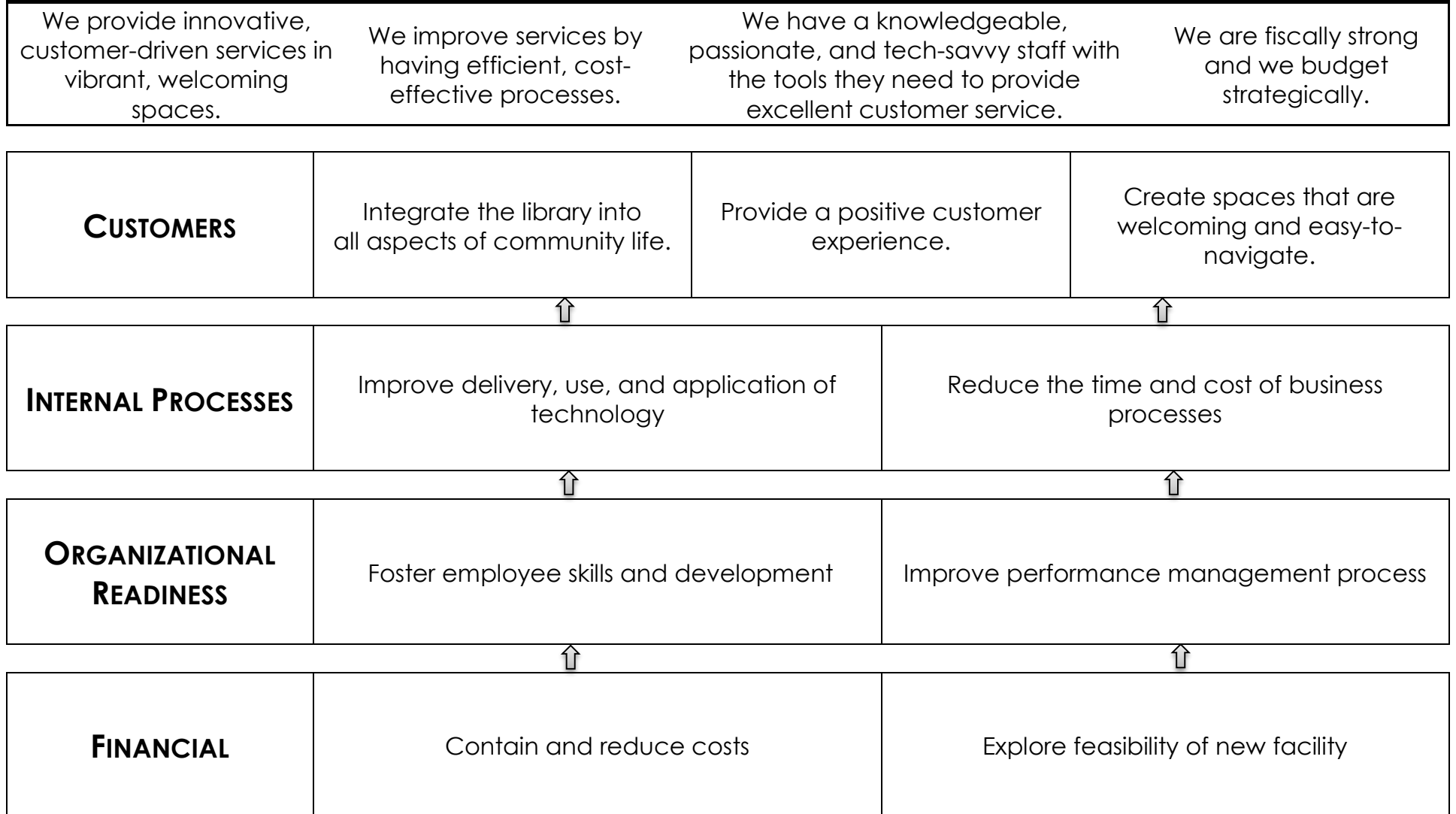


Shaker Heights Public Library - Balanced Scorecard Strategic Plan 2016-2017

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

STRATEGIC THEMES



SHAKER HEIGHTS PUBLIC LIBRARY STRATEGIC PLAN 2016-2017

Strategy map		Balanced scorecard		Action plan
Strategic theme	Objectives	Measurement	Target	Initiative
<p style="text-align: center;"><u>Customers</u> 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"> • Collaboration with the city and/or Moreland neighborhood anchor institutions • Improved broadband access to the community • Number of initiatives in collaboration with the public schools 	<ul style="list-style-type: none"> • At least 2 collaborative activities to support community engagement, sharing skills and resources by December 2017 • 2017 • At least 3 by December 2017, with at least 1 at an administrative level 	<ul style="list-style-type: none"> • Work with the city of Shaker Heights to support creation of a Moreland Innovation Zone as part of the city's Housing and Neighborhood Plan • Engage with the public schools to align library services for youth with educational goals
	Provide a positive customer experience.	<ul style="list-style-type: none"> • Programming and service outcomes • Program attendance • Customer satisfaction with material availability • Hold fill time 	<ul style="list-style-type: none"> • 80% of surveyed program participants indicate program attendance or library service has resulted in desired outcome for that program by December 2017 • Average attendance per program increases 25% by December 2017 • Baseline satisfaction survey 2016 • Comparison survey 2017 • Hold fill time reduced 25% by December 2017 	<ul style="list-style-type: none"> • Establish criteria for evaluation of services and resources • Review current programs and services to ensure there is a current community need for them • Implement outcome-based programming in selected areas • Increase material budget • Investigate patron-driven acquisitions • Increase selection and availability of ebooks • Use Collection HQ and other tools to assist with selection
	Create spaces that are welcoming and easy-to-navigate.	<ul style="list-style-type: none"> • Facility is clean and in repair • Number of complaints • Signage and layout encourage use of collection and facility • Reduction in behavior incident reports • Customer feedback 	<ul style="list-style-type: none"> • Compliment to complaint ratio = 1.5:1 by December 2016 • 10% reduction in directional questions by June 2017 • 10% reduction in behavior incident reports by June 2017 • 25% reduction in customer concern with safety and security issues by June 2017 	<ul style="list-style-type: none"> • Regular facility inspection • Replace HVAC controls • Update signage with consistent branding • Explore "bookstore" categories for nonfiction • Evaluate security procedures • Explore switching Teen Center and current 1st floor Quiet Study.

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<u>Internal Processes</u> We improve services by having efficient, cost-effective processes.	Improve delivery, use, and application of technology	<ul style="list-style-type: none"> Customers have access to 21st Century Technology Age of staff and public hardware and software 	<ul style="list-style-type: none"> 2 new technologies by December 2017 Wireless printing by June 2016 No older than 5 years 	<ul style="list-style-type: none"> Explore circulation of portable devices (Hotspots, tablets, etc.) Implement wireless printing Upgrade hardware and software for staff
