



REPORT TO THE LIBRARY BOARD

MEETING DATE: MARCH 25, 2010

Session:	Public Session
Subject:	Balanced Score Card Report, 4 th Quarter 2009
Prepared By:	Nancy Collister, Arlene Thompson, Margaret Wilkinson
Presented By:	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 Service and Patron Perspective
- Internal Perspective
- Learning & Growth Perspective
- Financial Perspective.

Consistent with the Board's adopted governance model, the Customer Service and Patron 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 2009 Balanced Score Card Metrics Report – 4th Quarter is attached. The report presents overall 2009 targets as well as analysis of 4th quarter results.

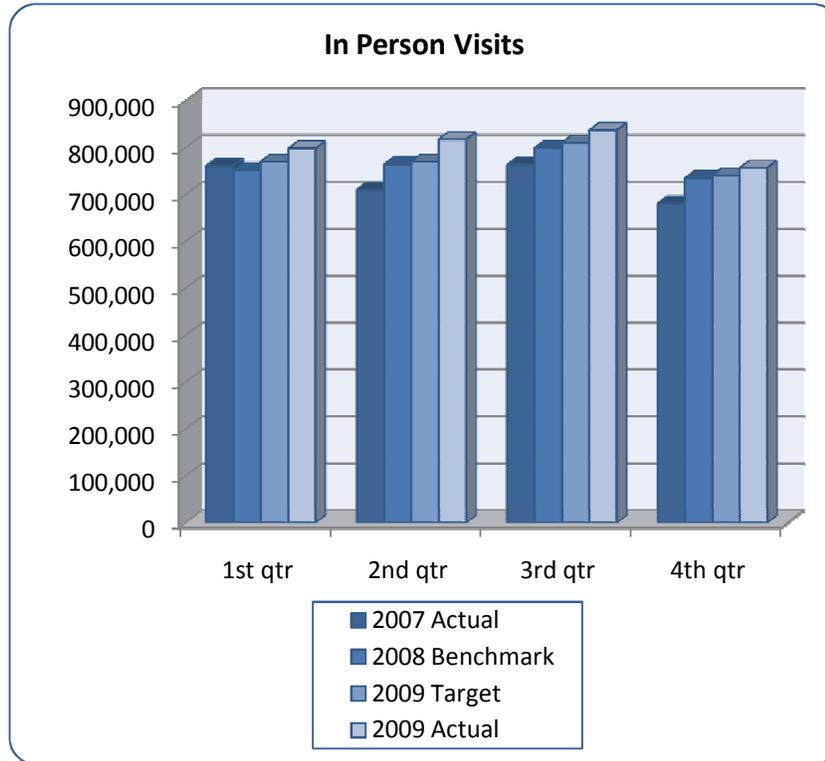
Nota Bene: During this quarter, London experienced a city-wide transit strike. Although most service indicators continued to show increases during the quarter, it is possible the strike had some effect on in-person usage across the system. Certain indicators, such as attendance at programs and new registrations, were notably lower.

Balanced Score Card Metrics - 2009

4th Quarter

PATRON PERSPECTIVE

We want to show that 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 supporters of the library through donations.



Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	2.21%	3.82%
Over 2008 Benchmark	2.97%	5.23%

Status: There were 756,321 visits during the 4th quarter of 2009. This represents a 2.97% increase over the 4th quarter, 2008 when the Library had 734,506 visitors. Staff sensed that patterns of use changed during the transit strike period, as patrons sought alternative means of transportation, adapted their schedules or even used different branches. The annual in person count was 3,207,984; this was an increase of 5.23% over the previous year's attendance of 3,048,603. Library spaces continued to be visited, used and enjoyed by Londoners throughout the year. Of particular note this year has been the number of users who choose to use laptops and the library's wireless service for lengthy periods while visiting the library.

