Pierce County Library System
Information & Imagination

Balanced Scorecard
2006 – 2007

Objectives	Initiatives	Completion	Lead	Measures	Targets
SERVE THE CUSTOMER					
C-1: Develop a customer focus throughout the library	**I-1:** Create a shared vision for customer focus. C-1		GL	**C-1: M-1:** Training completed	2006 – 100% of managers complete initial training
	I-2: Develop a training plan.		GL		
	I-3: Provide training opportunities, creating tools and techniques to be implemented in developing customer focus. C-1			**C-1:M-2:** Staff performance of customer focus	

	I-4: Include customer representation on:
	• Long range plan
	• Teen services
	• UP – new library
	• Computer classes (if election successful)
	• Material purchases
	• IT services –
	  ◇ Internet PC
	  ◇ Online Services
		Winter 2007	NP, MG	**C-1: M-3:** Number of customer input opportunities	2007 – 3-5 input opportunities

	I-5: Develop an external customer and potential customer survey. Conduct the survey every year beginning in 2007. C-1, C-2, C-3, B-1, B-2	June 2007	MG, LT	**C-1: M-4:** Rating of customer focus questions on customer survey	2007 – Baseline
	I-6: Using survey results, develop a plan to support improvement in targeted area. C-1	June 2007	LT		2008 – Improve on baseline

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C-1: Develop a customer focus throughout the library *(continued)*	**I-7:** Develop an staff/internal customer survey for organizational culture and support functions and conduct the survey every year. C-1, B-3, E-1	May 2007	HG, LT	**C-1: M-5:** Rating customer focus questions on internal customer survey	2006 – Baseline
	I-8: Include internal customer representation on: • Hiring project • Summer Reading • Training plan • Staff web • Consider a process of small surveys for input opportunities	Dec. 2007		**C-1: M-6:** Number of customer input opportunities	2007 – 3-5 input opportunities
	I-9: Using survey results, develop a plan to support improvement in targeted area. C-1	Aug. 2007			2007- Improve on baseline
	I-10: Implement Secret Shopper.	Dec. 2007	GL	**C-1: M-7:** Secret shopper rating	2007 – Baseline
C-2: Deliver contemporary programs and services	**I-11:** Using survey results, develop a plan to support improvement in targeted area. C-1, C-2, C-3, B-1, B-2	Aug. 2007	LT	**C-2: M-1:** Ratings on customer and potential customer program perception on survey	2007 – Baseline 2000 – Improve on baseline

	I-13: Add downloadables.			**C-2: M-2:** Total number of virtual visits:
				
				    Website visits
				    Virtual resource visits
					2006 – Baseline
					
					2007 – Set target after Dec. 2006

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C-2: Deliver contemporary programs and services *(continued)*	**I-12:** Identify and evaluate potential contemporary services for implementation. Implement as appropriate: • Pod casting • Blogs Establish: • Teen services • Computer Training • Offer mobile technology • Increase PCs	Dec. 2007		**C-2: M-3:** Number of contemporary services implemented	2007 – 3-5 services evaluated; 2 implemented
	I-13: Increase open hours. B-1	Dec. 2007		**C-2: M-4:** Total number of visits to branches	2005 – Baseline number of visits
				Number of visits during new open days	2007 – Increase number of visits
C-3: Improve public awareness and knowledge	**I-14:** Establish a process: define attributes of strategic organizations and external projects; clarify participation eligibility within the library. C-3	- On Hold -	NP, MG, LT	**C-3: M-1:** Library personnel's level of participation in strategically identified organizations / projects	2005 – Baseline
	Establish measurement.	2007			
	Establish action (consider paying memberships).				
	I-15: Cardholder drive for targeted groups. C-2	Fall 2007	MG, JN	**C-3: M-2:** Number of cardholders	2007 – 60% of service area population
	I-16: Pierce County Reads Project	Jan. 2008	Lisa, MG		
	I-17: Using survey results, develop an initiative to support improvement in targeted area. C-3	June 2007	LT, MG	**C-3: M-4:** Rating of customer and potential customer perceptions, awareness, and knowledge on customer survey	2007 – Baseline 2008 – Improve on baseline

Objectives	Initiatives	Completion	Lead	Measures	Targets
RUN THE BUSINESS					
B-1: Improve customer access to materials and services	**I-18:** Increase open hours and materials budget	2007		**B-1: M-1:** Items checked out per person	Current – 11.03 2007 – Target 12.5
	I-19: Increase staff available to answer questions.	Dec. 2007	GL, Adult Svcs., DK	**B-1: M-2:** Questions answered per capita	2005 – .58 2007 – 1.5
	I-20: Reduce holds to items ratio.	Jan. 2007		**B-1: M-3:** Wait to receive best seller	Current – 18.8 wks 2007 – Target 12 wks
	I-21: Using survey results, develop an initiative to support improvement in access. B-1, C-1, C-2	June 2007	LT	**B-1: M-4:** Rating of customer convenience on customer survey	2007 – Baseline 2007 - Improve on baseline
	I-23: Improve PowerPAC. B-1, C-1 • Improve search	Jan. 2007	CJ, RJ Team	**B-1: M-5:** PowerPac hits	2007 – Establish baseline
B-2: Improve the delivery, use and application of technology	**I-25:** Identify competencies for all staff. B-2	Dec. 2006	DK,CJ, GL, Steve	**B-2: M-1:** IT training participation, number of sessions and participants	2007 – To define
	I-26: Develop technology training program for all employees. B-2	Dec. 2007			
				B-2: M-2: Rating of internal customer use and perception of technology on staff/internal customer survey	2007 – Baseline 2008 – Improve
				B-2: M-3: Implementation time for IT projects	2007 – To be defined
	I-27: 24x7 Project	Dec. 2007	KN	**B-2: M-4:** Percent of time system available / fully operating ("up time")	2007 – Baseline 2008 – Improve

