



# Youth Services

## BALANCED SCORECARD

### Mission

The Youth Services Department fosters lifelong commitment to reading, to accessing information and to libraries. We provide materials and services to children, young adults, families, parents and caregivers. We advocate for these populations and work cooperatively with other youth-serving agencies and organizations.

### Vision

We connect every young person with reading and the public library, fostering a literate and informed community.

### Values

- ❖ We believe in every young person's right to read
- ❖ We hold sacred intellectual freedom
- ❖ We believe in equitable access—access for everyone
- ❖ We believe in youth advocacy
- ❖ We honor diversity
- ❖ We believe every child should be able to find a book that they can find themselves in
- ❖ We believe every family has the right to choose for their own family
- ❖ We believe in a fun, friendly atmosphere—a positive experience
- ❖ We respect youth and treat them with respect
- ❖ We foster creative solutions

### Strategies

- ❖ Remove access barriers
- ❖ Serve target populations
- ❖ Meet changing marketplace needs
- ❖ Develop and enable a workforce to achieve our mission

SWOT			
Strengths	Weaknesses	Opportunities & Threats	
❖ Advocates for youth	❖ Time and presence in library branches and community	❖ Demand for more services, the need to be more things for customers/community	
❖ Story time collection	❖ Listening to the public, actively seeking input into our work	❖ Limited funding, staff, spaces, resources	
❖ Good collection, well maintained, displayed well, well used	❖ Internal image	❖ Decreased funding for schools, affecting school library programs	
❖ System-wide programming structure	❖ Collaboration with schools	❖ Diversity of the community	
❖ Care for <u>all</u> youth (0-18)		❖ Rapidly changing technology	
❖ Knowledge of age-appropriate material		❖ Changing role of the library in the community	
❖ Summer reading		❖ Transportation	
❖ Teamwork		❖ Transportation	
❖ “Our Own Words” teen poetry and short story program		❖ Speed of everything including change	
❖ Creative Solutions		❖ Economy	
❖ Experts in youth services within the Library and community		❖ The decision-makers in the Library that control technology, its uses and the choices	
❖ Our work with 0 to 6 year-old children		❖ Growing population	
❖ Open to meaningful/appropriate change leading to improved service		❖ Service for 11-18 year olds	
❖ Individuality, we are entrepreneurs		❖ Increase expertise with school interaction/work	
❖ Passion		❖ Knowledge of technology kids use and wants	
❖ Youth outreach—“take” service to public			

### SERVE THE CUSTOMER

Objectives	Measures	Targets	Initiatives	Completion	Lead
Develop a customer focus	Training Completed	2007 – 100% of managers and supervisors complete training	Participate in training opportunities, creating tools and techniques to be implemented in developing customer and potential customer focus (Org)	2007 (new librarians)	YS
	Number of customer input opportunities	2006 – 2007 1 input opportunity	Include customer representation to: Develop a teen program (YS)	2007 (Sept.)	Sheri (work w/teen groups @ UP)
	Rating of customer and potential customer focus questions on survey	2007 – Baseline	Create an environment where customer focus culture can grow and thrive (YS / Org)	2006-07	COM Dept. w/ YS input
		2008—Improve on baseline	Using survey results, develop an initiative to support improvement in targeted area (Org)		
Deliver contemporary programs and services	Number of programs reviewed to improve, gain efficiency, contemporize	2006— One major program	Develop a plan for Teen Services. Review teen SRP and TRW (YS) <ul style="list-style-type: none"> <li>• Volunteer program</li> <li>• Increase SRP involvement/program</li> <li>• Increase Teen Read Week</li> </ul>	2007-08	Sheri / YA librarians (David, Jami), YS Librarians
	Results of evaluation form to develop capacity for teen service	2007 SRP	Add program evaluations to summer programs online registration (YS)		YS
	Number served to increase capacity	Increase number / type of EL trainings for parents & caregivers of 0-3 yrs.	Increase services to 0-3 by expanding current offerings	2008	Susan & Alison
	Increase in cards issued and use of tutor.com	Assess & define what increase role with school districts look like	Define relationship between Library & schools in order to better assess and identify needed programs and services. Introduce tutor.com and library card campaign for 8 <sup>th</sup> graders.	2008	Sondra



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Improve public awareness and knowledge	Library personnel's level of participation identified organizations/projects		Support plan to participate in strategic organization and projects outside of the Library (Review PCLS goals regarding YS involvement) (Org)	2006-07	
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### RUN THE BUSINESS

Objectives	Measures	Targets	Initiatives	Completion	Lead
Improve customer access to materials and services	Remove barriers to usage	2007 – Baseline number of visits youth w/ fines & amounts	Determine financial impact of youth fines and consider eliminating (YS)	June 2007	Judy
	Rating of customer convenience on customer survey	2007 – Baseline 2008 – Improve on baseline	Advocate for youth in PowerPac improvements (Org)	2007	Catherine
			Increase Youth Services staffing (YS)	2007	Judy
Improve and modernize business processes	Fully functioning department working at greater capacity	Integrate new hours, staff and services	Reorganization of department	2008	YS

### MANAGE FINANCIAL RESOURCES

Objectives	Measures	Targets	Initiatives	Completion	Lead
Diversify funding	Amount of donations and grant giving	2005 – Baseline 2006 – Increase by x%	Support the efforts of the Foundation and Friends (Org)		
Invest in infrastructure					

### DEVELOP EMPLOYEES

Objectives	Measures	Targets	Initiatives	Completion	Lead
Create a 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	2007 – Increased participation level 2008 – Increased participation level	Participate in Prepare training (Org)	2006	
	Number of employees participating in learning opportunities	2007 - # of opportunities 2006 - Baseline	Support external learning opportunities (YS)	Ongoing	Judy
	Rating of learning culture	2007 – Baseline 2008 – Improve			
			Implement a plan to train branch services in young adults (YS)	2008	YA librarians
Attract and retain a talented and diverse workforce	Rating on working climate	2007 – Baseline 2008 – Improve	Using survey results, develop an initiative to support improvement in the working climate	June 2007	
Ensure that working environment is accepting of and respectful of all people					