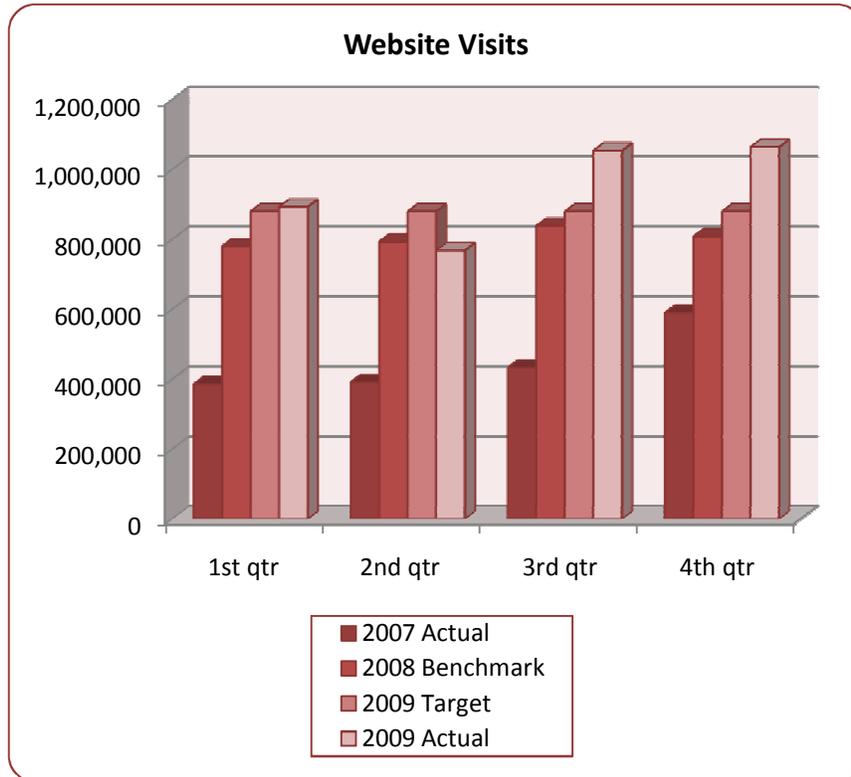
Action: Staff will continue to expand their outreach activities to promote library resources and services. In particular, staff will strive to incorporate recommendations from the Serving Socially Vulnerable Populations Report in an effort to more fully engage these populations and make them feel welcome in the library.

Balanced Score Card Metrics - 2009

4th Quarter

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	20.97%	7.41%
Over 2008 Benchmark	31.63%	17.40%

Status: Website visits hit 1,064,558 this quarter – a phenomenal increase of 31.63% from the 4th quarter of 2008. Virtual use for the year was 3,780,880 – an impressive 17.4% increase from the previous year. The web team continues to refine and enrich the virtual experience for users who are seeking information, reading, viewing and listening recommendations, and want to find out about and register for events and programs available at their libraries. In addition, staff aggressively promoted the website and e-resources during class visits throughout the Fall.

