

# Balanced Scorecard

Measures & Targets – Edited Version

Objectives	Measures	Targets
<b>SERVE THE CUSTOMER</b>		
<b>C-1:</b> Develop a customer focus throughout the library	<b>C-1: M-1</b> Rating of customer focus questions on customer survey	2007 – Baseline
		2008 – Improve on baseline
	Staff performance of customer focus	
<b>C-2:</b> Deliver contemporary programs and services	<b>C-2: M-1:</b> Total number of visits.	2005 – Baseline 2007 – Set target after Dec. 2006
	Total number of website visits.	
<b>C-3:</b> Improve public awareness and knowledge	<b>C-3: M-1:</b> Number of cardholders	2007 – Create target after Dec. 2006
	<b>C-3: M-2:</b> Rating of customer and potential customer perceptions, awareness, and knowledge on customer survey	2007 – Baseline 2008 – Improve on baseline
<b>RUN THE BUSINESS</b>		
<b>B-1:</b> Improve customer access to materials and services	<b>B-1: M-1:</b> Items checked out per person	Current – 11.03 2007 – Target 12.5
<b>B-2:</b> Improve the delivery, use and application of technology	Implementation time for IT projects	
	Percent of time system available / fully operating (“up time”)	
<b>B-3:</b> Improve and modernize business processes	<b>B-3: M-1:</b> Number of process improvements completed	2006 – 1

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<b>MANAGE FINANCIAL RESOURCES</b>		
<b>F-1:</b> Diversify funding	<b>F-1: M-1:</b> Amount of donations and grant giving	2005 – Baseline 2006 – Increase by xx%
	<b>F-2: M-2:</b> Cost per circulation	2006 – Comparison to benchmark libraries
<b>F-3:</b> Invest in infrastructure	<b>F-3: M-1:</b> Building square foot per capita	
<b>DEVELOP EMPLOYEES</b>		
<b>E-1:</b> Create learning culture supporting knowledgeable employees with up-to-date skills  Training Budget	<b>E-1: M-2:</b> Number of “active learning” opportunities	2006 – Participation level 2007 – Increased participation level
<b>E-2:</b> Attract and retain a talented and diverse workforce	<b>E-2: M-1:</b> Number of qualified applicants per opening	2007 – Establish target
<b>E-3:</b> Create an inclusive internal culture.	<b>E-3: M-1:</b> Rating on working climate – internal survey	2006 – Baseline 2007 – Improve