

# Balanced Scorecard

2005-06 Status Report

## SERVE THE CUSTOMER AND POTENTIAL CUSTOMER

Objectives	Measures	2006 Targets	2006 Status	2006 Actions
Develop a customer focus	Number Trained	100% of managers and supervisor complete initial training	Completed	Defined "customer".
			Completed	Defined customer and potential customer focus competencies for employees.
			Deferred to 2007	Provide training opportunities, creating tools and techniques to be implemented in developing customer focus.
	Number of customer input opportunities	5 input opportunities	7 Completed	Included customer representation in: <ul style="list-style-type: none"> <li>• Express Check project development</li> <li>• Library redesigns</li> <li>• Merchandizing</li> <li>• Web redesign</li> <li>• PowerPac improvement <ul style="list-style-type: none"> <li>▪ Information services redesign</li> <li>▪ Town hall meetings for funding issue.</li> </ul> </li> </ul>
	Rating of customer and potential customer focus questions on survey	Set baseline	2 Surveys	Conducted several public opinion surveys regarding funding and services of the Library in 2005-06.
			Deferred to 2007	Develop an external customer and potential customer survey.
Deliver contemporary programs and services	Number of services reviewed to improve, gain efficiency, contemporize, eliminate or create new	Three major services	Will complete in 2007	2005-06 Change method of checking out materials with Express Checkout.
			In process	2006 – 07 Information Services review and redesign.

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## SERVE THE CUSTOMER AND POTENTIAL CUSTOMER *(CONTINUED)*

Objectives	Measures	2006 Targets	2006 Status	2006 Actions
Deliver contemporary programs and services  <i>(continued)</i>	Number of services reviewed to improve, gain efficiency, contemporize, eliminate or create new  <i>(continued)</i>	Three major services  <i>(continued)</i>	Will complete in 2007	Expand public access to online services with WIFI.
			Completed	Expanded access to books through audio books online.
	Total number of visits	2005 – Baseline = 2,409,932  2006 = 2,469,820	No target set	Established definition of visits and data collection methodology and set current baseline.  2007 – Change door counters to improve data collection.
Improve public awareness and knowledge	Library personnel's level of participation in strategically identified organizations / projects	Set baseline	In process	Established a process: identified attributes of strategic organizations and external projects; clarified participation eligibility within the library; established measurement; determining action.
	Number of people reached	Number of people reached	Completed definition and terminology and eliminated measure	Established definition of "reached" and data collection methodology. Recorded data for 2005 and 2006 for some sources.
	Number of cardholders	2005 – Define  2006 – Baseline = 197,634	Completed	Define cardholders and methodology for data collection and set current baseline.

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## RUN THE BUSINESS

Objectives	Measures	2006 Targets	2006 Status	2006 Actions	
Improve customer access to materials and services	Total number of visits including all access points	2005 – Baseline Branch Visits = 2,409,932	Decided to use the measure only for “serve the customer”	Established definition of internal visits and website visits, set data collection methodology and set current baseline for internal visits. Website baseline to be established in 2007.	
		2006 = 2,469,820		2007 – Change door counters to improve data collection.	
				Completed	Improved website. Improved data collection for usage. Setting baseline.
				In process	Redesign and improve PowerPac.
				In process	Fully implement collection merchandising.
Improve the delivery, use and application of technology	Number of critical backlog IT projects	2005 – Set baseline	Completed	Using the Steering Committee, developed a methodology for decision-making and prioritizing IT projects. Established current backlog for baseline.	
		2006 – Decrease backlog	5 projects completed	Reduced backlog of critical IT projects.	
		Hire staff	3 people hired	Completed hiring of IT staff to fill all vacancies.	
Improve and modernize business processes	Number of process improvements completed	1 process	Deferred to 2007	Improve or replace BiTech financial system.	
			In process	Improve acquisitions and processing in Polaris environment.	

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## RUN THE BUSINESS *(CONTINUED)*

Objectives	Measures	2006 Targets	2006 Status	2006 Actions
Improve and modernize business processes  <i>(continued)</i>	Number of process improvements completed  <i>(continued)</i>		System purchased  Implement in 2007	Implement asset management.
	Rating of internal business processes	Set baseline	Deferred to 2007	Create a survey to rake internal business processes, develop a baseline and identify areas needing improvement.

## MANAGE FINANCIAL RESOURCES

Objectives	Measures	2006 Targets	2006 Status	2006 Actions
Diversity funding	Amount of donations and grant giving	2005 = \$186,496  2006-07 – Increase by 35%	In process	Note: Changed fiscal year in 2006 so full fundraising comparison year is 06-07.
	Total Revenue	+20,000	In process	Develop other revenue streams.
Reduce trending gap between revenue and expenditures	Millage	Increase millage to 50¢	Increased millage to 48¢	Created a sustainable funding strategy with the public.

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## DEVELOP EMPLOYEES

Objectives	Measures	2006 Targets	2006 Status	2006 Actions
Create learning culture supporting knowledgeable employees with up-to-date skills	Education and training levels to include classes attended and number of participants in classes and training	2006 – Participation level	In process	Defined what learning culture means and looks like in PCLS.
			Deferred to 2007	Develop continuing education program targeting priority skills required for current and future needs.
	Rating of learning culture	Set baseline	Deferred to 2007	Using survey results, develop an initiative to support improvement in the learning culture.
Attract and retain a talented and diverse workforce			Deferred to 2007	Develop a succession plan for top management and some staff in critical positions
	Satisfaction rating on survey to hiring authorities	2006 – Baseline	Completed	Developed a survey for hiring authorities on quality of hires.
		2007 – Establish target	Deferred to 2007	Develop and implement an initiative to improve hiring results.