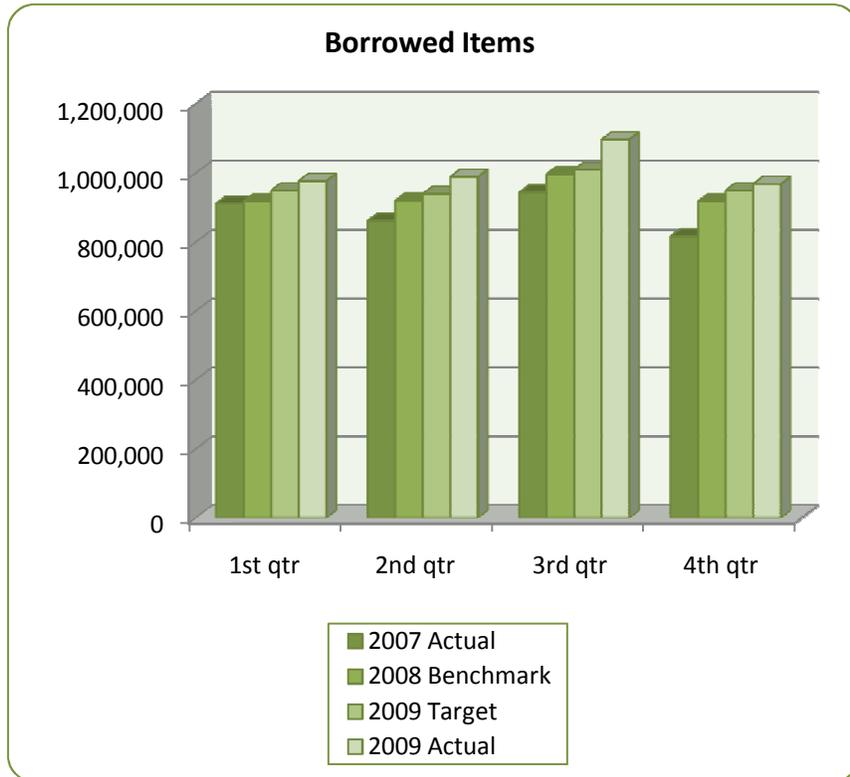
Action: New services, such as e-commerce for fines, donations, program registration will further increase website use when implementation proceeds in 2010.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	1.94%	4.75%
Over 2008 Benchmark	5.47%	7.41%

Status: From October to December 968,474 items were circulated through the system. This was an increase of 5.47% from the 4th quarter of 2008, also exceeding the target figure of 950,000. The Library achieved a record circulation of 4,032,752 items in 2009, a 7.41% increase from 2008's circulation total of 3,754,444. Attractive displays, suggested reading/viewing lists, website promotion of new materials, e-newsletters and staff actively engaged in reader's advisory are initiatives that have had positive effects, as demonstrated by these statistics. There continues to be a strong correlation between the number of in person visits and borrowed items.

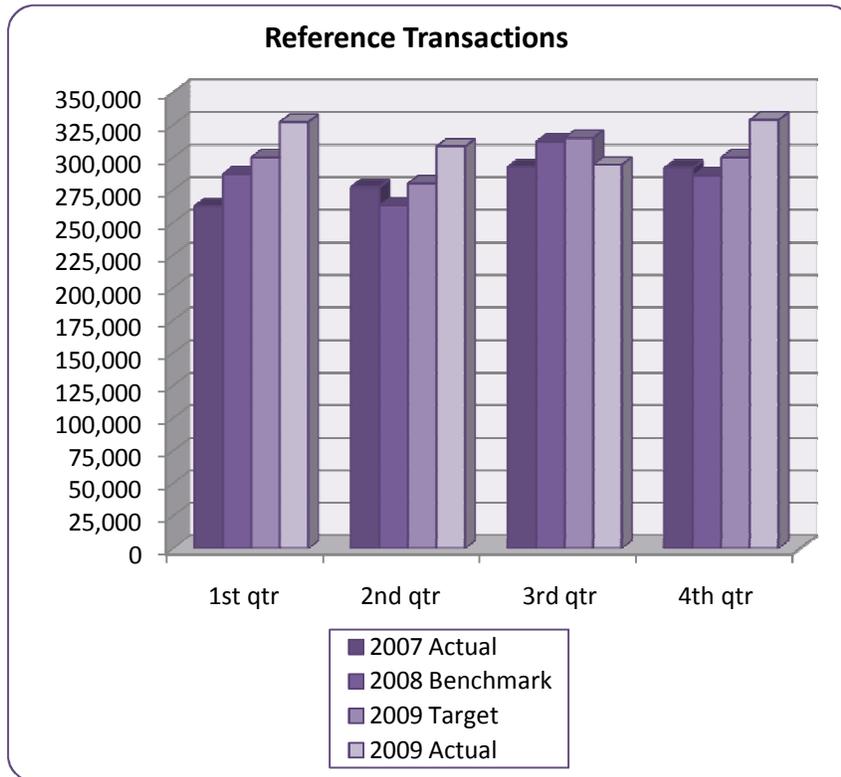
Action: Staff will be assessing and reviewing self serve checkout, and upgrading these workstations. A review of the Lending Services Policy is planned for 2010.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	9.56%	5.32%
Over 2008 Benchmark	14.93%	9.63%

