Balanced Score Card Metrics - 2007
4th 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.

Status: This is a high-level, composite indicator of satisfaction with services, collections, programs, facilities, staff, etc. rated on a scale of 1 through 10. The satisfaction rating rose to 8.5 for the 4th quarter. Service improvements and new services are popular and well-used by our customers.

Action: 2008 BSC Strategic Priorities have been set. The 2008 Service Delivery Stream action and priority setting process is currently underway under the leadership of the Services & Operations Managers and Coordinators. Methods of receiving customer feedback continue to be identified, based on specific service areas, eg. website, collections, programs, etc.

Status: Despite, huge jumps in website traffic, in person visits in the 4th quarter remain strong. Visits are slightly below 2006 benchmark and target however, Masonville Branch Library was closed for 28 days during the time, due to renovations. If we remove Masonville from 2006 and 2007 statistics, overall in-person visits remain virtually constant (-1.4 %). One day emergency closure at Central contributed to this slight variance.

Action: Staff will deliver targeted programming to maximize relevancy and attendance. Quick Picks continue to draw people to our locations. Teen Annex and other targeted programming & events will continue to draw in customers.
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.

**CUSTOMER PERSPECTIVE**

**Status:** LPL Website continues to soar due to increased functionality, services and promotion of website. Access points to our website have increased through LPL "satellite sites" on mySpace, youtube and flickr. Beginning with the re-launch in Sept 2007, measurements have started to include traffic to the library catalogue. This is in preparation for services traditionally on the website (programs, specifically) being provided by the catalogue system. The increasing integration of the catalogue with the website will also affect website usage statistics.

**Action:** Early in 2008, we will identify key entry points onto the website and LPL services provided by third parties and adjust our statistics to reflect the usage and to track specific key features of the website enjoyed by our customers.

**Status:** Borrowing in all formats continued to grow, increasing by 3% over 2006 4th quarter, when the impact of the Masonville closure of 28 days is factored in. This reflects the continued impact of initiatives: increased access to materials through services such as QuickPicks; revamped marketing, display and signage; enriched catalogue access & functionality; new collections management strategy with increased focus on popular materials.

**Action:** The next phase of the Service Excellence Model Review is to analyze the “Lending Services Delivery Stream” (2008) including policies to identify and eliminate barriers to borrowing.
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.

**CUSTOMER PERSPECTIVE**

**Reference Transactions**

**Status:** This is a composite number of all levels of reference transactions. Reference transactions continue to increase in the 4th quarter and were ahead of target. With the new website we continue to see time spent instructing customers on how to use our virtual services.

**Action:** An Action Plan for the Reference, Reader’s Advisory and Referral Service Delivery Stream is currently under development. AskOn pilot was launched in January 2008. It is in the early stages but will continue to grow.

**Computer Use in Library**

**Status:** Computer use in the Library continues to vary through the quarters of 2007. Use of wireless activity continues to grow.

**Action:** Wireless computer usage will be captured beginning the 2nd quarter of 2008. Technology Solutions team will be implementing changes to computer workstation functionality to meet our customers needs, which should have an impact on computer usage in 2008.
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.

**Status:** We have been reviewing usage due to the continuing decline in statistics in the 4th quarter. As the number has increased, our customers have found it more difficult to use these databases as there is currently no federated searching, i.e. the ability to search several subscription databases simultaneously or to search a database, OPAC or the Web and some combination at the same time. This means that customers are finding information more easily on Google.

**Action:** In 2008, LPL will be introducing Millennium ReSearchPro "federated searching" which will enhance database access by enabling customers to use one search to access a variety of collections resources at the same time, including the LPL catalogue and electronic databases. We will also be reviewing our suite of databases. We continue to examine how people access information electronically so we can tailor our services and collections accordingly. Database usage is also part of our overall website strategy.
Balanced Score Card Metrics - 2007
4th 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.

**Status:** Holds placed show a slight decrease from 2006 4th qtr. Holds did not reach the target set for this quarter. (The target was set on the basis of Shopping Cart function implementation which has been delayed.) The slight decline in holds, coupled with an increase in collection usage, is a very good indicator and should be cause for celebration...it means the Quick Pick initiative is successful (people are learning to cancel their holds on popular items when they find them on the QP shelves).

**Action:** The Millennium III “Shopping Cart” function which will further support customer ease of placing holds is forthcoming. Review of operational efficiencies is underway to ensure we can manage this highly popular service.

**Status:** LPL continues to deliver a large number of programs to the community. Program sessions decreased from the 3rd quarter, consistent with cyclical pattern. Number of programs was -8.5% from 4th qtr 2006. Masonville closure had minimal impact on this statistic.

**Action:** In 2008, introduction of federated searching on the website will integrate program offerings into the catalogue, and increase awareness to programs. As well, on-line program registration (in 2008) will improve access. Customer feedback on programs will be implemented in 2008 to further refine our response to community needs and interests.
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.

**CUSTOMER PERSPECTIVE**

**Status:** Despite the drop in program sessions, the ratio of attendees per program has remained stable (16 attendees per program) compared to the 4th qtr 2006. This reflects efforts to ensure that content and timing of programs aligns with customer needs and expectations and to ensure that LPL is operationally effective.

**Action:** See action statement above.

**Status:** New registrations are down slightly. Although the overall seasonal variation trend is consistent with past years, it is puzzling to see a slightly downward trend overall, given the huge exposure LPL has received in the past year, especially with campaigns such as a Card for Every Kid.

**Action:** In 2008 we will employ an acquisition strategy to increase registrations. We will engage marketing; outreach & public service teams and we will utilize all customer touchpoints / channels to raise cardholder penetration. This will also benefit attendance, circulation and program attendance stats.