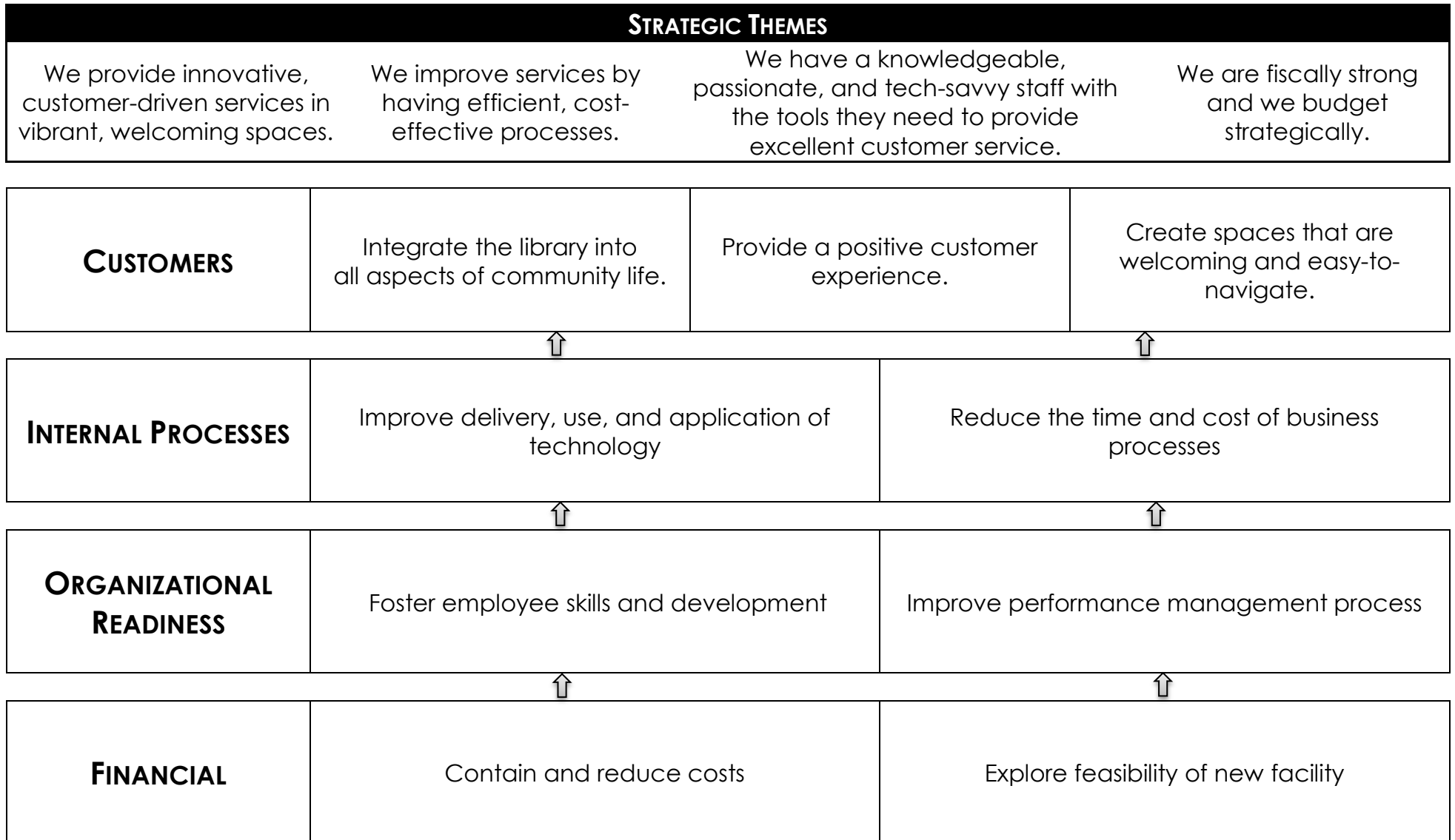


## Shaker Heights Public Library - Balanced Scorecard Strategic Plan 2012-2015

**Mission:** Shaker Heights Public Library builds community and enriches lives by bringing together people, information, and ideas.