	Reduce the time and cost of business processes	<ul style="list-style-type: none"> Review completed # process improvements in each department 	<ul style="list-style-type: none"> Recommendations for what changes, if any, are needed by July 2017 At least 1/yr. per department 	<ul style="list-style-type: none"> Review our organizational and departmental structures to ensure they align with and support implementation of our strategic plan and goals Automate/streamline business practices
<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"> Specified annual training requirements for each department and job. System and department-specific checklists in place and supervisors use with each new hire. Technology competencies created and in place % of staff proficient in job-specific technology skills Staff participation in cross-training opportunities. 	<ul style="list-style-type: none"> June 2016 September 2016 December 2016 90% job-specific staff proficiency by December 2017 100% of public service staff cross-trained in at least one other area by June 2017 	<ul style="list-style-type: none"> Establish training hours requirements for each department and job classification. Create system- and department-specific training checklists for new staff Create job-specific technology competencies and training suggestions for acquiring the competencies Provide cross-training opportunities for staff
	Improve performance management process	<ul style="list-style-type: none"> Job descriptions revised and available to all staff Staff recognition program in place Individual employees have goals specifically supporting the Balanced Scorecard 	<ul style="list-style-type: none"> May 2016 December 2016 December 2016 	<ul style="list-style-type: none"> Implement new job descriptions reflecting core competencies Develop staff recognition program Revise 6-month initial evaluation form to reflect core competencies Revise evaluation form

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<p style="text-align: center;"><u>Financial</u> We are fiscally strong and we budget strategically.</p>	Reduce costs other than materials	<ul style="list-style-type: none"> • Revenue from new sources • Budget carryover growth • Materials % of budget 	<ul style="list-style-type: none"> • 1 new revenue/funding sources identified and in place by December 2017 • Cash back credit card in use by December 2016 • 3% (total) of annual revenue transferred to Building Fund and Technology Fund each year • 55th percentile or higher among Cuyahoga County libraries by December 2017 	<ul style="list-style-type: none"> • Locate and pursue alternative funding and revenue sources • Implement purchasing using cash back credit cards • Implement lean management practices • Benchmark Cuyahoga County systems – materials %
	Explore feasibility of new facility	<ul style="list-style-type: none"> • Community knowledge of need for new/ renovated facility • Facility/ staffing design and productivity benchmarks 	<ul style="list-style-type: none"> • Fall 2016 phone survey shows: <ul style="list-style-type: none"> ○ More knowledge of facility issues ○ More support for funding to address them. • Meet or exceed best-in-class staffing efficiency among recently constructed benchmark libraries 	<ul style="list-style-type: none"> • Develop and implement comprehensive public awareness campaign to educate the community regarding the facility issues faced by the library. • Determine new facility space and staffing requirements based on best practices