

BALANCED SCORECARD: INITIATIVES FOR 2007

BALANCED SCORECARD: 2006 was the first year operating under the Balanced Scorecard. During 2006, Library management began the cascading process for the scorecard. All departments created their own balanced scorecard to cover the period from 2006 through the end of 2007. Based on the past year's experience and the departmental balanced scorecards, the Leadership Team has created the 2007 Balanced Scorecard. The majority of the initiatives were already reflected by the levy goals and objectives. Below is a summary of the 2007 plan.

Customer Perspective – Serving Our Customer: The customer perspective focuses on how the customer perceives our services and what services the customer expects.

Objectives:

1. Develop customer focus throughout the library: consider customer needs, wants and perceptions on all that we do.

Initiatives:

- Provide a training plan, creating tools and techniques to be implemented in developing customer focus
 - Incorporate customer perspectives on:
 - Long range planning process
 - Developing teen services
 - Design of new University Place Library
 - Development of computer classes
 - Materials purchases
 - IT services
 - Develop and implement a customer survey to measure customer service
2. Deliver contemporary programs and services: meeting the requests and expectations of all our customers. Aligning current and forward-looking services to the demands of a changing marketplace.

Initiatives:

- Identify and evaluate potential contemporary services for implementation
 - Examine podcasting, blogs
 - Establish teen services
 - Computer training
 - Increase public access computers
 - Increase downloadable books and audio-visual
3. Improve public awareness and knowledge: including strong pro-active communication to understand customer needs, align our services with customer needs and foster the Library's presence and value among the communities.

Initiatives

- Implement 2007 Marketing Plan and achieve targets
- Implement a library cardholder drive for targeted populations (Fall 2007)
- Plan Pierce County Reads program (implement January 2008)

Internal Processes Perspective – How We Run the Business

Objectives:

1. Improve customer access to materials and services by making it easier for customers to know what we offer at each access point and for them to get what they want.

Initiatives

- Increase open hours
 - Increase staff available to answer questions
 - Reduce holds to item ratio
 - Improve PowerPAC and catalog searching
2. Improve the delivery, use and application of technology, to support all facets of current and future programs and services strategies with contemporary, usable, reliable, and innovative information systems.

Initiatives

- Develop technology training program for all employees
 - Reduce backlog of critical IT projects
3. Improve and modernized business processes implementing sound, results-oriented, contemporary business processes and systems.

Initiatives

- Improve or replace BiTech financial system
- Create and implement a survey to rate internal business process
- Create measures for key internal processes and establish benchmarks
- Implement an asset management system

Employee Learning and Growth Perspective – Develop Employees

Objectives:

1. Create a learning culture supporting knowledgeable employees with up-to-date skills. This tactic is key to delivery of high-quality contemporary services designed to meet customer needs.

Initiatives

- Create and begin to implement a plan for addressing training needs throughout the organization
 - Create a plan for establishing a learning culture
 - Implement a staff survey about the internal climate
2. Attract and retain a talented and diverse workforce who demonstrates that experienced and skilled employees are key to delivering high-quality customer services.

Initiatives

- Redesign and improve the hiring process
- Implement an initiative to improve hiring results

3. Create an inclusive internal culture

Initiatives

- Develop and implement ongoing cultural diversity training
- Hire for diversity
- Create cultural awareness and understanding initiatives

Financial Perspective – Manage Resources

Objectives:

1. Diversify funding: increasing revenues through a thoughtful, comprehensive, fiscally responsible approach.

Initiatives

- Implement Pierce County Library Foundation Strategic Growth Initiative
- Begin University Place Branch capital campaign

2. Develop cost effective operations

Initiatives

- Establish a prioritization process for improvement and modernization process improvement

3. Invest in infrastructure

Initiatives

- Begin work on Capital Facilities Plan
- Improve functioning of Information Technology, Finance and Human Resources departments