

2011 BALANCED SCORECARD
RECOMMENDATION

Mission Spokane County Library District connects people with resources, 24/7.

Vision Spokane County Library District will be indispensable to the community.

Strategic Themes

1. Provide the right stuff at the right time.
2. Develop staff for today, tomorrow and the future.
3. Serve as a community place.

Core Values for Perspectives

Customer: Customer satisfaction is our focus.
Internal Processes: Continuously improve our processes.
Learning and Growth: Sustain the ability to change and improve.
Financial: Get the most value for the dollar.

Definitions

Goal: What we want to achieve.
Tactic: How will we achieve it.
Target: Results that we aim to achieve.
Measure: Did we achieve our goal.*

**we will measure our targets too, but meeting the target doesn't necessarily mean the goal was met*

Customer Perspective

“To achieve our vision, how should we appear to our customers?”

Goal 1:
Increase visibility
in the community

Tactic:

Implement the District’s advocacy plan

Targets

Staff are educated on advocacy philosophy and how they can be advocates

Outreach to selected organizations/audiences is accomplished

Measures

Number of presentations made to selected organizations/audiences

Anecdotal feedback from audiences on learning something new about SCLD

Number of unsolicited requests for SCLD speaker

Goal 2:
Become a
customer-focused
library

Tactic 1:

Provide customers with clear information regarding the reasons for implementing a print management system and how to use it.

Target

More than 50% of customers using the print management system will be able to do so without assistance.

Measure

Track number of questions and requests for assistance

Tactic 2

Implement a reasonable and fair fines and fees structure that encourages the return of materials

Targets

Assess fees that are reasonable and keep up with inflation

Collect a high percentage of fees assessed through payments or return of materials

Measures

Lower collection agency referral numbers

Reduction in the amount of long-delinquent fines and charges written off

Increase in overdue fee revenue

Change in the number of bill notices sent or increase in customer complaints

Goal 3:
Deliver
contemporary
programs and
services

Tactic 1:

Implement an automated system for customer workstation printing that provides print job privacy

Target

The selected print management system is installed and operational no later than 08/31/2011

Measures

The features of the system installed meet established criteria and function as intended

The full implementation deadline is met

Tactic 2:

Provide a secure and convenient method for online customer payments that protects customer privacy

Target

The online customer payment system is installed and operational no later than 03/31/2011

Measures

The features of the system installed meet established criteria and function as intended

The full implementation deadline is met

Learning & Growth Perspective

“To achieve our vision, how will we sustain our ability to change and improve?”

Goal 1: No specific tactics/targets/measures for 2011
Attract and retain a talented workforce

Goal 2: **Tactic 1:**
Ensure right skills in current and future staff Train current staff on and incorporate into future staff orientation the use of the print management system

Target

All branch services staff designated to assist customers with printing will understand and be able to answer questions about print management system operation by the time it's implemented

Measures

On-time completion of training for designated staff

Trained staff will achieve 90% accuracy in a post-training test

Tactic 2:

Train current staff on and incorporate into future staff orientation the use of the online payment system

Target

All branch services staff designated to assist customers with online payments will understand and be able to answer questions about payment system operation by the time it's implemented

Measures

On-time completion of training for designated staff

Trained staff will achieve 90% accuracy in a post-training test

Tactic 3:

Train staff and trustees who will be carrying out advocacy plan activities

Target

Staff and trustees making advocacy presentations will have the skills and abilities necessary to be effective

Measures

Observation and evaluation of run-through before first presentation

Observation and evaluation of first presentation

Presenter feedback

Financial Perspective

“To succeed financially, how should we appear to our constituents?”

Goal 1:
Ensure budget sustainability

Tactic:

Ensure ongoing future funding is in place to support current and future technology

Target

Incorporate sufficient funds to periodically upgrade and replace print management system hardware and software into the five-year rolling technology plan

Measures

Funds are included in the plan

Funds are sufficient to make necessary upgrades

Goal 2:
Pursue cost-effective operations

Tactic:

Determine and implement the most effective method to control customer workstation printing expenses while providing required print job privacy

Target

The customer workstation printing method either reduces current net costs or maintains them at no more than current levels

Measures

Reduction in number of pages printed

Reduction in maintenance and supply costs

Internal Process Perspective

“To satisfy our constituents and customers, at what business practices must we excel?”

Goal 1:
Improve communications

Tactic:

Educate staff on the District’s advocacy plan, its goals, and their role in it

Target

85% of staff understand the plan, its goals, and their role

Measure

SharePoint survey/quiz 2-3 months after completion of the education program

Goal 2:
Provide staffing appropriate to meet public and support service needs

Tactic:

Staff time allocated to projects is adequate to meet project objectives and timelines without adversely impacting ongoing operations

Targets

The three major 2011 projects, advocacy plan and print management implementation, and evaluating customer-based revenues, have an adequate staff resource allocation

Measures

Project schedules maintained

Project objectives met

Minimal impact on routine operations