Status: There was a 14.93% increase in reference questions from the public during the 4th quarter in 2009 over the 4th quarter of 2008. 328,666 queries were handled during this period. We have observed a steady increase in reference transactions over the last 3 years: 1,124,448 (2007); 1,148,043 (2008); 1,258,543 (2009). Staff sense that reference queries posed to them are tending to be complicated and in-depth in nature. There are fewer quick and/or factual types of queries as many patrons are now comfortable with and adept at using the web and library resources on their own. During 2009 and the Celebrate the Reader Campaign, staff have benefited from numerous training opportunities aimed to expand knowledge of resources, reader's advisory techniques and customer service skills. This helped to heighten staff awareness and engagement in the service. In addition, all locations have aimed to be more proactive in the provision of reference service.

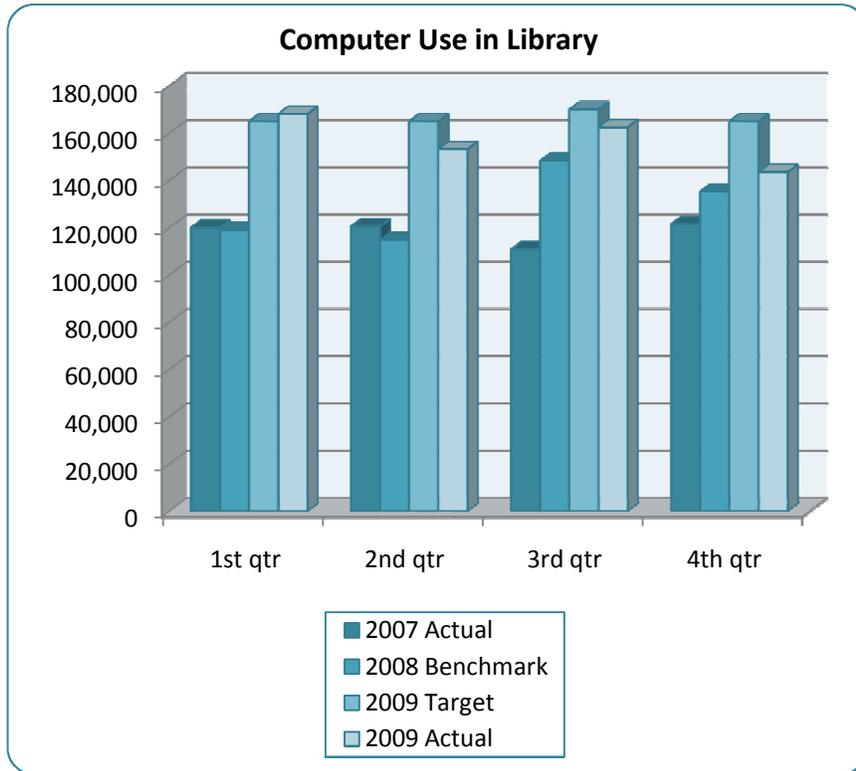
Action: In 2010, the Reference, Referral and Reader's Advisory (3Rs) BSC Strategy will concentrate on reference resources training and awareness, database education and promotion, and enhancing staff reference skills.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	-13.03%	-5.67%
Over 2008 Benchmark	6.05%	21.22%

Status: In library computer usage in the 4th quarter was 143,494, a 6.05% increase from the 4th quarter in 2008. The annual total usage for 2009 was 627,303 – this was a 21.22% increase over 2008’s computer use. We have now re-established benchmark data to use for future service indicator comparisons.

A number of “laptop labs” were created and made available to all branch locations this year. This allows staff to run hands-on computer training sessions. Updated training modules have improved the quality of the sessions and increased the number of independent computer users in the library. Of note this year is the use of wireless in all locations. Wireless was accessed 145,321 times during 2009. This figure exceeded that of in library computer use.

