in the 3rd quarter, i.e. the introduction of the 20 minute Express workstations, is popular and has resulted in “turnover” increasing usage levels. Computer users have also benefitted from the improvements to the desktop and alignment of workstation types to customer needs. The Pharos computer login and reservation system has also improved customer service as there have been fewer problems requiring IT support and is providing more accurate measurement of individual logins.

**Action:** The work of the BSC Technology Solutions Team continues into 2009. Based on public demand, technology accessories (headphones, portable cd-rom drives, flash drives, portable floppy drives, etc.) will be available for in library “borrowing” and some items will be available for purchase. In early 2009, staff will be reviewing the positioning of computer workstations in all locations with a view to improved customer service.
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<td>Over 2008 Target</td>
<td>1.11%</td>
<td>5.01%</td>
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<td>Over 2007 Benchmark</td>
<td>48.23%</td>
<td>-24.23%</td>
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**Status:** As noted in previous reports, we have encountered ongoing irregularities in the reporting of our electronic database usage. Vendors statistics have been inconsistent. Results for the 4th quarter of 2008 are under review and are not reported at this time.

**Action:** We will continue to promote and track the use of databases. Expectations are that database usage will continue to grow due to the improved ease of use provided by Research Pro and greater awareness of its value by the public resulting from our marketing campaign. In 2009, we will not report this item as a high level customer service indicator but will continue to work with vendors and explore methods of tracking this service.
Balanced Score Card Metrics - 2008

4th Quarter

CUSTOMER PERSPECTIVE

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<td>Over 2008 Target</td>
<td>12.59%</td>
<td>6.46%</td>
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<tr>
<td>Over 2007 Benchmark</td>
<td>15.97%</td>
<td>9.61%</td>
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**Status:** The public continues to value the holds service. Use in the 4th quarter was 200,080 as compared with 172,525 in the same quarter of 2007, an increase of 15.97%. The 2008 annual total holds placed were 811,790 compared with 740,647 in 2007, a year-to-year increase of 9.61%. This is a result of people gaining familiarity with the website, using the many features of the catalogue, the power and transparency of the Millennium III system, awareness of titles of interest via e-newsletters, etc. People are reporting that they enjoy the ability to manage their holds and take advantage of features such as “Preferred Search”.

**Action:** In 2009, new features, such as “Book Cart” will be introduced to continue to improve this popular service.
Balanced Score Card Metrics - 2008
4th Quarter
CUSTOMER PERSPECTIVE

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**Status:** In the 4th quarter LPL offered 2,536 programs as compared with 2,300 in the same quarter of 2007, a 15.27% increase. In 2008, LPL offered 12,075 programs as compared with 11,540 in 2007, a total year-to-year increase of 4.64%. The increase in program sessions is the result of an increase in one-on-one sessions for READ, English as a Second Language and other programs designed to support literacy and learning. Staff across the system worked with their community partners to bring fresh programming ideas (Reading Rocks!, Playwright In Residence, Wii programs) while continuing to offer the tried and true favourites (book clubs, computer training, job search, etc.) Also of note: The Summer Reading Program was attended by over 16,000 children. Over 3,000 other one-on-one sessions were held using staff and volunteer resources. Over 650 class visits were held in the Library, with over 21,000 students attending.

While not part of program statistics, our Community Engagement strategy resulted in staff planning or participating in 234 community events, held outside the Library in 2008.

**Action:** Staff will continue to work with library volunteers and community partners to provide valuable one-on-one literacy and learning opportunities. New programming ideas that promote specific library collection areas will continue to be developed with community partners.
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<tr>
<td>Over 2008 Target</td>
<td>-2.02%</td>
<td>-11.70%</td>
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<tr>
<td>Over 2007 Benchmark</td>
<td>7.27%</td>
<td>-8.74%</td>
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**Status:** In the 4th quarter, 37,233 people participated in programs compared with 34,708 in the same quarter of 2007, a 7.27% increase. The annual participation for 2008 was 173,594 people as compared with 190,209 in 2007, a total year-to-year decrease of 8.74%. As reported in the 3rd quarter: The program utilization by the public appears lower than that of 2007. However, usage is not down; rather, as part of the Library’s community engagement strategy, the definition of “use of meeting space for free community use” has been more carefully defined and consistently applied. Previously these events were tracked as programs and subsequently the attendance was included in the program attendance indicator total. This adjustment will continue forward to 2009.

**Action:** Several locations have experienced increases in storytime attendance as they shifted from required registration to drop-in. Staff recognized that this kind of increased flexibility was desirable for many parents/caregivers who were unable or preferred not to commit to longer term sessions as required by registration. Other locations are considering making this change.
Balanced Score Card Metrics - 2008
4th Quarter
CUSTOMER PERSPECTIVE

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**Status:** In the 4th quarter, 4,729 people registered for library memberships as compared with 4,335 people in the same quarter of 2007, a 9.09% increase. In 2008, 19,432 people “got carded” as compared with 18,896 in 2007, a year-to-year increase of 2.84%. Lending Services provided off-site registration during a blitz at UWO in the fall. Our OPLW “Get Carded” campaign in October was very successful. The number also includes temporary cards that are created when customers register online for programs using the new Millennium program registration database. Central Library customers wanting to validate their parking are now required to show their Library card. This has resulted in some new registrations.

**Action:** The Lending Services 2009 Service Action Plan includes the development of a “Welcome to Your Library” kit which will be available in a number of languages. Services to visiting summer students at the UWO and Fanshawe College will be explored in 2009. The Services to the Socially Vulnerable BCS project research includes some recommendations relating to removing obstacles to library membership. These are being reviewed and, where feasible, will be implemented in 2009/2010.