## SHAKER HEIGHTS PUBLIC LIBRARY STRATEGIC PLAN 2012-2015

Strategy map		Balanced scorecard		Action plan
Strategic theme	Objectives	Measurement	Target	Initiative
<p style="text-align: center;"><u>Customers</u></p> <p>We provide innovative, customer-driven services in vibrant, welcoming spaces.</p>	Integrate the library into all aspects of community life.	<ul style="list-style-type: none"> <li>Joint initiatives completed with community organizations</li> <li>Staff involved in community/school activities</li> </ul>	<ul style="list-style-type: none"> <li>3 new</li> <li>10% of all staff</li> </ul>	<ul style="list-style-type: none"> <li>Find out current staff involvement</li> </ul>
	Provide a positive customer experience.	<ul style="list-style-type: none"> <li>Secret shopper program</li> <li>Number of regular users</li> <li>Annual active cardholders</li> <li>Collection usage measures</li> </ul>	<ul style="list-style-type: none"> <li>90% compliance</li> <li>Increase 1 %/ year</li> </ul>	<ul style="list-style-type: none"> <li>Customer service training</li> <li>Develop customer service standards</li> <li>Increase material budget</li> <li>Decrease wait time for holds</li> <li>Market collection</li> </ul>
	Create spaces that are welcoming and easy-to-navigate.	<ul style="list-style-type: none"> <li>Number of complaints</li> <li>Facility is clean and in repair</li> <li>Signage, layout, and presentation encourage use of collection and facility</li> </ul>	<ul style="list-style-type: none"> <li>Create baseline in 2012</li> <li>Reduce 30%</li> <li>Repairs completed within 1 week of reporting</li> <li>TBD depending on facility outcome</li> </ul>	<ul style="list-style-type: none"> <li>Hourly facility inspection</li> <li>Automate work request process</li> <li>Arrange collection in a logical way</li> <li>Update signage using positive, empathetic language</li> </ul>
<p style="text-align: center;"><u>Internal Processes</u></p> <p>We improve services by having efficient, cost-effective processes.</p>	Improve delivery, use, and application of technology	<ul style="list-style-type: none"> <li>Age of equipment for staff and public</li> <li>Implementation time for IT projects</li> <li>Number of web site users</li> <li>% staff proficient on e-reader technology, new media,</li> <li>% use self-charge</li> </ul>	<ul style="list-style-type: none"> <li>No older than 5 yrs</li> <li>Reduce by 50%</li> <li>Get baseline</li> <li>E-readers - 100% pub service staff</li> <li>40%</li> </ul>	<ul style="list-style-type: none"> <li>Update technology plan, including annual replacement plan</li> <li>Automate tasks</li> <li>Track projects and time with help desk software</li> <li>Explore Google Analytics</li> <li>Create new web site</li> <li>Training program for e-readers &amp; other tech</li> </ul>
	Reduce the time and cost of business processes	<ul style="list-style-type: none"> <li># process improvements in each department</li> </ul>	<ul style="list-style-type: none"> <li>At least 1/yr per department</li> </ul>	<ul style="list-style-type: none"> <li>Provide self-checkout &amp; reserve pickup</li> <li>Cross-train employees</li> <li>Web/electronic forms replace paper</li> <li>Update staff intranet</li> </ul>

## SHAKER HEIGHTS PUBLIC LIBRARY STRATEGIC PLAN 2012-2015

Strategy map		Balanced scorecard		Action plan
Strategic theme	Objectives	Measurement	Target	Initiative
<u>Organizational Readiness</u> We have a knowledgeable, passionate, and tech-savvy staff with the tools they need to provide excellent customer service.	Foster employee skills and development	<ul style="list-style-type: none"> <li>Number staff hours in training</li> </ul>	<ul style="list-style-type: none"> <li>All staff complete at least 4 training hours/yr</li> </ul>	<ul style="list-style-type: none"> <li>Set training attendance expectations</li> <li>Create core competencies</li> </ul>
	Improve performance management process	<ul style="list-style-type: none"> <li>All employees receive annual evaluations</li> </ul>	<ul style="list-style-type: none"> <li>100% during anniversary month</li> </ul>	<ul style="list-style-type: none"> <li>Revise evaluation form to reflect core competencies and training expectations</li> <li>Investigate pay for performance</li> </ul>
<u>Financial</u> We are fiscally strong and we budget strategically.	Reduce costs other than materials and hours of operation	<ul style="list-style-type: none"> <li>Materials % of budget</li> </ul>	<ul style="list-style-type: none"> <li>55<sup>th</sup> percentile or higher among Cuyahoga County in 3 years</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark Cuyahoga County systems – materials %.</li> </ul>
		<ul style="list-style-type: none"> <li>Operating budget (excluding materials) year-over-year change</li> <li>Budget carryover growth</li> </ul>	<ul style="list-style-type: none"> <li>Half or less of inflation (CPI-U)</li> <li>Cumulative growth of \$600,000 in surplus over 3 years</li> </ul>	<ul style="list-style-type: none"> <li>Begin an ongoing efficiency agenda using Target, Identify, Action approach. Early candidates:                             <ul style="list-style-type: none"> <li>VOIP</li> <li>Analysis of partnerships &amp; contracting to get efficiency of scale</li> </ul> </li> </ul>
	Explore feasibility of new facility	<ul style="list-style-type: none"> <li>Operating and debt service costs</li> <li>Facility/ staffing design and productivity benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>&lt; projected 5-10 yr revenue</li> <li>&lt; projected 5-10 yr no-move costs</li> <li>Meet or exceed best-in-class staffing efficiency among recently constructed benchmark libraries</li> </ul>	<ul style="list-style-type: none"> <li>Initiate facility feasibility study in conjunction with City</li> <li>10-year stay/go estimate</li> <li>Detailed current facility assessment</li> <li>Determine new facility space and staffing requirements based on best practices</li> </ul>