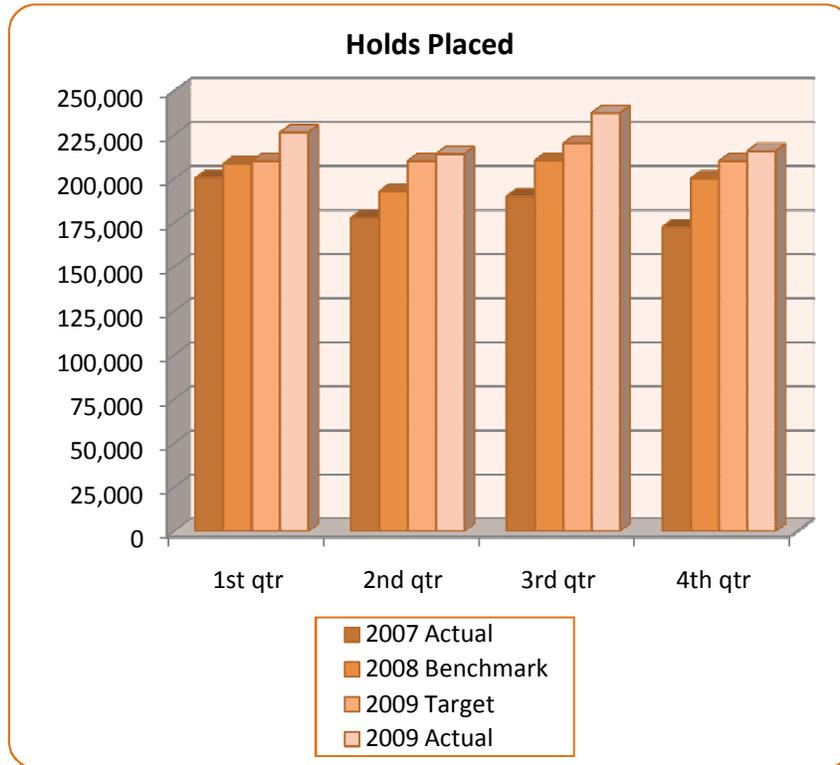
Action: Implementation of the Pharos Computer Reservation module is scheduled for 2010. This will allow patrons to reserve computers for a specified time/place. The Library has not been able to offer this service for a few years now. It is anticipated that some patrons will appreciate this convenience. The Tech Solutions Team will continue to review, assess, and update public technology services during 2010. In particular, adaptive technology needs will be reviewed to meet service expectations and accessibility requirements.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	2.74%	5.11%
Over 2008 Benchmark	7.83%	10.06%

Status: 215,752 holds were placed on items during the 4th quarter, an increase of 7.83% over the previous year's 4th quarter (200,080). 2009 saw an overall increase of 10.06% in the use of this service – 893,433 items were placed on hold as compared to 811,790 in 2008. This hugely popular service continues to grow as the public take advantage of web features which promote our collections. There is a strong correlation with the increases in the number of holds placed, in person visits and borrowed items.