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B-3: Improve and modernize business processes	**I-28:** Improve or replace BiTech. B-3 • Project plan (10/06) • Complete project	Jan. 2008	CJ, HG	**B-3: M-1:** Number of process improvements completed	2007 – One per department
	I-29: Improve acquisitions and processing in Polaris environment. B-3	Dec. 2006	CJ, BH		
	I-30: Implement asset management.	2007			
	I-31: Using survey results, develop an initiative to support improvement in targeted area. C-1, B-3, E-1	June 2006	LT	**B-3: M-2:** Rating of internal business processes	2007 – Baseline 2008 – Improve
	I-32: Create measures for key internal processes, i.e., work order completion, material processed, bills and PO turnaround, vacancies filled, performance evaluations completed, etc.	Dec. 2007			
	I-33: Establish benchmarks in support services. B-3 (see I-29)	June 2007	Dept. Heads, LT	**B-3: M-3:** Meets or exceeds established benchmarks and service targets	2007 – Baseline 2008 – Improve
	I-34: Implement systematic process improvements to progress toward benchmarks. C-1, B-3	Dec. 2009	LT		

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Objectives	Initiatives	Completion	Lead	Measures	Targets
MANAGE FINANCIAL RESOURCES					
F-1: Diversify funding	**I-35:** Implement PCLF strategic growth initiative. F-1	Dec. 2007	LH, NP	**F-1: M-1:** Amount of donations and grant giving	2006-2007 – Increase by 7% 2007-2008 – Increase by 16%
	University Place capital campaign.	Jan. 2009			
F-2: Contain costs / develop cost effective operations	**I-36:** Establish a prioritization process for improvement and modernization and implement process improvement. B-3, F-2	Dec. 2007	LT	**F-2: M-1:** Total cost reduction as a result of process review	2006 - $xx saved and reallocated
		March 2006	NP, CJ	**F-2: M-2:** Cost per circulation	To be determined
F-3: Invest in infrastructure	**I-37:** Capital facilities plan.	Dec. 2008	NP	**F-3: M-1:** Building square foot per capita	To be determined
				F-3: M-2: Operating cost per square foot	To be determined

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DEVELOP EMPLOYEES					
E-1: Create learning culture supporting knowledgeable employees with up-to-date skills	**I-39:** Create a vision (what it looks like) with specific steps and measures of what a learning culture means and looks like in PCLS. E-1	Oct. 2006	HG and LT	**E-1: M-1**: % of budget for training	To be determined
	I-40: Ask department heads how training happens in their department and their vision for departmental training.	Dec. 2006			
	I-41: Establish a committee to create a plan for addressing training needs in departments and throughout the organization. Create a 1 year plan.	Mar. 2007			
	I-42: Determine how training happens in library: where located (what dept.), how places in org. C-1, E-1 • Define training position • Review TAP	Mar. 2007	HG and LT	**E-1: M-2:** Education and training levels to include classes attended and number of participants in classes and training	2006 – Participation level 2007 – Increased participation level
	I-43: Develop key indicators for a learning culture, i.e. staff volunteering to participate in projects, training and conference participation, etc.			**E-1: M-3:** Number of "active learning" opportunities	To be determined
	I-44: Create a plan for establishing a learning culture, i.e. active learning, risk taking, etc.				
	I-45: Using survey results, develop an initiative to support improvement in the learning culture. C-1, B-3, E-1	June 2007	HG and LT	**E-1: M-4:** Rating of learning culture on internal survey or through indicators	2006 – Baseline 2007 – Improve

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Objectives	Initiatives	Completion	Lead	Measures	Targets
E-2: Attract and retain a talented and diverse workforce	**I-46:** Create hiring goals, i.e. diversity, customer service, etc.	Nov. 2006	HG and LT	**E-2: M-1:** Number of qualified applicants per opening	2007 – Establish target
	I-47: Develop and implement an initiative to improve hiring results	Nov. 2006	HG, GL, Committee		
	I-48: Improve hiring process.	Dec. 2006	HG, GL		
	I-49: Using survey results, develop an initiative to support improvement in the working climate. C-1, B-3, E-1, E-2	June 2007	HG, LT	**E-2: M-2:** Rating on working climate	2006 – Baseline 2007 – Improve
	I-50: Develop a succession plan for top management and critical positions. **Decide whether to do this**.	Dec. 2006	LT, HG		
E-3: Create an inclusive internal culture	**I-51:** Develop and implement on-going cultural diversity training.			**E-3: M-1:** Rating on working climate—internal survey	2007 – Establish baseline
	I-52: Build understanding and cultural awareness initiatives.				