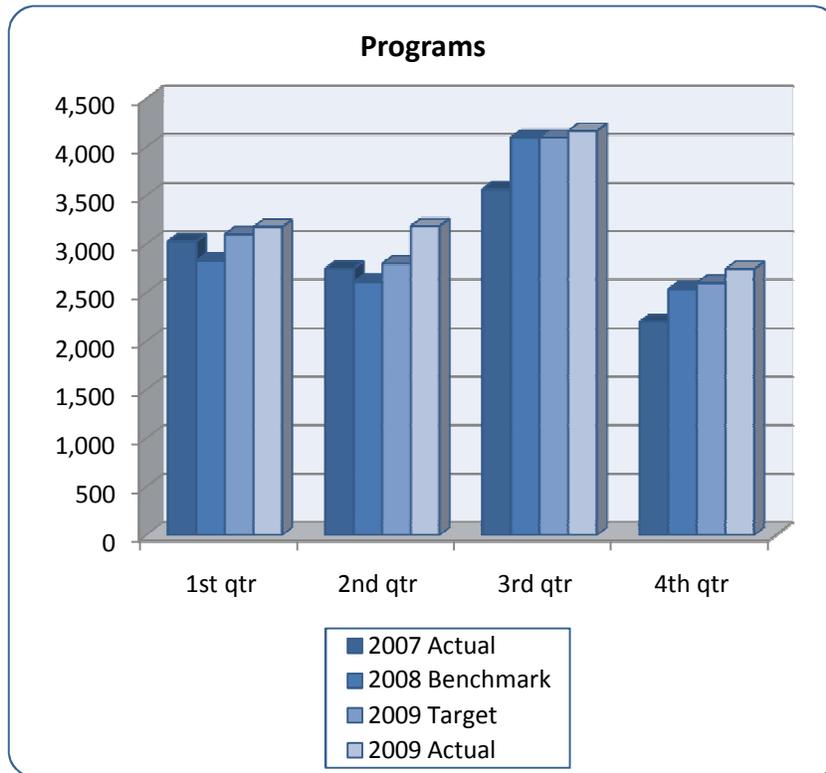
Action: In 2010, efforts will be made to find efficiencies in the processes involved in this service. For example, Lending Services Staff are testing the ILS "paging function" with the aim of implementing it during the summer. Delivery routes and schedules will also be examined.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	5.58%	5.36%
Over 2008 Benchmark	8.24%	9.94%

Status: There were 2,745 programs offered to the public this quarter, an increase of 8.24% over the 4th quarter of 2008. The Library increased its programming for the 2009 by 9.94% - 13,275 programs organized and run throughout the City. The Library has partnered with many community organizations and agencies to provide these programs

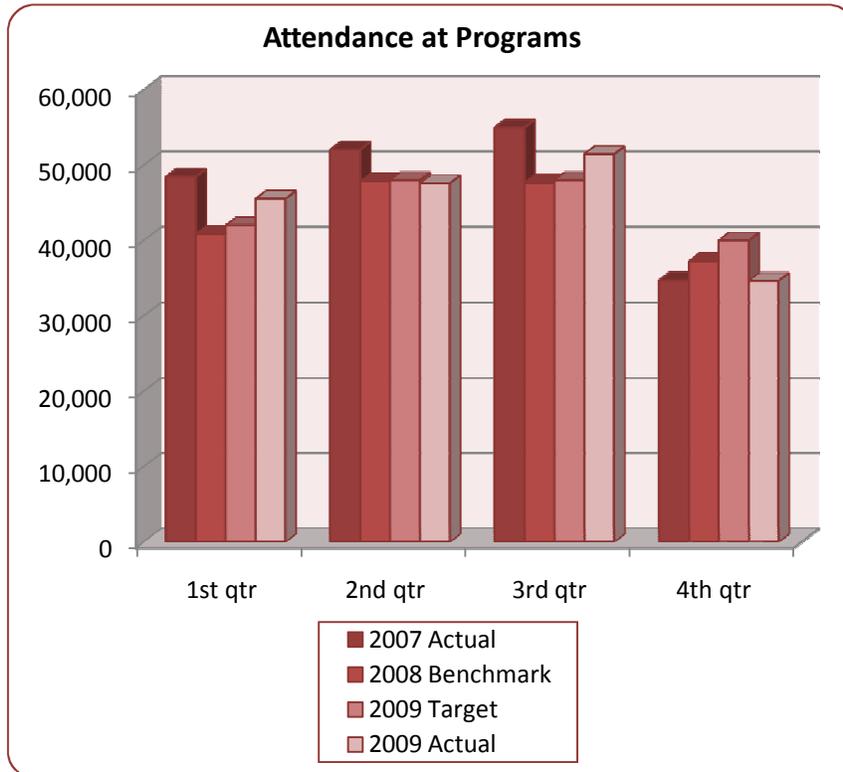
Action: While LPL will continue to offer many programs to the public in 2010, it is not anticipated that the number offered will continue to grow. The Library will continue to seek partnerships to create and offer programs to meet a variety of interests. During 2010, there will be a review of programming, system-wide, to ensure that this core service aligns with our strategic direction and other core services.

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	-13.40%	0.68%
Over 2008 Benchmark	-6.96%	3.24%

Status: Program attendance was noticeably down this quarter by -6.96%. 34,640 individuals attended program, compared to 37,233 during the 4th quarter of 2008. The bus strike during November-December quite likely had some affect on program turnout and participation. Nevertheless, annual program attendance did increase by 3.24% in 2009, with a total of 179,210 attendees.

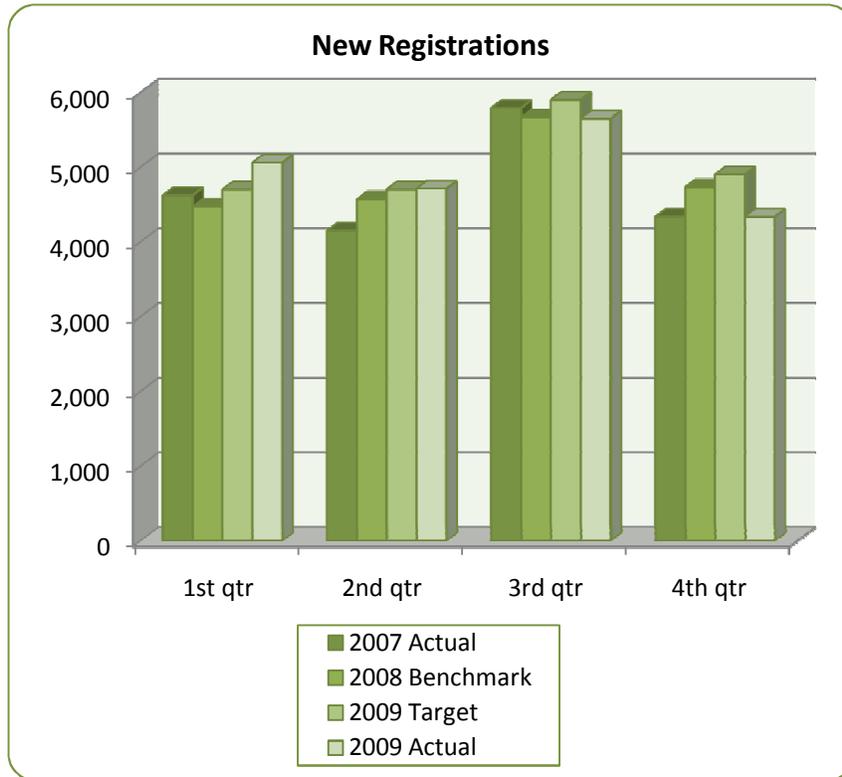
Action: As attendance at programs has not kept pace with the increase in numbers of programs offered, staff are assessing and reviewing the relevancy of program offerings and how we can better promote our programs (e.g. new tv monitors rolling out to locations which will promote our programs).

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Percentage Changes:

	Current Quarter:	Year-to-Date:
Over 2009 Target	-11.55%	-2.25%
Over 2008 Benchmark	-8.35%	1.62%

Status: The number of new registrations was down by -8.35% this quarter. There were 4,334 new registrations from October to December, compared to 4,729 in the same quarter of 2008. Overall, the number of new registrations during 2009 remained steady, with an increase of 1.62% over 2008. There were 19,746 new library card holders during 2009 compared to 19,432 during 2008.

Action: In 2010, there will be a continuation of system-wide outreach initiatives, such as school visits, another season of the Libro Road Show, and offsite registration at venues such as Western Fair, and UWO during student orientation week. It is anticipated there will be some increase in New Registrations in the latter quarter of 2010 with the opening of the new branch.